

AGENDA FOR

CABINET

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To: All Members of Cabinet

Councillors: M C Connolly (Leader and Cabinet Member for Business Engagement and Regeneration) (Chair), R Shori (Deputy Leader and Cabinet Member for Finance), P Heneghan (Cabinet Member for Children, Families and Culture), T Isherwood (Cabinet Member for Environment), J Lewis (Cabinet Member for Communities), A Simpson (Cabinet Member for Health and Wellbeing) and S Walmsley (Cabinet Member for Resource and Regulation)

Dear Member

Cabinet

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

Date:	Wednesday, 8 July 2015
Place:	Meeting Rooms A & B - Town Hall
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

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

3 PUBLIC QUESTION TIME

Questions are invited from members of the public present at the meeting about the work of the Council and the Council's services.

Approximately 30 minutes will be set aside for Public Question Time, if required.

4 MINUTES *(Pages 1 - 8)*

To approve as a correct record the minutes of the meeting held on 10 June 2015.

5 ITEM WITHDRAWN

6 PHYSICAL ACTIVITY AND SPORT STRATEGY FOR BURY 2015-2020 *(Pages 9 - 54)*

7 MODERNISATION INTERMEDIATE CARE SERVICES - REQUEST FOR APPROVAL TO USE CAPITAL TO REFURBISH KILLELEA HOUSE *(Pages 55 - 72)*

8 PEOPLE STRATEGY 2015 TO 2020 *(Pages 73 - 90)*

9 RISK MANAGEMENT ANNUAL REPORT 2014/2015 *(Pages 91 - 108)*

10 CORPORATE PLAN PROGRESS REPORT - QUARTER 4 2014-2015 *(Pages 109 - 146)*

11 PROPOSED TENDER ACTIVITY AND CHANGE IN SERVICE DELIVERY MODEL FOR SHORT BREAK SERVICES FOR CHILDREN AND YOUNG PEOPLE WITH DISABILITIES *(Pages 147 - 186)*

12 GRANT: PILOT TO SUPPORT CARERS TO REMAIN IN PAID WORK *(Pages 187 - 212)*

13 REVENUE AND HOUSING REVENUE ACCOUNT OUTTURN 2014/2015 *(Pages 213 - 238)*

14 CAPITAL OUTTURN 2014/2015 *(Pages 239 - 254)*

15 2014/2015 TREASURY MANAGEMENT ANNUAL REPORT *(Pages 255*

- 268)

**16 MINUTES OF ASSOCIATION OF GREATER MANCHESTER
AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY**
(Pages 269 - 276)

To consider the minutes of meetings of the AGMA Executive Board and Greater Manchester Combined Authority held on 29 May 2015

17 URGENT BUSINESS

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

18 EXCLUSION OF PRESS AND PUBLIC

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

**19 LONG LEASE OF COUNCIL OWNED LAND TO SIX TOWN HOUSING
AT HAWORTH CLOSE, BURY, FOR THE DELIVERY OF A NEW EXTRA
CARE SCHEME** (Pages 277 - 290)

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Minutes of:	THE CABINET
Date of Meeting:	10 June 2015
Present:	Councillor R Shori (in the Chair) Councillors P Heneghan, A Isherwood, J Lewis, R Shori, A Simpson and S Walmsley
Apologies:	Councillor M Connolly
Public attendance:	1 member of the public was in attendance.

CA.71 DECLARATIONS OF INTEREST

No declarations of interest were made in relation to any of the items of business on the agenda.

CA.72 PUBLIC QUESTION TIME

A period of thirty minutes was allocated for any members of the public present at the meeting to ask questions about the work or performance of the Council or Council services.

No questions were asked.

CA.73 MINUTES**Delegated decision:**

That the minutes of the meeting held on 8 April 2015 be approved and signed by the Chair as a correct record.

CA.74 COUNCIL VISION, PURPOSE AND VALUES 2015-2020

The Leader of the Council submitted a report presenting a plan for Bury to meet its obligations in view of the significant challenges that the Council faces in the coming years. These include staying within budget and managing the expectations of a growing (and ageing) population.

A draft "plan on a page" was circulated to Cabinet members presenting a new look plan focussing on the actions needed in each aspect of work to transform the Council's approach to public services by 2020.

Delegated decision:

That the Vision, Purpose and Values document be approved as the basis of the Council's 5 year plan and forwarded to the meeting of Council on 1 July 2015.

Recommendations to Council:

1. That the Council be recommended to adopt the plan.

2. That by adopting the plan the Council amends the Council's Constitution by replacing the previously approved Bury Plan with the plan submitted.
3. That the Council agrees the draft indicators (Appendix 1 of the report submitted) as the basis for corporate monitoring and that further work be undertaken to develop and refine the measures to reflect progress on the work programme.
4. That a financial Strategy and People Strategy be developed to underpin the direction of travel set out in the Visions, Purpose and Values document.

Reasons for the decision:

The plan will provide a route map for the organisation over the next 5 years.

Other options considered and rejected:

To reject the recommendations. This would leave the Council without a plan to deal with the significant cuts expected to local authority and public service budgets.

CA.75 ADULT EDUCATION STRATEGY 2015-2018

The Cabinet Member for Communities submitted a report presenting a strategy for a direction of travel for the Council's adult learning service that is more aligned to the Team Bury priorities and the Council's Visions and Values. The strategy has a strong focus on actions that increase basic skill levels and reduce other barriers to employment. The role of learning in promoting community cohesion and reducing inequalities is also recognised.

The strategy forms part of the evidence considered by Ofsted when the service is inspected and will support future bids to the Skills Funding Agency (SFA) and other funding sources.

Delegated decisions:

1. That approval be given to the Adult Education Strategy as detailed in the report submitted.
2. That options be developed to address potential funding shortfalls in the budget and ensure the financial sustainability of the in-house service, in consultation with the Cabinet Member for Communities.

Reason for the decision:

The Strategy provides a clear direction for the service.

Other option considered and rejected:

To reject the recommendation.

CA.76 BURRS COUNTRY PARK STRATEGY (FINAL PUBLISHED VERSION)

The Cabinet Member for Communities submitted a report regarding the final publication of a strategy for the future development of Burrs Country Park over a period of 15 years (2015 to 2029). The strategy aims to establish Burrs Country Park as a 'destination park' of regional significance.

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There are a number of projects within the strategy which are identified to help modernise and sustain Burrs as a family tourist attraction. The most significant of which is the construction of a station on the East Lancashire Railway (ELR) which will help to unlock the combined potential of Burrs Country Park and the ELR heritage railway.

A four week public consultation on the strategy was undertaken during March and April 2015 and generated a small number of responses, many of which expressed support for the proposals and suggested changes to improve the document. Some minor changes have been made to the Strategy as a result.

Delegated decision:

That approval be given to the final publication of the Burrs Country Park Strategy as a material planning consideration in assessing planning applications at Burrs Country Park.

Reason for the decision:

Approval enables the Burrs Country Park Strategy to be taken into account in assessing planning applications. It will provide an agreed vision for the park between partners and the community and will support the implementation of individual projects including funding bids.

Other option considered and rejected:

To amend the Burrs Country Strategy or to reject the recommendation.

CA.77 ADOPTION OF REVISED SUPPLEMENTARY PLANNING DOCUMENT 1: OPEN SPACE, SPORT AND RECREATION IN THE NEW HOUSING DEVELOPMENT

The Cabinet Member for Resource and Regulation submitted a report presenting a revised version of the existing Supplementary Planning Document 1 (SDP 1) on open space, sport and recreation provision in new housing developments. The document would replace the current SPD1 advice.

Following a four week period of consultation some minor changes were made to the draft version of the SDP1.

Delegated decision:

That approval be given to adopt the revised Supplementary Planning Document 1 as detailed in the report submitted.

Reason for the decision:

Adoption of the SPD1 will ensure that the document is up to date and is afforded weight in the consideration of all planning applications determined from this date.

Other option considered and rejected:

To amend the SPD1 or to reject the recommendation.

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CA.78 FOSTER CARE PAYMENTS

The Cabinet Member for Children Families and Culture submitted a report addressing the changes to the foster care payment system. The report focussed on the three main issues:

1. To afford family and friends carers the opportunity to qualify for the payment of the fostering fee.

Currently family and friends who are approved as foster carers are paid the fostering allowance but are not paid a fostering fee which is reserved to 'mainstream carers' as a reward for opening their homes to unrelated children. A High Court judgement ruled against this sort of differentiation and Local Authorities are now required to ensure that any fee or 'reward element' of a payment system must be open to all carers.

As a result of this ruling it is now necessary to develop new criteria for the payment of a fee. It is proposed that this is best done by the introduction of a payment for training and skill development.

2. To promote training and development for foster carers.

Previously all carers who were approved to take unrelated children received the full fee on taking their first placement. It is proposed that on taking a first placement a fee that is equivalent to 50% of the full fee will be paid in recognition of having completed the 'Skills to Foster' training with the other 50% of the fee being earned by completing induction training. The full fee would be maintained thereafter by undertaking regular training that consolidated developed skills and knowledge. Those wishing not to undertake this level of training would remain on the 50% fee level.

This Payment for Skills system would be open to all carers and would thereby not only comply with the High Court ruling but incentivise training and development.

3. To put in place an enhanced fee to underpin the development of a specialist foster care scheme.

The Fostering Service has identified a need and an opportunity to recruit and develop a small group of foster carers who would be trained and supported to offer placements to young people who have multiple and complex needs and who are likely to be otherwise placed in Independent Fostering Agency placements or residential homes. A 'team around the child' approach would be taken.

The fee paid to these carers would recognise their specialist skills that would be developed through an extensive training and development programme and their availability to the young person.

Delegated decisions:

That approval be given to introduce the new payment scheme in full.

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Reason for the decision:

This would address all 3 issues in that it would assure compliance, incentivise training & development and allow the development of the specialist scheme.

Other option considered and rejected:

1. Reject the recommendations.
2. Maintain the current payment system and include all Family and Friends Foster Carers.
3. Introduce the new payment for skills without developing the specialist foster care scheme

CA.79 TOWNSHIP FORUMS

The Cabinet Member for Communities submitted a report seeking approval to a number of recommendations to enhance Township Forums. In view of the significant budgetary challenges facing the Council and its partners, the changing local partnership landscape and advances in digital technologies, the opportunity has been taken to refresh the Forums to make them more efficient, effective and locally focussed.

The proposals included the following:

- To reduce the number of generic presentations;
- To formalise Police involvement in Township Forums;
- To reduce the frequency of meetings and harness wider engagement mechanisms;
- To introduce the Localism Act 2011 into Township Forums (assets of community value);
- To introduce Community Funds (£8000 to each Township Forum to award small grants to community and voluntary groups).

Delegated decision:

That the report and proposals as detailed in the report submitted be supported and endorsed and be referred to the meeting of Council on 1 July 2015.

Recommendations to Council:

1. That Council be recommended to approve the amendment of the Operating Framework for Township Forums to incorporate the proposals as detailed in the report submitted
2. That Council be recommended to reduce the number of meetings of Township Forums from six to four per year.
3. That Council be recommended to implement the proposals during the 2015/16 municipal year.

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Reasons for the decision:

This decision will enhance the effectiveness of Township Forums. The proposals will help to reduce duplication across partners in relation to community engagement and strengthen local focus and accountability.

Other option considered and rejected:

To reject the recommendations.

CA.80 EXCLUSION OF PRESS AND PUBLIC

Delegated decision:

That in accordance with Section 100(A)(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items of business as they involve the likely disclosure of exempt information as detailed in the condition of category 3.

**CA.81 CAPITAL PROJECT STAGE 2 BRIEF – HIGHWAYS CAPITAL
E MAINTENANCE AND BRIDGE STRENGTHENING PROGRAMMES 2015/16**

The Deputy Leader and Cabinet Member for Finance, Cabinet Member for Resource and Regulation and Cabinet Member for Environment submitted a report setting out in financial terms details of Highways Capital Maintenance and Bridge Strengthening Programmes approved by Council within the 2015/16 Capital Programme which involves expenditure exceeding £250,000.

The schemes have been approved as part of the Highways Capital Maintenance and Bridge Strengthening Programmes for 2015/16.

Delegated decisions:

1. That approval be given to the capital expenditure details for the 2015/16 Highways Capital Maintenance and Bridge Strengthening Programmes as set out in the report submitted.
2. That approval be given to delegate approval of the detailed list of schemes to be funded from the additional Local Highways Maintenance Funding to the Interim Executive Director of Resource and Regulation in consultation with the Cabinet Member for Environment.
3. That it be noted that this expenditure is approved as part of the LTP – Highways Capital Maintenance Programme for 2015/16.
4. That the method of financing the programme be noted.

Reason for the decision:

The Council Constitution requires approval by Cabinet of capital expenditure exceeding £250,000. The decision will enable the programmes to progress.

Other option considered and rejected:

To reject the recommendations.

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**CA.82 CAPITAL PROGRAMME STAGE 2 BRIEF PLAY AREA REFURBISHMENT
E PROGRAMME 2015/2016**

The Deputy Leader and Cabinet Member for Finance and the Cabinet Member for Environment submitted a report setting out in financial terms details of a capital project for a Play Area refurbishment programme. The Programme had been previously approved within the 2015/16 Capital Programme which involves expenditure of £250,000.

Delegated decisions:

1. That approval be given to the financial details set out in the report submitted.
2. That the separate programme of play area refurbishments through Section 106 funding which complements the capital programme in Appendix 1 of the report submitted be noted.

Reason for the decision:

The Council Constitution requires approval by Cabinet of capital expenditure exceeding £250,000.

Other option considered and rejected:

To reject the recommendation.

COUNCILLOR R SHORI
Chair


(Note: The meeting started at 6.00 pm and ended at 6.25 pm.)

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REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	8 JULY 2015
SUBJECT:	PHYSICAL ACTIVITY AND SPORT STRATEGY FOR BURY 2015-2020
REPORT FROM:	COUNCILLOR A SIMPSON - CABINET MEMBER, HEALTH AND WELLBEING
CONTACT OFFICER:	Stefan Taylor, Health Improvement Specialist, Department for Communities and Wellbeing
TYPE OF DECISION:	CABINET KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This report is within the public domain.
SUMMARY:	<p>This report seeks approval of the proposed Physical Activity and Sport Strategy for Bury 2015-20.</p> <p>This strategy provides a framework to increase participation in physical activity and sport and act as a lever for change to improve the health and wellbeing and quality of life for individuals, their families and the wider community.</p> <p>The strategy has been developed following the completion of phase one of the 'I Will If You Will' programme.</p>
OPTIONS & RECOMMENDED OPTION	<p>Option 1 Approve the Physical Activity and Sport Strategy for Bury 2015-20. This will provide the direction for our approach to influencing the behaviour of our communities and outline our approach to the development of sports and physical activity in Bury.</p> <p>Option 2 Approve the strategy with amendments. Any proposed changed would need to be set out in detail to enable full assessment of the amendments in relation to equality legislation.</p> <p>Option 3 Do nothing. This increases the risk that more people will</p>

	<p>be inactive. The consequences of this are likely to include more people living with poor health and increasing pressure and demand on health and social services.</p> <p>Cabinet is recommended to approve option 1.</p>
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	Executive Director of Resources to advise regarding risk management.
Health and Safety Implications	There are no health and safety issues arising directly from this strategy. Any changes in services or operating practice will be subject to risk assessments and implemented in line with existing policy.
Statement by Executive Director of Resources (including Health and Safety Implications)	<p>With regard to the impacts of physical activity and sport on occupational health and safety are comments are as follows:</p> <p>On the proviso that activities are appropriately planned and managed so as to avoid injury or ill health, there is a positive impact on both psychological and physical well-being that is beneficial in raising individual's abilities to meet and cope with work demands. Furthermore, well planned and managed exercise can also have positive benefits with regard to rehabilitation from injury and ill health (mental and physical), this can assist employees to maintain attendance and performance at work or to return to work following absence.</p>
Equality/Diversity implications:  EA - Physical Activity & Sport Strategy - Mā	<p>Yes</p> <p>The Equality Assessment outlines that the strategy aims to increase participation in physical activity and sport, and improve the health, wellbeing and quality of life of people in Bury.</p> <p>The overall effect of the strategy, and the targeted work taking place as a result of it, will have a direct and positive impact on the vast majority of the groups with protected</p>

	equality characteristics.
Considered by Monitoring Officer:	Yes Comments
Wards Affected:	All
Scrutiny Interest:	This strategy has not been to Scrutiny.

TRACKING/PROCESS

DIRECTOR: Executive Director, Department for Communities & Wellbeing

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
Senior Leadership Team (18/05/2015)			
Scrutiny Committee	Cabinet/Committee	Council	

1.0 BACKGROUND

- 1.1 Following the completion of phase one of the I Will If You Will programme, in light of the work which has been undertaken, it was considered timely to develop a borough wide strategy for physical activity and sport.

2.0 PURPOSE OF THE PHYSICAL ACTIVITY & SPORT STRATEGY

- 2.1 The strategy provides a framework to increase participation in physical activity and sport and act as a lever for change to improve health and wellbeing and quality of life for individuals, their families and the wider communities.
- 2.2 The strategy has been developed as a result of the growing evidence around the effects of inactivity and we know that if physical activity and sport participation is increased there are a number of significant health and social benefits which are associated with this.
- 2.3 The strategy has adopted two main aims they are:
- **Adopt a targeted approach to supporting the inactive become active**
 - **To sustain and increase participation for those already active**

3.0 PROCESS USED TO DEVELOP THE STRATEGY

- 3.1 The strategy has been designed to address the growing levels of inactivity across Bury. The primary aim of the strategy is to get people who are defined as inactive to become active and those who are already considered active doing more.
- 3.2 The evidence has been reviewed and through the insight, intelligence and learning gathered by Public Health and the I Will If You Will project the strategy sets out a clear delivery framework in terms of turning the tide and creating environments whereby being active is considered the norm.
- 3.3 In the development of the strategy a number of organisations were consulted with which helped shape the focus. Organisations such as Public Health, IWIYW team, schools, community groups and GPs have contributed towards the development of this document in the early stages.

4.0 OVERVIEW OF THE STRATEGY

- 4.1 The strategy considers the whole population through a life-course approach.
- 4.2 The content of the strategy is made up of 4 sections including a detailed action plan and a forward from Cllr Andrea Simpson Chair of the Health and Wellbeing Board.
 - Section 1 covers the Vision and why this is important;
 - Section 2 covers where we are now;
 - Section 3 covers Our aims and objectives;
 - Section 4 covers Delivering our ambitions;
 - Action Plan/Strategy outcomes.

5.0 KEY ISSUES FOR CONSIDERATION, FUTURE CHALLENGES AND RISKS

5.1 Risks of inactivity

- 5.1.1 The effects of inactivity will result in an increase in the number of people who live with poor health; this in turn will increase pressure and demand on a range of public services requiring additional health and social care support.
- 5.1.2 Consider the risk of low partnership involvement; this would have a direct impact on supporting the wider population to take part.
- 5.1.3 Challenges such as physical activity become part of everyday life and taking part in activities such as walking and cycling are considered the norm. Encourage and promote long term behaviour change to ensure the health benefits are stored.

5.2 Whole population approach

- 5.2.1 Physical Activity & Sport Strategy provides a framework whereby the stages of the life course play a significant part in terms of providing opportunities to all ages, including males and females - the I Will If You Will programme only provides an offer to women and girls.

5.3 Health and safety

- 5.3.1 All interventions and activity will be assessed in line with health and safety protocols, in order to minimise the risk of accidents but maximise the effects of taking part.

6.0 EQUALITY AND DIVERSITY

- 6.1 Overall the effect on equality is positive as the strategy is aiming to increase participation in sport and physical activity across the whole population to improve health, wellbeing and quality of life. There are specific benefits in respect of race, disability, gender, age and caring responsibilities as targetted actions will be implemented to address the lower than average participation levels found within these groups.
- 6.2 The strategy will focus on both the inactive and the active in a bid to increase participation which will contribute to preventing and improving many chronic conditions and diseases.
- 6.3 As the strategy is implemented opportunities will be identified to improve accessibility for groups with low levels of participation and to develop good relations between different protected characteristics.

7.0 CONCLUSION AND RECOMMENDATIONS

- 7.1 The Physical Activity and Sport Strategy for Bury 2015-2020 outlines how we will work smarter to understand our communities and influence peoples attitudes and behaviours towards physical activity and sport; how we will maximise the power of collaboration not just within Bury but across Greater Manchester; how we will embed physical activity and sport into local policy; how we will develop a mixed economy market opportunities and ensure a high quality experience for all participating; and how we will be ambitious in our approach in focussing on all areas of real opportunity, for example those related to workplace or active travel.
- 7.2 The evidence is compelling that increasing participation in physical activity and sport can make a real difference to people's lives.
- 7.3 Cabinet is asked to approve and support the Physical Activity and Sport Strategy for Bury 2015-2020.
- 7.4 It is proposed that the Health and Wellbeing Board will in terms of governance provide strategic direction and oversight of the strategy.
- 7.5 Operational oversight of the strategy will sit with the re-constituted Active Bury.
- (a) Active Bury will be accountable to and will report directly to the H&WB Board.
 - (b) The strategy has an underpinning action plan.

List of Background Papers:-

Physical Activity & Sport Strategy 2015-2020
Equality Analysis 2015

Contact Details:-

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Last Updated 19.05.14

A Physical Activity and Sport Strategy for Bury 2015-2020



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	a. Action Plan
	b. Strategy Outcomes
	c. Useful resources

Foreword

I am delighted to present the Physical Activity and Sport Strategy for Bury 2015-2020, a partnership strategy which sets out our vision *to increase participation in physical activity and sport and act as a lever for change to improve the health and wellbeing and quality of life for individuals, their families and the wider community.*

This is a vision we feel passionately about in Bury Council because we recognise the benefits that participation in physical activity and sport can create for local people and contribute towards making Bury a great place in which to live, work, visit and study.

We need this strategy because around one in two women and a third of men in England are damaging their health through a lack of physical activity. Evidence also shows that physical inactivity directly contributes to one in six deaths in the UK the same number as smoking. Unfortunately Bury is no different; the estimated health cost of inactivity each year is over £4.5m, with a cost per 100,000 people greatly in excess of regional and national figures.

However, it is clear that increased levels of physical activity and sport can contribute to an improved quality of life at all stages. Regular participation in physical activity and sport can make a significant contribution towards reducing the risk of diseases including coronary heart disease, stroke, cancer, type 2 diabetes and obesity, and can also improve mental health and wellbeing.

Whilst there have been encouraging increases in participation in Bury over recent years, this strategy argues that we need to achieve greater and more sustained growth across all age groups if we are to improve the long term health and wellbeing of local people.

We also know that being physically active brings with it a number of other positive benefits. We know that active workplaces do better and help to drive a stronger economy. We know that sport generates £62.6m per annum in Gross Value Added to the local economy with £45.5m alone generated from people participating in sport. Alongside over 1,500 local jobs in the sector, we know that the value of volunteering to the local economy is also significant, at over £14m per annum.

So what are we going to do differently to bring change? This strategy outlines how we will work smarter to understand our communities and influence peoples attitudes and behaviours towards physical activity and sport; how we will maximise the power of collaboration, not just within Bury but across Greater Manchester; how we will embed physical activity and sport into local policy; how we will develop a mixed economy market of opportunities and ensure a high quality experience for all participating; and, how we will be ambitious in our approach in focussing on areas of real opportunity, for example those related to workplaces, or active travel.

There is already lots of good work to build on such as the I Will If You Will women and girls project which we are delighted has received an additional £2m National Lottery investment from Sport England through to the end of 2016. We are also fortunate to have so many committed partners sharing our participation ambitions – it is clear that Bury Council cannot achieve this vision alone; these organisations in the public, private and voluntary sectors all have a valued and important role to play.

Our aims are twofold, we need to look at the specific support required to help change behaviours of the inactive helping them to become active, whilst at the same time ensuring that we don't lose sight

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of what we need to do is sustain and increase participation for those already active. The message is simple everybody active, more often, across the lifecourse.

Underpinning our aims we have identified three key areas that will support growth - how we influence *social perceptions* regarding physical activity and sport to stimulate demand; how we ensure there is choice and create targeted *physical activity and sport opportunities* where needed; and how we influence the *physical environment* including open space, built provision for physical activity and sport, and infrastructure that enables or improves accessibility of activity.

Our plans are laid out in our delivery framework and action plan, which set out our objectives and priority actions. The Bury Health and Wellbeing Board will ensure that we are accountable for delivering these plans, supporting the formation of a new Active Bury partnership that will oversee the on-going implementation across the borough and champion effective collaboration between partners.

The evidence is compelling that increasing participation in physical activity and sport can make a real difference to people's lives. I look forward to you joining us on that journey.

Councillor Andrea Simpson

Chair of Bury's Health & Wellbeing Board

1. Our Vision and why this is important

a. Introduction

- 1.1. This document sets out the strategy for Bury Council and partners to develop a borough wide approach for physical activity and sport. This is a partnership strategy; Bury wants to create a model of good practice in developing a holistic, multi agency approach to addressing the challenges caused by a lack of physical activity, and contribute positively to improving the lives of local people.
- 1.2. In developing this strategy it is argued that physical activity and sport have a vitally important role to play in contributing to the overall vision for Bury, *'to make Bury a great place in which to live, work, visit and study.'*¹ Indeed as the evidence presented as part of this strategy shows, the time for action is now as this contribution is only likely to become increasingly significant in future years.
- 1.3. The challenge is succinctly summed up by Everybody active, every day: An evidence-based approach to physical activity, published by Public Health England in October 2014:

*Around one in two women and a third of men in England are damaging their health through a lack of physical activity. This is unsustainable and costing the UK an estimated £7.4bn a year. If current trends continue, the increasing costs of health and social care will destabilise public services and take a toll on quality of life for individuals and communities.*²
- 1.4. The evidence base is undisputable linking increased levels of physical activity and sport to improved quality of life at all stages. Regular participation in physical activity and sport can be seen to make a significant contribution towards reducing the risk of diseases including coronary heart disease, stroke, cancer, type 2 diabetes and obesity, and can improve mental health and well being.
- 1.5. The current picture in Bury will present a story showing some growth in participation levels over recent years. However, this strategy argues that just being better than a national average, which is deemed by most industry experts as unacceptable, is not a vision that Bury should strive for, we need to be bolder in building high and sustained levels of participation. Current participation levels are not enough to make a sustained difference on our population, and greater participation impacts can be achieved as evidenced elsewhere in Europe.³
- 1.6. Whilst participation increases are encouraging in isolation, based on the evidence in this strategy the stark reality is that the prevalence of diseases linked to physical inactivity are also increasing in Bury and the current participation increases are not sufficient to turn the curve in terms of improved health and wellbeing. Figure 1.1 below highlights the curves we are trying to turn in terms of activity levels, inactivity levels, and health related indicators. The graph highlights the actual position against each measure, the forecasted position based on the

¹ Bury's Community Strategy 2008-2018

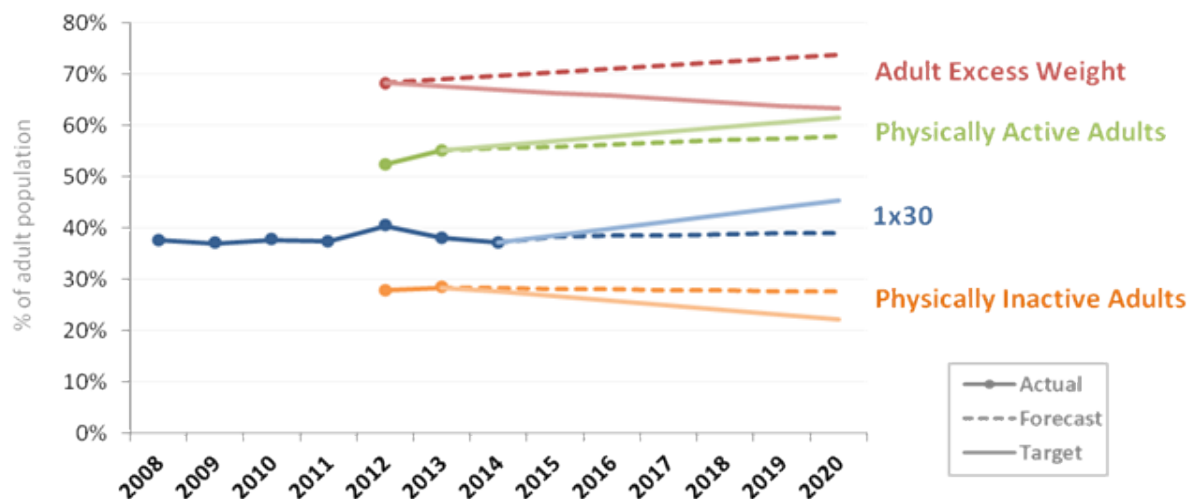
² Everybody active, every day: An evidence-based approach to physical activity. Public Health England, October 2014

³ The example of Finland is cited in much of the latest research. Finland has taken a long term approach to embedding health enhancing physical activity for all into national and local policy over a period of more than two decades. This is not just sport and health policy but also transport and multisectoral. Repeated surveys indicate that participation in recreational physical activity has increased in Finland among young, working aged, and elderly people during the past two decades. (Physical Activity Policy and Program Development: The Experience in Finland, Vuori et al 2004)

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following the status quo, and the targeted change by 2020. Excess weight has been used in this instance as a proxy measure but the same would also apply to a number of other indicators.⁴

Figure 1.1 – turning the curve in terms of participation in physical activity and sport, and health related indicators⁵



- 1.7. Achieving the changes illustrated in figure 1.1 will not be easy, but that is why a concerted and coordinated effort is required from stakeholders across Bury to make this sustainable change and improve quality of life for local residents.
- 1.8. Whilst reducing health inequalities is clearly a significant strategic driver this strategy also recognises the important positive contribution that physical activity and sport can make towards improving quality of life in a wider perspective, such as through spurring economic growth, energising community engagement, educational attainment and helping to raise aspirations of local people.

b. Our vision

"To increase participation in physical activity and sport and act as a lever for change to improve the health and wellbeing and quality of life for individuals, their families and the wider community"

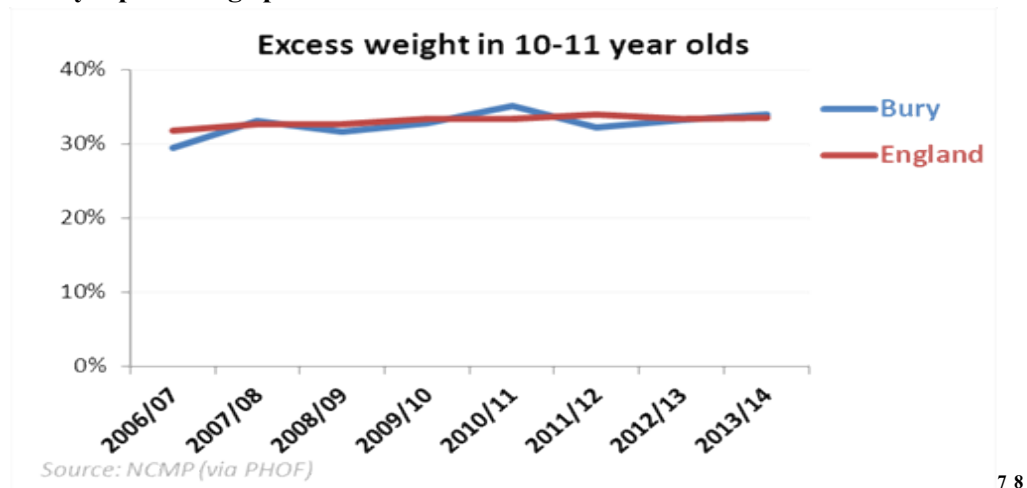
- 1.9. Increasing participation in physical activity and sport will generate significant societal benefits across Bury, improving not just the lives of the individuals engaged but also impacting upon their families and the wider community.
- 1.10. Our vision is underpinned by the fundamental premise that we want to see everybody in Bury more active, more often, and for this to be habit forming so that participation in physical activity and sport is continued throughout the life course.
- 1.11. Success in achieving the vision will see in 2020:

⁴ Excess weight has been used as a proxy measure. It is acknowledged that overweight people can be physically active.

⁵ Forecasts are based upon linear trend lines of figures for Bury or nationally, where historic data does not exist for Bury, e.g. excess weight forecasts are based on Health Survey England trends. The activity and inactivity targets are based on the actual targets set for the strategy, as listed under 1.1.

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- Over 65% of adults (16+) in Bury undertaking 150 minutes of moderate intensity physical activity per week. This equates to a sustained increase of 10 percentage points from 2013 and aims to put Bury above the 75th percentile for participation nationally.⁶
- A projected reduction of 10,000 adults (16+) who are classed as inactive, a decrease of nearly 7 percentage points from 2013.



7 8

- A 1.5 percentage point increase per annum of adults (16+) taking part in sport at least once a week.^{9 10 11}

1.12. Figure 1.2 below outlines the targeted outcomes from this strategy. These are articulated in further detail in Appendix B, alongside the key indicators of success.

Figure 1.2 – Vision and Outcomes

⁶ This relates to Public Health Outcomes Framework (PHOF) measure 2.13i. A target of 65.1% would mean there would be an estimated 94,721 adults aged 16+ active for 150 minutes per week, a projected increase of 14,550.

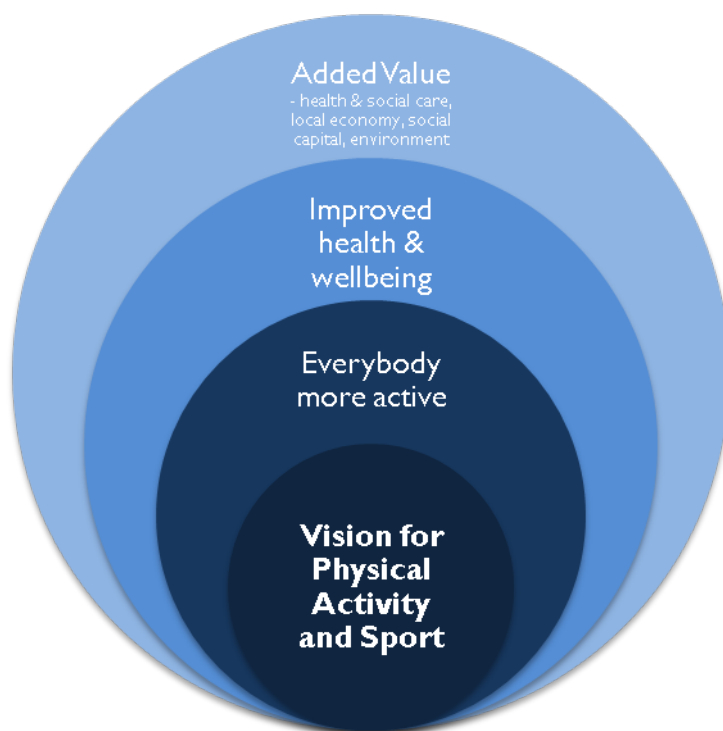
⁷ This equates to 21.5% of the population classed as inactive, and is projected to put Bury in the upper 75th percentile nationally.

⁸ The target for active adults is larger than inactive adults as there is a proportion of the population (c16.5%) who do some activity but do not yet reach the recommended 150 minutes of moderate intensity physical activity per week. The aim is to get everybody doing more and it is acknowledged that to move from less than 30 minutes to 150 minutes per week is a big change for an individual to make.

⁹ The I Will If You Will (IWIYW) women and girls participation project is aiming to get 10,675 more women/girls in Bury taking part in sport and physical activity once a week for 30 minutes, an increase of over 14 % points from April 2014. Whilst this is an ambitious target the investment behind IWIYW provides a real opportunity to make this change.

¹⁰ Whilst these targets are measuring those aged 16+ it is important that a lifecourse approach is adopted. Specific targets will be adopted for those aged under 16.

¹¹ In adopting these targets the latest available data sets have been used as 2015 baselines are not yet available. Forecasts have been made as to where we expect to be in 2015 based on the status quo. It is acknowledged that whilst there may have been some positive movement the scale of the task year on year from 2015 is likely to be larger than presented in these targets.

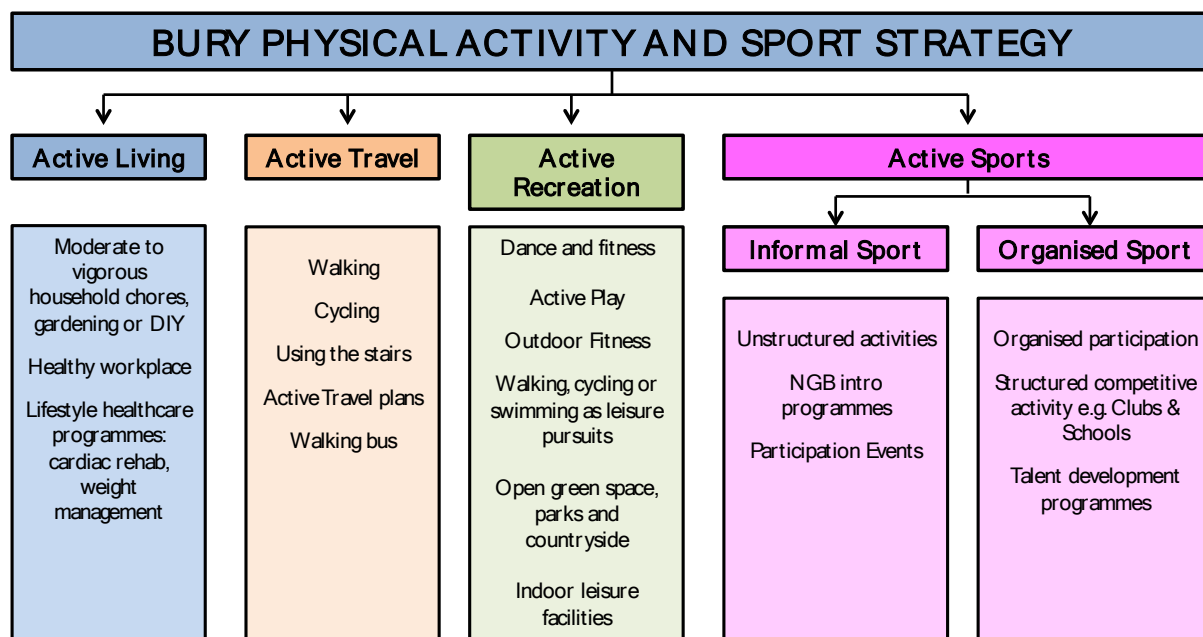


- 1.13. This strategy will outline what Bury Council and partners need to do differently in order to achieve these outcomes and make the sustained change in participation levels across the borough. This will include how we work smarter to gather and apply insight into understanding our population and influencing their attitudes and behaviours towards physical activity and sport; how we maximise the power of collaboration, not just within Bury but across Greater Manchester; how we try to embed physical activity and sport into local policy; how we look to develop a mixed economy marketplace and ensure a quality experience for participants; and, how we are ambitious in our approach in focussing on areas of real opportunity, for example those related to workplaces, or active travel.

c. Defining Physical Activity and Sport

- 1.14. In order to achieve the vision outlined a holistic interpretation is required when defining what we mean by 'physical activity and sport'. This is because the lines between what is defined as 'sport' and 'physical activity' are often blurred and serve to create a false distinction. By adopting a broader definition it is intended to engender a more joined up, multi agency approach to addressing the challenges faced.
- 1.15. Figure 1.3 highlights the breadth of the remit of activity covered under this strategy.

Figure 1.3 – defining sport and physical activity



- 1.16. Physical activity should be encouraged across all ages and populations. The risks of engaging in physical activity are low for most people, but the risks of poor health resulting from inactivity are high. Moving from a sedentary lifestyle to an active lifestyle is a challenge in itself and therefore the message which is promoted should focus upon behaviour change and encourage any activity as a positive move forward however big or small and thus building activity into our daily lives.
- 1.17. The Chief Medical Officer's (CMO) current guidelines¹² allow more flexibility in achieving the recommended levels of physical activity. The main elements of the guidelines focus on:
- more emphasis vigorous intensity and muscle strengthening activity;
 - the inclusion of early years guidelines;
 - bespoke guidelines for older adults;
 - encouragement of a life course approach to physical activity;
 - recommendations for minimising sedentary behaviour.
- 1.18. Appendix C includes references for the full detail of the recommendations for the appropriate age groups.
- 1.19. It is important to consider the role and contribution of sport to overall physical activity levels. This is an area currently being explored by Sport England and research to date shows that sport has a strong role in helping individuals to reach the 150-minute per week target set by the CMO.
- 1.20. Furthermore the proportion of people who achieve their 150 minutes in sport alone appears to be a significant proportion of those who achieve the target at all. This is reinforced by the high level of minutes taking part in sport amongst those who meet the guidelines.
- 1.21. The counter to this argument is the recognition that 'sport' can carry with it negative connotations for many less active people, and would not be the appropriate vehicle to use to

¹² Start Active Stay Active: A report on physical activity from the four home countries' Chief Medical Officers, 2011

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help all people become more active. The positive is that this strategy will provide a clear direction for those seeking an alternative route other than sport. Strong offer for those not turned on by sport, including informal sporting opportunities.

- 1.22. These reasons provide the rationale for why this is a physical activity *and* sport strategy, with its remit covering the breadth of activities highlighted in figure 1.3.

d. Why is it important

The evidence base

- 1.23. In 2011, Start Active Stay Active: A report on physical activity from the four home countries' Chief Medical Officers underlined the urgent need for a concerted action on physical activity across the UK. Physical inactivity directly contributes to one in six deaths in the UK the same number as smoking.¹³
- 1.24. Further evidence regarding the health related risks and costs of inactivity are presented in Section 2. However, information about physical activity is often presented in the form of warnings about the negative impacts of not doing it, but it is just as important to also focus on the positive benefits of participating in physical activity and sport. The benefits are felt across the life course:
- Physically active children are more likely to do better academically – physical activity is essential for healthy growth and development, and increases cognitive outcomes and school attainment.¹⁴
 - Sport England estimate a £7.35 return on investment for every £1 spent on sports for at risk youth through, for example, reducing crime and anti social behavior.
 - Participating in sport has been shown to have a positive effect on employability: National research conducted on behalf of BUCS shows that:
 - Graduates who participated in sport at university earn an average £5,824 (18 per cent) more per year than their non-sporting counterparts. The current average salary of graduates who engaged with sport at university is £32,552, compared with £26,728 for those who did not.
 - The positive effects of sports participation go beyond earning power with more than half (51 per cent) of graduates say sporting involvement has helped them develop team work skills and leadership qualities in the workplace.¹⁵
 - Active workplaces do better. Physical activity programmes in the workplace have resulted in reductions of absenteeism between 30% and 50%.¹⁶ Active workers are also happier, cited as better team players and are visibly more productive.
 - An active population drives a stronger economy. UK Active estimates that just a 1% reduction in the rates of inactivity each year for five years would save the UK around £1.2 billion.¹⁷

¹³ Lee I-M, et al, 2012, Wen CP, 2012, Health and Social Care Information Centre 2014

¹⁴ Department of Health, 2014, Moving More, Living More: Olympic and Paralympic Games Legacy, <https://www.gov.uk/government/publications/moving-more-living-more-olympic-and-paralympic-games-legacy>

¹⁵ The Impact of Engagement in Sport on Graduate Employability, Sport Industry Research Centre, 2013.

¹⁶ Davis, Adrian, Jones, Marcus (2007) Physical activity, absenteeism and productivity: An Evidence Review

<http://www.tfl.gov.uk/assets/downloads/businessandpartners/Physical-activity-absenteeism-and-productivity-evidence-review.pdf>

¹⁷ UK Active, (2014), Turning the tide of inactivity, http://ukactive.com/downloads/managed/Turning_the_tide_of_inactivity.pdf

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1.25. All of these benefits apply to Bury. In terms of some specific evidence for Bury Sport England estimate:

- Sport generates £62.6m in Gross Value Added to the local economy
- £45.5m is generated from people participating in sport
- There are 1,676 in jobs in the sector
- £14.4m is the value of volunteering to the local economy
- £80.1m is the economic value of improved quality and length of life plus health care costs avoided.

1.26. The argument is compelling with the weight of evidence that now exists. As this strategy will outline, whilst the health benefits are clearly a significant drive behind getting people more active, the social and economic benefits should also not be lost, as they present an opportunity to support growth as well as the reform of public services agenda.

The strategic context

1.27. It is important to set the strategy within the strategic context to ensure it is aligned to relevant local, city-regional, and national policy directions.

1.28. In summary the key points to note are:

- The strategy contributes directly to a number of priorities of **Team Bury**, the Local Strategic Partnership, as highlighted through the **Bury Community Strategy 2008-18** and the stated vision for Bury to be '*a great place in which to live, work, visit and study*'. This specifically includes an aspiration to be the '*healthiest borough in the North West*' and a focus on the principle on '*targeting resources towards areas of greatest need*', something that will be critical for this strategy to achieve in terms of identifying and engaging with the inactive.
- It will be important to exert a greater influence on delivery linked to the **Bury Joint Health and Wellbeing Strategy 2013-18** with the role that physical activity and sport can play in contributing to a number of the identified priorities.
- Bury has recently been awarded a further £2 million from Sport England for the **I Will If You Will** national women and girls sport participation pilot. This focuses on addressing the gender gap in participation and will see the project build on the original £2.3million award in 2013 to deliver the project through to the end of 2016.
- The **Greater Manchester Strategy 2013-2020: Stronger Together**, which guides the work of the Greater Manchester Combined Authority (GMCA), will also help inform wider public policy across the city region including plans for economic growth and reforming public services. This recognises the proportion of public funds are spent on reactive and unplanned 'crisis' interventions, rather than targeted, planned and preventative measures and public services. Physical activity and sport can be one of those preventative measures.
- The **Greater Manchester Devolution Agreement** has laid the foundations for the recent announcement of plans around the future of health and social care with a signed memorandum agreeing to bring together health and social care budgets in Greater Manchester – a combined sum of £6 billion. As above a strong emphasis is placed on prevention of ill health and promotion of wellbeing.

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- Greater Sport, on behalf of partners across Greater Manchester, is currently developing a **Greater Manchester Sport and Physical Activity Strategy** (to be completed summer 2015). The alignment between these two strategies will be important to ensure a strong consistency in message and help advocate for Bury's work locally.
- Nationally, in addition to CMO guidelines on physical activity, the policy context is set by '**Everybody Active, every day: a framework to embed physical activity into everyday life**', published by Public Health England in October 2014. Much of the evidence within that framework has informed the development of this strategy.
- In the context of sport, by 2017 **Sport England** wants to have transformed sport so that it becomes a habit for life for more people and a regular choice for the majority. There is a particular focus on 14-25 years including reducing the number of people dropping out of sport. This further reinforces, that whilst the measures of success might be slightly different to Public Health England, the overarching ambition nationally is to increase participation in physical activity and sport, and to ensure that this becomes a habit retained over the life course.

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2. Where are we now?

2.1. This section outlines the current position in Bury in terms of:

- a. How active Bury currently is
- b. What people in Bury are currently engaged in
- c. What we know about the barriers and motivations to get involved in physical activity and sport
- d. The risks and costs of inactivity
- e. Some evidence about what we know works.

a. Activity and inactivity levels

Inactivity levels

2.2. At a population level the evidence is not encouraging, but this is heightened with common inequalities relating to economic grouping, age, disability, gender, race, and sexual orientation.

- Over one in four women and one in five men in England do less than 30 minutes of physical activity a week, so are classified as ‘inactive’. One third of men and nearly half of women are not active enough for good health.
- Only 21% of boys and 16% of girls aged 5-15 achieve the recommended levels of physical activity. By the age of 13-15 only 8% of girls meet the recommended levels.
- There are socio demographic challenges; 47% of boys and 49% of girls in the lowest economic group are inactive compared to 26% and 35% in the highest.
- Only 18% of disabled adults regularly take part in sport, compared to 39% of non-disabled adults.¹⁸
- In comparison to 1961 levels, we are now 24% less active. If we don’t act now, we will be 35% less active by 2030.¹⁹ There are a number of factors relating to the physical environment and social attitudes that can be attributed to these changes and will need to be addressed for the curve to be turned on activity levels.

2.3. In 2013, 28.4% of the adult population in Bury were reported as inactive compared to the England figure of 28.3%.²⁰ This represents a slight negative trend in Bury from 2012. The position however is relatively favourable in comparison to the North West which stands at 31.7%.

2.4. The evidence presented on the current performance in terms of inactivity in Bury compared to the national figure doesn’t tell the full story. It is important to acknowledge that the England average is not considered acceptable relative to European comparators and there is an opportunity for Bury to take ambitious steps towards increasing levels of activity, reducing levels of inactivity, decreasing levels of excess weight in children and adults, and improving overall health and wellbeing across all life courses.

¹⁸ Everybody active, every day: An evidence-based approach to physical activity. Public Health England, October 2014

¹⁹ Designed to Move, (2013), Designed to Move: A physical activity agenda, <http://www.designedtomove.org/>

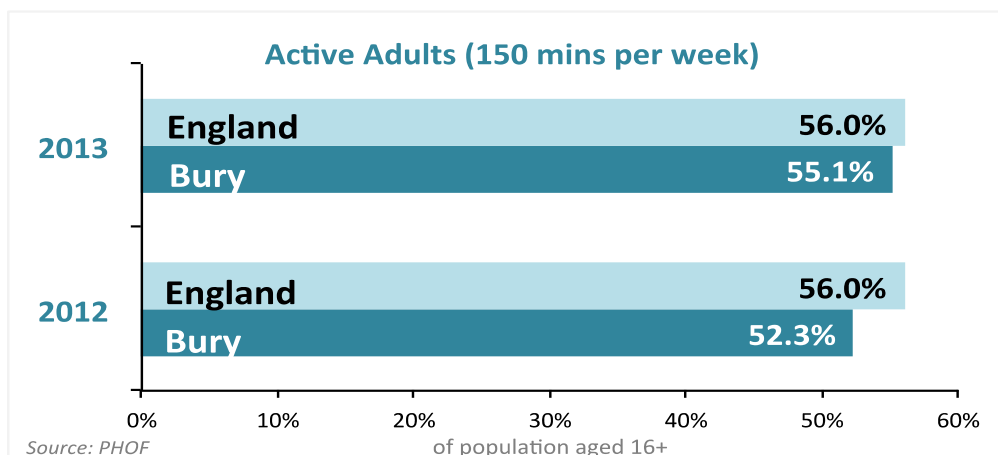
²⁰ This indicator is defined as the ‘percentage of respondents aged 16 and over, with valid responses to questions on physical activity, doing less than 30 “equivalent” minutes of at least moderate intensity physical activity per week in bouts of 10 minutes or more in the previous 28 days.

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Activity Levels

- 2.5. In 2012 52.3% of the adult population were reported as being active for 150 minutes per week (as per the CMO recommendations) compared to England figure of 56.0%. However in 2013 this figure in Bury rose to 55.1% whereas the figure for England has stayed the same.²¹

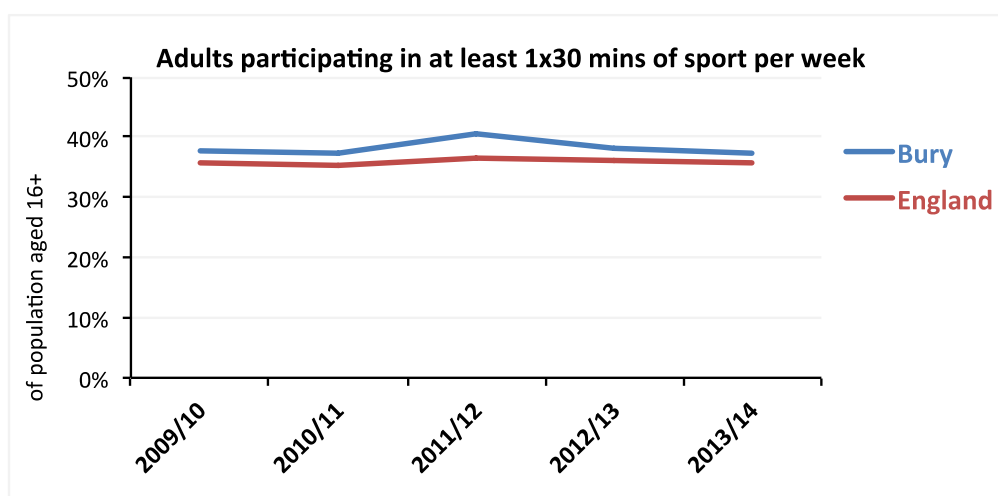
Figure 2.1 – Active Adults (Bury and England comparison)



1x30 minutes per week (sport)

- 2.6. Nationally there is a trend of increasing participation in sport with 1.63 million taking part in sport in 2013/14 compared to 2005/06 (Active People Survey 1).
- 2.7. Encouragingly participation in sport has grown quicker and is above average in Bury compared to both Greater Manchester and England. In 2005/06 (APS1) Bury were below the national and city region average with 32.9% of the adult population taking part in at least one session of sport per week. By 2013/14 this figure had increased to 37.2%, compared to a current figure of 36.5% across Greater Manchester.

Figure 2.2:



²¹ This indicator is defined as the 'percentage of adults achieving at least 150 minutes of physical activity per week in accordance with UK Chief Medical Officer (CMO) recommended guidelines on physical activity.' The Chief Medical Officer currently recommends that adults undertake 150 minutes (2.5 hours) of moderate activity per week, in bouts of 10 minutes or more

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2.8. Latest national analysis also highlights that:

- More than three quarters of 14-15 year olds play sport at least once a week.
- Participation in sport decreases with age. This points to a need to consider key points of transition in people's lives, i.e. from school to college, to the workplace etc, and also the appropriate 'touch points' in people's lives at different life stages to be able to try and influence behaviours.
- Over 40% of males play sport once a week, whilst only 31% of females played sport once a week. Growth in men's participation is faster than women's.²²
- Since APS1 the rate of participation amongst people aged 16 years and over is greater amongst people from higher socio-economic groups than those from lower socioeconomic groups. It also shows that rates of participation have risen across the highest socioeconomic groups but fallen across the lowest socio-economic groups.

2.9. In Bury, IWIYW has helped to contribute towards a recent growth in female participation. In the 12 months to October 2014 Bury's participation rate for women is 32.4% which is 1.4% higher than the England average for women and 3.2% higher than the baseline measured in Bury (24 months to April 2013). This means that there are 25,000 women in Bury playing sport at least once a week and 2,500 more women playing sport since the pilot was announced and when compared to the England trend line, Bury grows faster and now sees a higher percentage of women playing sport.

3x30 minutes per week (sport and active recreation²³)

- 2.10. In 2005/6 20.8% of all adults in Bury reported undertaking 3x30 minutes of moderate intensity activity per week compared to 21.3% nationally and 20.2% across Greater Manchester. By the period October 2012-October 2014 this figure had increased to 25.7% in Bury, compared to the slight increase to 24.7% in England and 24.5% in Greater Manchester.
- 2.11. Encouragingly Bury has made improvements over recent years in the levels of activity undertaken at 1x30, 3x30 and 150 minutes. However it still only ranks 123rd of all local authorities in England against the 1x30 measure and 166th against the 3x30 minutes measure. Fundamentally, as outlined in section 1 it is argued that the relative position is still not where it needs to be in terms of turning the curve for the long-term health of the population. The physical activity and sport strategy provides a vehicle to ensure that opportunities to be active and sustain an active lifestyle become part of everyday life.

Latent Demand

- 2.12. Furthermore, evidence through the Active People Survey indicates there is a demand for people in Bury to be more active.
- 2.13. Overall latent demand shows that in 2013/14 55.9% of the population in Bury would like to do more sport than they currently do. Interestingly given their lower participation rate over 59% of women want to do more sport than at present, and, in the knowledge that participation decreases with age, more than 45% of 55-64 year olds want to take part more. Figure 2.3

²² Sport England Active People Survey 8

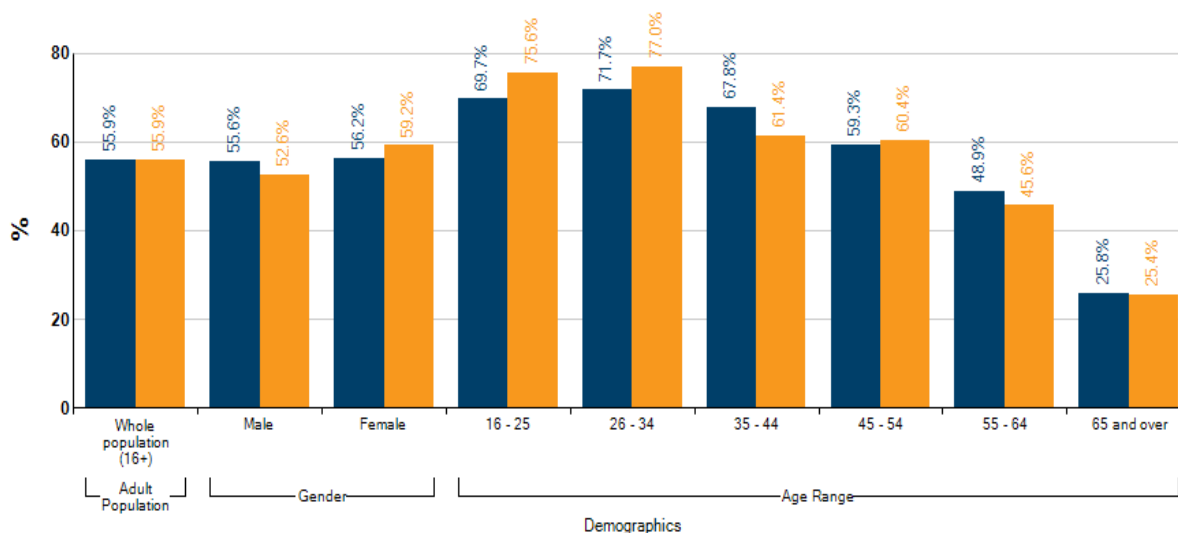
²³ The 3x30 minutes participation measure (NI8) differs from Sport England's 1x30 sports participation indicator, including a wider range of activities (than specified for 1x30) such as recreational walking and cycling

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highlights the latent demand for Bury compared to the national average by adult population, gender and age group.

Figure 2.3 – latent demand to undertake more sport than at present²⁴

England = Blue; Bury = yellow



- 2.14. When analysed specifically against those who are already active, 28% of this group would like to do more sport.
- 2.15. Most significantly, of those currently inactive 27.9% also said they would like to do more sport.²⁵ Within this group there is higher than national average demand amongst women, and also amongst males and females in the 45-54 year old category.
- 2.16. A key challenge for the strategy is to understand how to translate these positive intentions into commitment and action.

b. What activity are people undertaking?

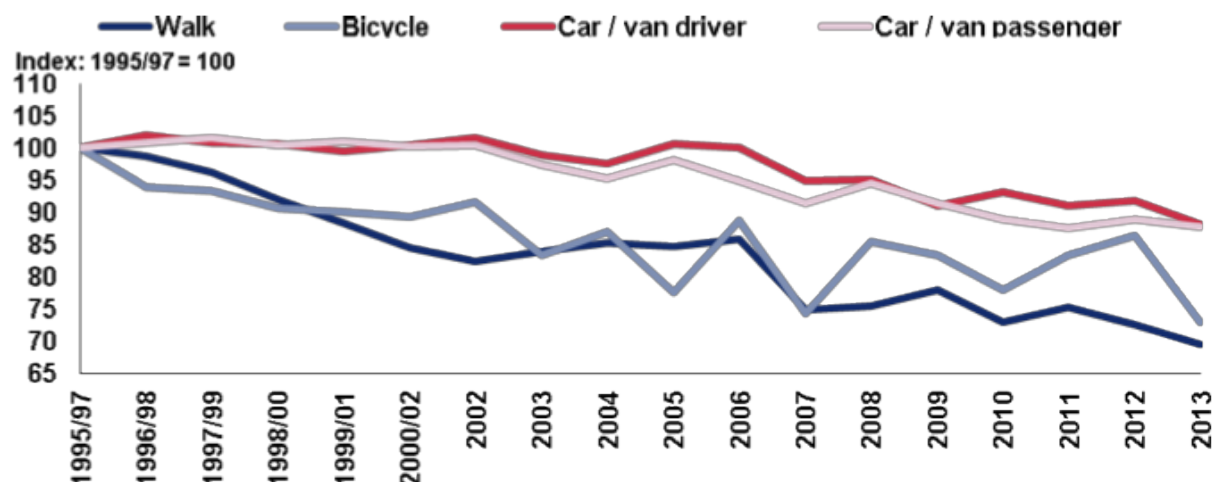
- 2.17. Walking and cycling are seen as key areas of focus nationally. Improved walking and cycling infrastructures can encourage more people to be active and support people with long term chronic diseases. For example, across a town of 150,000 people, if everyone walked an extra 10 minutes a day, evidence shows that 31 lives per year can be saved.²⁶
- 2.18. Figure 2.4 below shows the changing travel trends since 1995 and highlights a significant 30% decrease in the number of walking trips over the period.

²⁴ Source: Active People Interactive, based on APS8 data.

²⁵ The proportion/number of adults (aged 16 and over) who would like to do more (of the) sport over the next 12 months than they currently do AND have not participated in any sessions of (the) sport, at any intensity or duration, in the last 28 days. Respondents select one sport they would most like to do/do more of.

²⁶ World Health Organisation (2011) Health economic assessment tools (HEAT) for walking and cycling: WHO.

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Figure 2.4 – Average number of trips by selected private transport modes: England, 1995/97 to 2013²⁷

- 2.19. Nationally swimming, athletics, cycling, and football are amongst the most popular sports in 2013/14.
- 2.20. However the biggest changes in participation in sport over recent years has been the growth of individual and more informal sports participation activities such as going to the gym, cycling, running, or fitness classes. The market is evolving and becoming more mature and it is important that the physical activity and sport market is supported to develop and evolve to meet customers demands.

Figure 2.5 – type of activity undertaken

	Bury (No's)	Bury (%)	England
Any organised sport ²⁸	52,600	35.4%	33.9%
Club membership	37,500	25.2%	21.6%
Coaching or tuition	23,600	15.9%	16.4%
Competition	20,200	13.7%	13.3%

- 2.21. Figure 2.5 above highlights the type of activity people are involved in as measured by the Active People Survey. This highlights that organised sport makes an important contribution to activity levels, but this should again be understood alongside the changing trends of undertaking organised sport, e.g. club membership levels remaining static, whilst alternative forms of sport have been developed often targeted to different market segments, e.g. back to netball, walking football etc.
- 2.22. However, whilst this is important insight in terms of what people are doing what this doesn't show is what activities are most appropriate to engaging the inactive and this is where the sector needs to challenge itself to tailor the offer to address specific barriers and motivations of these groups.

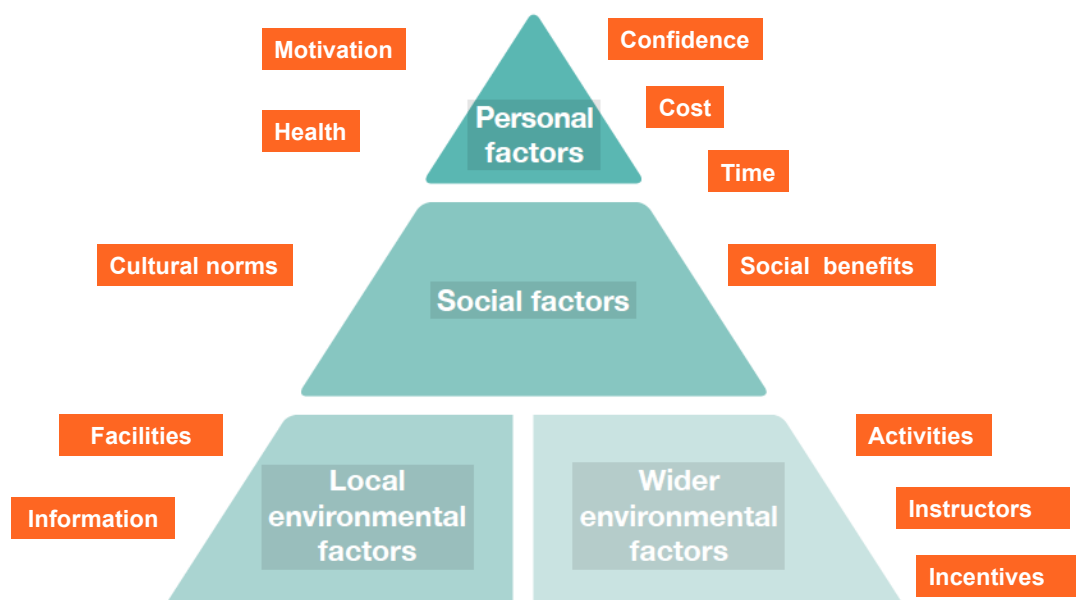
²⁷ National Travel Survey, England, 2013

²⁸ This includes anyone who is in one or more of the sub categories

c. Barriers and Motivations

- 2.23. In order to come up with an achievable plan to change activity levels it is important to understand the barriers and motivations to getting active. This builds on the premise that a significant element in creating the enablers for growth is about addressing social perceptions, influencing attitudes and stimulating demand.
- 2.24. Bury is well placed in this regard because of IWIYW, which is focussed upon changing women and girls' behaviours to take part in sport and physical activity with the aim of getting more women and girls being more active, more often. IWIYW applies the framework set out in The Government Communication Service (GCS) guide to behaviour change, 2014,²⁹ clustering insights regarding behavioural influences across the three broad categories of personal, social and environmental. The key influencing factors to support a more active lifestyle are summarised below.

Figure 2.6 – behavioural influences on participation in physical activity and sport



- 2.25. The mix of behavioural influences (barriers and motivators) set out above will of course differ according to different target groups of people and the stage of their journey to increased physical activity. This does however provide the framework under which these barriers and motivations can be understood and addressed across different target groups.
- 2.26. Appendix C provides a link to the latest insight into key influences on participation of different groups.

²⁹ Click [here](#) for a link to the Government Communication Service guide to behaviour change

d. Risks and costs of inactivity

2.27. As noted in section 1, the weight of the evidence base regarding the risks and costs of inactivity is compelling:

- Physical inactivity directly contributes to one in six deaths in the UK the same number as smoking.³⁰
- Physical inactivity is the fourth largest cause of disease and disability in the UK.³¹
- ‘Physical inactivity poses a serious and growing danger to society; it damages health, economy and the environment and limits the educational attainment and future lives of children.’³²
- Physical inactivity leads to around 37,000 premature deaths a year.³³
- Evidence highlights that active people are less likely to suffer from heart disease, stroke, cancer, diabetes and may consequently live 5 years longer.³⁴
- Lack of physical activity is estimated to double the rate of absenteeism at work.³⁵

Excess Weight

2.28. Excess weight and obesity is one of the many risks associated with inactivity in both adults and children. The evidence available highlights:

- In 2012 approximately 68.2% of adults in Bury were classified as overweight or obese. That is an extremely concerning statistic in terms of the health of the population.
- Excess weight in children aged 4-5yrs has been seen to fluctuate over the years and in 2013/14 the percentage of children measured overweight or obese was 19.4%, marginally below the regional and national trends.
- Evidence in terms of physical activity participation in schools and how this is collected needs further progress enabling robust analysis of activity and weight management in children.

Figure 2.7:

³⁰ Lee I-M, et al, 2012, Wen CP, 2012, Health and Social Care Information Centre 2014

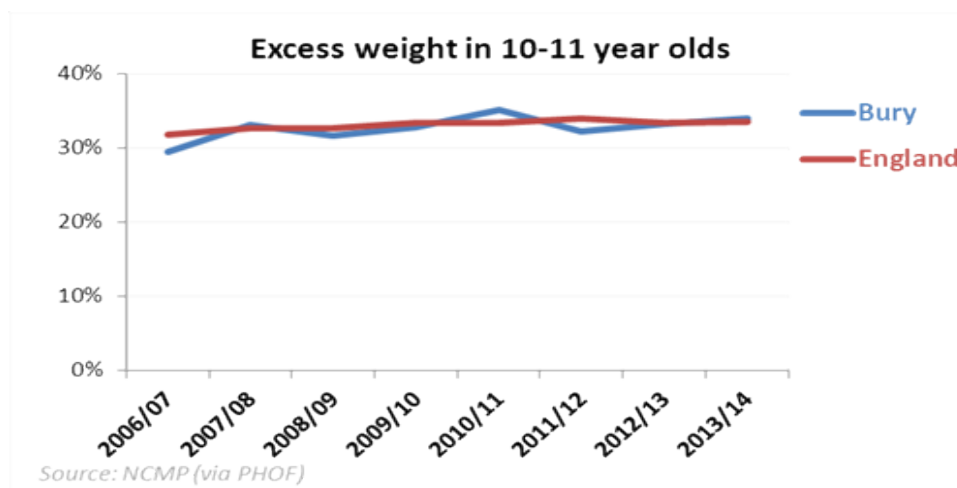
³¹ Murray et al. (2013) UK health performance: findings of the Global Burden of Disease Study 2010. The Lancet 381: 997-1020

³² Tackling Physical Inactivity – A coordinated approach, All Party Commission on Physical Activity, 2014

³³ Network of Public Health Observatories, (2013), Health Impact of Physical Inactivity, <http://www.apho.org.uk/resource/view.aspx?RID=123459>

³⁴ Designed to Move, (2013), Designed to Move: A physical activity agenda, <http://www.designedtomove.org/>

³⁵ Tackling Physical Inactivity – A coordinated approach, All Party Commission on Physical Activity, 2014



- In terms of children aged 10-11 years figure 2.7 above highlights an increase in the percentage of children with excess weight greater than the national increase. In 2013/14 34% of 10-11 year children in Bury are classed as overweight, a growth of 4.5% since 2006-07. Additional work needs to be developed around the offer for this age group, which should include regular physical activity in and out of the school and improved guidance on healthier foods and soft drink as part of the curriculum. This will be further developed through the Healthy Weight commissioning intentions.

Health Costs

- 2.29. Estimates of the health costs vary. Whilst Public Health England have highlighted the net cost in the UK to be £7.4 billion per annum, the All Party Commission on Physical Activity, inactivity cited evidence that the cost to the UK economy is approximately £20 billion every year.^{36 37}
- 2.30. Apart from the obvious costs to individuals and their families in terms of ill health and reduced life expectancy, other costs associated with physical inactivity include:
- treatment of disease including prescribing costs (such as heart disease, diabetes, cancer , obesity, depression and dementia)
 - injuries from falls
 - social care arising from loss of functional capacity and mobility in the community
 - sickness absence from work and school
 - loss of work skills through premature death or incapacity
 - lower quality of life and mental wellbeing for individuals and carers.
- 2.31. Figure 2.8 below highlights the comparative health costs of physical inactivity for Bury against the North West, and England. The total health cost of inactivity per year in Bury is over £4.5 million. Perhaps more worryingly the cost per 100,000 populations in Bury is significantly higher than against both North West and England benchmarks.

Figure 2.8 - Health Costs for Physical Inactivity³⁸

³⁶ Designed to Move, (2013), Designed to Move: A physical activity agenda, <http://www.designedtomove.org/>

³⁷ A more detailed breakdown of some of the specific risks of inactivity is included in Section 2.

³⁸ Source: Sport England commissioned data from British Heart Foundation Health Promotion Research Group for PCTs, reworked into estimates for LAs by TBR. Year: 2009/10, Measure: Health costs for physical inactivity, split by disease type.

Disease Category	Bury	North West	England
Cancer lower GL e.g. bowel cancer	£321,760	£10,000,041	£67,816,189
Breast Cancer	£367,730	£7,919,863	£60,357,887
Diabetes	£636,300	£29,733,783	£190,660,420
Coronary heart disease	£2,744,130	£81,670,410	£491,095,943
Cerebrovascular disease e.g. stroke	£470,400	£20,181,189	£134,359,285
Total Cost	£4,540,320	£149,505,285	£944,289,723
Cost per 100,000 population	£2,453,984	£2,145,919	£1,817,285

2.32. The Illustration provides a snap shot with a range of health conditions associated with levels of sedentary behaviour and inactivity. Regular physical activity can help avert many of the conditions which have been referenced, and therefore many of these diseases are manageable and preventable.

e. Summary of what evidence tells us works

2.33. In developing the strategy it has been important to understand what evidence tells us works in terms of increasing participation, both from national guidance and also with what we know works in Bury.

2.34. Public Health England through ‘Everybody active, every day’ has also produced a ‘What works – the evidence’ document.³⁹ Much of this is taken from NICE evidence based guidance (see appendix C). A brief summary of evidence highlights:

- Implementation across settings:
 - Physical environment – NICE guidance on physical activity and the environment emphasises that local authorities prioritise the creation and maintenance of environments that encourage people to be active, with features that have an impact on physical activity including location, density and mix of land use, physical access to public services, open and green space, and transport.
 - Social environment – people are more likely to be active if it is seen as ‘normal’, and if their friends and peers are also active.
 - Community-wide – increasing social support for physical activity within communities, specific neighbourhoods, and worksites can effectively promote physical activity. This can include town wide programmes in which successful marketing is reinforced by community level action.
 - Group – evidence suggests that the social element behind physical activity aids enjoyment and that social support encourages sustained behaviour change.
 - One to one – there is strong evidence for the effectiveness of counselling and brief advice in primary care to increase an individual’s physical activity.
- Implementation across the life course – with the acknowledgement that benefits of being more active can accrue across the life course:

³⁹ Everybody active, every day: what works – the evidence. Public Health England, October 2014.

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- Starting well – research suggests that campaigns to improve children’s health should be directed to whole families. The school is also clearly a critical setting with evidence supporting a ‘whole school approach’, including physical education, classroom activities, after-school sports, and promoting active travel to and from school. Evidence also suggests that managing the transition periods between stages in education and through to employment is important as it can lead to drop off in participation.
- Living well – with 70% of the population in employment the workplace is clearly important, but consideration also needs to consider wider physical and social settings.
- Aging well – with an aging population, and 24% of the total population aged over 60 by 2030, this group is an important focus. Evidence suggests that physical activity can tackle the growing problem of social isolation, as well as giving health benefits such as a reduction in falls, which is aligned to the priority to reduce non elective hospital admissions.

2.35. Underpinning this are four key principles:

- Positive change needs to be long term and large-scale
- Interventions must be based on community needs
- Research and co-design will mean initiatives are workable and effective
- It is not about new investment– it is more about maximising existing assets.

2.36. At a local level there are a number of activities in Bury that have shown a level of success in terms of increasing participation.

IWIYW – I Will If You Will

2.37. This national pilot programme aims to get more women and girls active and playing more sport. Significant learning has been developed through phase one of the programme which has helped to inform this strategy. For instance:

- Bringing innovative behaviour change thinking to traditional sports development is challenging – but necessary and productive.
- Stakeholder and commercial engagement should be considered priorities to ensure the sustainability of the project beyond the initial funding period. The benefits to the partner of getting involved must be clear and explicit.
- The need for learning and insight to be at the core of projects of this nature.
- The central role of marketing and communications in driving behaviour change should not be underestimated.
- Monitoring and Evaluation frameworks must be tightly aligned with programme objectives.
- Retention is as important a challenge as participation and should be a focus from the outset, with a better understanding of the target audience’s journeys. Instructors can play a vital role here.
- Behaviour change takes time. Although early indicators can be tracked sooner, one year is too short a period to expect to measure sustained increases in physical activity and associated benefits.
- Getting a good mix of delivery providers involved is important, with as many different points of supply as possible in a ‘whole market’ approach.

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- A diverse range of activities should be offered for women and girls, including traditional sports, dance based and innovative new activities – recognising this group’s various needs and motivations.
 - Convenience in terms of timing and location is key to overcome practical barriers to participation. Hyper local, community based activities offer many advantages.⁴⁰
- 2.38. This learning has informed the development of phase two of the project supported with an additional £2m of lottery funding from Sport England through to the end of 2016.

GP Exercise Referral

- 2.39. Bury’s GP referral scheme provides people who have a Long Term Condition’s (LTC) with a structured exercise programme which encourages and promotes behaviour change through regular physical activity participation with the main focus on better health management and increased physical activity as an outcome. Success has been observed through the increased levels of retention by clients accessing and staying active within the programme. Significant health improvements have been reported, reduced usage of medication, less visits to GP’s, increased mobility, more energy and an overall sense of wellbeing. Continued work in this area will provide those identified by health care professionals a pathway in which they can access physical activity in a safe and structured environment.

Open Green Space

- 2.40. Bury sees a wide range of activities to the whole community located in local parks and green space; Green Gyms, Healthy Walks, Buggy Boot camps, cycling routes provide an opportunity to exercise outside of the traditional facility setting. Open Green Space provides an opportunity for communities to come together building on improved community cohesion and creating stronger communities.

Capitalising on the range of providers in the market

- 2.41. This area is highlighted because, whilst there is some good partnership work in the borough, the breadth of providers and the consideration of non-traditional providers are often overlooked despite the critical role they play in a mixed economy of physical activity and sporting opportunities. This market is sizeable given we know that £45.5m is generated per annum in Bury from people participating in sport.
- 2.42. The integration of physical activity and sport into mainstream services also offers non-traditional routes into physical activity and sport. Together this range of providers offers market choice to help meet the demands and specific needs of different sectors of the community. This list of providers includes private sector providers (small and larger scale operators), Bury Leisure, Bury FC Community Trust, Pennine Care Trust, Education providers, Community groups, Charities, voluntary sports clubs, slimming groups.

⁴⁰ Adopted from the draft Sport England IWIYW Phase One Evaluation Report

3. Our Aims and Objectives

3.1. Having outlined a clear vision and rationale for increasing participation in physical activity and sport, and understood where we are now, Section 3 outlines our delivery framework for what we propose to do including our aims, objectives and the enablers for growth.

a. Aims

Aim	Rationale
1. Adopt a targeted approach to supporting the inactive become active	<ul style="list-style-type: none"> – We will only address the health challenges caused by inactivity if we get those who are currently inactive to be more active. All the evidence suggests this is a really challenging area and needs specific tailored interventions to support the behaviour change process (see Section 2). – The focus on the targeting is to utilise available insight to identify who the inactive groups are and put in place appropriate support. – We will apply the market segmentation approach adopted by IWIYW⁴¹ to define who the inactive are. This recognises that even those who do something may not be doing the required levels for good health. The focus for this aim is on: <ul style="list-style-type: none"> – Low active (1 to 3 sessions of 30 mins / month) – Inactive (less than 1 session per month but doing some form of activity) – ‘Profoundly inactive’ (no physical activity at all). – This aim recognises that many can access the ‘universal offer’ for physical activity and sport directly with the right support to do so. However, for many in this group tailored physical activity interventions will be required to put people on the pathway into the ‘universal offer’ and sustained physical activity habits. – The importance of integration of physical activity and sport into the mainstream is key through identification of the different ‘touch points’ into people’s lives.
2. To sustain and increase participation for those already active	<ul style="list-style-type: none"> – It is critical that this strategy doesn’t ignore those already active for a number of reasons, most particularly the only way to sustain high participation levels is to get those inactive being more active, <i>and</i> also to retain those already active in physical activity and sport. – A focus under this aim is to consider the ‘safety nets’ that are required to ensure that people don’t drop out of activity. – This aim primarily deals with the ‘universal offer’ for physical activity

⁴¹ Insight into women (aged 16+) in Bury at the start of IWIYW in 2013 showed that over 70% of women fell into these three categories.

Aim	Rationale
	<p>and sport that can be accessed by the whole population. This will also consider the pathways that need to be put in place (within Bury and linking into the wider Greater Manchester infrastructure) to allow local people with talent to fulfil their potential in sport.</p> <p>– Key features that will underpin the retention in activity include market development of opportunities to meet local demands, and ensuring the quality of the experience.</p>

- 3.2. **The message is simple, everybody active, more often** – for those who do nothing it is about getting them onto the pathway, for those already active it is about doing a little more (frequency and/or intensity), and/or sustaining existing high levels of participation over the life course.

b. Objectives

- 3.3. Ten key objectives have been identified to help deliver the aims of this strategy. They are listed in table 3.1 below and consider the different ways in which we can create an environment for growth including:

- Stimulating demand for physical activity and sport, and sustaining (and re-prompting interest).
- Influencing market development and the supply of physical activity and sport opportunities.
- How we can influence the system in terms of creating capacity and enhancing capability to deliver effectively.

- 3.4. The priority actions that determine how we will deliver these objectives are listed in our **Action Plan** (see appendix A). Section 4 outlines how this Action Plan will be utilised as a live document that is updated annually to ensure we deliver our stated ambitions.

- 3.5. Alongside the aims and objectives are two other key features of our delivery framework; the enablers for growth, and the importance of adopting a life course approach.

c. Enablers for growth

- 3.6. Three enablers for growth have been identified that cut across many of the objectives for the strategy. They are:

- **Social Perceptions** – stimulating demand in the market place, and helping to sustain (re-prompt) interest.
- **Physical Activity and Sport Opportunities** – the supply of programmes and activities to ensure market choice and create targeted opportunities. The scope of physical activity and sport opportunities is defined in figure 1.3 in Section 1.
- **Physical Environment** – including open space, built infrastructure for sport and physical activity, and infrastructure that enables activity/improves accessibility of activity (e.g. enabling travel arrangements, cycle parks, showers in workplaces etc).

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d. A life course approach

- 3.7. The benefits of regular physical activity have been clearly set out across the life course with the strength of the relationship between physical activity and sport and health outcomes persisting throughout people's lives.
- 3.8. As a result of age we get less active, however, the good news is it's never too late to adopt a more physically active lifestyle. There is good evidence that the benefits of physical activity apply even to older people who have previously been inactive. With a greater proportion of older adults in Bury than nationally, and lower participation levels with age this presents a particular challenge locally in terms of increasing participation.
- 3.9. It is important to start early though. Trends in terms of remaining active from a young age are considered a challenge with only 23% of girls aged 5-7 nationally meeting the recommended levels of daily physical activity, declining to only 8% by the age of 13-15.
- 3.10. The importance of adopting a life course approach to increasing participation in physical activity and sport is therefore a key underpinning principle within the strategy. In designing the delivery framework we have therefore considered how our objectives will impact upon people in different stages of life.

e. Delivery Framework

- 3.11. The Delivery Framework is presented in table 3.1 below. This outlines the 10 key objectives, and illustrates their contribution to the strategic aims of getting people active and maintaining this for the lifecourse. In order to achieve this they are considered alongside the key enablers.

Active Travel example

- Active Travel can be part of the 'universal offer' helping to achieve both aims, having relevance to both engaging the inactive, and also supporting on-going active lifestyles.
- It impacts across the life course from children going to school right through to older people.
- To achieve the objective will require:
 - Work to change social perceptions around Active Travel, e.g. that it isn't safe to cycle to work, and also to promote this as a 'normal' way to travel
 - It will require opportunities to be put in place by schools and workplaces for instance to facilitate people's engagement
 - It will require changes to the physical environment, for example, provision of bicycle racks, or showers in workplaces, or development of cycle lanes.

- 3.12. For a detailed outline of the priority actions that we will address to achieve these objectives please refer to the Action Plan in appendix A.

Table 3.1 - Delivery Framework

OBJECTIVE	AIMS		LIFE COURSE					ENABLERS		
	1. Adopt a targeted approach to support the inactive become active	2. To sustain and increase participation for those already active	Early Years (0-5)	Children (6-13)	Young People (14-25)	Adults (26-64)	Older Adults (65+)	Social Perception	Physical activity & Sport Opportunities	Physical Environment
1. <u>Influence commissioning and policy making</u> to incorporate physical activity and sport	✓	✓						✓	✓	✓
2. <u>Influence attitudes and behaviours to stimulate (re-prompt) demand</u> for physical activity and sport	✓	✓						✓		
3. Make the <u>workplaces</u> of Bury amongst the most active in the country	✓	✓						✓	✓	✓
4. Ensure people who have <u>long term conditions</u> (LTCs) access physical activity and sport	✓							✓	✓	✓
5. Increase the number of people undertaking <u>Active Travel</u>	✓	✓						✓	✓	✓
6. <u>Build intelligence and insight</u> to help create the right environment for growth	✓	✓						✓	✓	✓
7. Improve the <u>skills and capacity of the sport and physical activity workforce</u>	✓	✓						✓	✓	
8. Deliver high quality sport, physical activity and physical education opportunities for <u>children and young people</u>	✓	✓						✓	✓	✓
9. <u>Develop the physical activity and sport market</u> to ensure it is high quality, accessible, and reflects local demands across the life course, all abilities and backgrounds	✓	✓						✓	✓	
10. Develop our <u>physical assets and places</u> to ensure they are accessible, high quality, and reflects local demands across the life course, all abilities and backgrounds	✓	✓						✓	✓	✓

4. Delivering our ambitions

a. Action Plan

- 4.1. The Action Plan in appendix A outlines 43 priority actions to be addressed in order to ensure that the key objectives are on track to be delivered.
- 4.2. This is the key document that will drive the implementation of the Strategy and will be overseen through the governance arrangements outlined below.
- 4.3. As a live document it is proposed that the Action Plan is updated on an annual basis to ensure that the priority actions remain current. Many of these are time limited and will require refreshing as partners work towards achieving the objectives.

b. Resourcing

- 4.4. This strategy subscribes to the key principle outlined in ‘Everybody active, every day’ which notes that to deliver change is not necessarily about new investment – it is more about maximising the potential of existing assets and resources. This relates to both existing investment and also our assets such as open spaces, streets, parks, leisure facilities, community halls, schools and workplaces.
- 4.5. Bury is fortunate that between 2013-16 will have received £4.3m (including £2m from 2015-16) from Sport England to help address the challenges of inactivity from 50% of the population through the IWIYW women and girls project. The learning from phase one of this project has helped to inform much of the development of this strategy.
- 4.6. The Action Plan also makes reference to the existing products and services we have in place in Bury aligned to different priority actions. We are starting from a position that there is already a lot happening to try and increase participation. The challenge is that the status quo will not achieve the aims, we need to consider how we bring this together to really maximise the investment to achieve a sustained change in participation habits.
- 4.7. In addition, it will be important to consider Bury’s role within the city-region, through the Greater Manchester Devolution Agreement, the Greater Manchester Strategy, and the new Greater Manchester Sport and Physical Activity Strategy. The recent announcement regarding bringing together health and social care budgets across the city-region – a combined sum of £6 billion presents some interesting opportunities for physical activity and sport particularly with a focus on the prevention of ill health and the promotion of wellbeing.

c. Governance

- 4.8. This is a strategy for the population of Bury as a whole; it is not a Council Strategy. Whilst the Council clearly have a leading role to play the ambitions will only be achieved through a multi agency approach to addressing the challenges of physical inactivity, and helping to sustain active lifestyles.
- 4.9. The proposed governance model is shown in figure 4.1 below.

Figure 4.1 – proposed Governance model



- 4.10. The Strategy is owned by the Bury Health and Wellbeing Board who will provide strategic direction and oversight.
- 4.11. There will also be a reporting line to Team Bury, recognising that the outcomes of this strategy contribute to a number of areas of the Community Strategy and will not just be relating to health and wellbeing.
- 4.12. Operational oversight of the strategy will sit with a re-constituted Active Bury (sport and physical activity alliance), which is a partnership group of the key strategic agencies engaged in physical activity and sport and who will be responsible for driving forwards the objectives and priority actions. It will be responsible for owning, updating and ensuring delivery against the Action Plan.
- 4.13. Active Bury will be accountable to and will report directly to the Health and Wellbeing Board. As such this will help to give the group legitimacy and empower the stakeholders involvement to be able to make a difference.

Appendix A – Action Plan⁴²

PRIORITY ACTIONS	CONTRIBUTION TO AIMS		ALIGNMENT OF EXISTING PRODUCTS / SERVICES	TIMESCALES	RESOURCING	PARTNERS (Proposed Lead) ⁴³
	1. Adopt a targeted approach to support the inactive become active	2. To sustain and increase participation for those already active				
1. INFLUENCE COMMISSIONING AND POLICY MAKING TO INCORPORATE PHYSICAL ACTIVITY AND SPORT						
1.1 Develop a physical activity assessment process into planning policy utilising existing models of best practice	✓	✓	TBC	TBC	TBC	Stefan Taylor, Health Improvement Specialist
1.2 Incorporate physical activity and sport into relevant policy’s across the borough	✓	✓	Policy & Planning	2015	Internal	Bury Workforce Strategy Group, DPH
1.3. Ensure that commissioners have a long term plan for addressing physical inactivity including building it into existing commissions and contracts	✓		TBC	TBC	TBC	Julie Gonda, Commissioning & Procurement Stefan Taylor
1.4 Influence policy making at a Greater Manchester level, particularly in the context of Greater Manchester Devolution	✓	✓	Greater sport	TBC	TBC	Lesley Jones, Public Health Pat Jones-Greenhalgh Harry Downie
2. INFLUENCE ATTITUDES AND BEHAVIOURS TO STIMULATE (RE-PROMPT) DEMAND FOR PHYSICAL ACTIVITY AND SPORT						
2.1 Building from the insight developed from IWIYW, to develop a marketing and communications campaign aimed at addressing known barriers for inactive groups, in particular challenging existing 'norms' to re-position being physically active as positive, fun and rewarding and something open to all	✓		IWIYW	2015 - 2016	Internal	Gill Long, Communications Donna Campbell, IWIYW Marcomms
2.2 Develop and implement learning from IWIYW regarding approaches to encourage retention		✓	IWIYW	Dependant on new	Internal	John Mclean, IWIYW Insight

⁴² This is a 12 month Action Plan that will be reviewed on an annual basis

⁴³ The proposed leads are for agreement with the new Active Bury partnership

PRIORITY ACTIONS	CONTRIBUTION TO AIMS		ALIGNMENT OF EXISTING PRODUCTS / SERVICES	TIMESCALES	RESOURCING	PARTNERS (Proposed Lead) ⁴³
	1. Adopt a targeted approach to support the inactive become active	2. To sustain and increase participation for those already active				
				CRM system		
2.3 Work in partnership to develop effective approaches to intelligently signpost people towards physical activity and sport opportunities	✓	✓	IWIYW	Dependant on new CRM system	Internal	Donna Campbell, IWIYW Marcomms
2.4 Ensure physical activity and sport is integrated into existing public health campaigns	✓			2015	TBC	Heather Crozier Social & Development Team Stefan Taylor
2.5 Utilise learning from IWIYW to develop a plan for engaging with the 'touch points' around an individual's life to support in changing behaviours, raising awareness of the benefits of physical activity and sport, and signposting people to relevant opportunities (see also 6.1)	✓	✓	IWIYW	Dependant on new CRM system	Internal	IWIYW workforce
3. MAKE THE WORKPLACES OF BURY AMONGST THE MOST ACTIVE IN THE COUNTRY						
3.1 For Bury Council to take a lead in improving activity levels of its own workforce	✓	✓	IWIYW	2015	TBC	Bury Workforce Strategy Group
3.2 To work with local employers to understand what is important in establishing the Active Travel Plan for the borough (see 5.2) and how they can become physically active employers	✓	✓	TfGM Sustrans	2015	TBC	Chris Wilkinson Jackie Veal Bury Council
4. ENSURE PEOPLE WHO HAVE LONG TERM CONDITIONS (LTCS) ACCESS PHYSICAL ACTIVITY AND SPORT						
4.1 Extend the existing GP Referral programme to include people with a BMI of 25 and above	✓		BEATS; YOLO; BEATS/IWIYW	May 2015	Internal	Lee Buggie, BEATS, Sport & Physical Activity Service

PRIORITY ACTIONS	CONTRIBUTION TO AIMS		ALIGNMENT OF EXISTING PRODUCTS / SERVICES	TIMESCALES	RESOURCING	PARTNERS (Proposed Lead) ⁴³
	1. Adopt a targeted approach to support the inactive become active	2. To sustain and increase participation for those already active				
4.2 Develop a falls prevention intervention pathway	✓		Falls Service	2015	TBC	Stefan Taylor Lee Buggie
4.3 Commission a longitudinal study regarding the participation / retention rates of LTC interventions	✓			2016	TBC	Stefan Taylor
4.4 Build physical activity guidance in as part of mainstream assessment processes, e.g. to adults having their NHS Health Check; to parents / carers of children during their child's Healthy Child Programme 2-year review; to parents or carers of children as part of the National Child Measurement Programme (NCMP)	✓		NHS Health Check, Healthy Child Programme, National Child Measurement Programme	2015 Ongoing	Internal	Lindsey Mooney Steph Mitchell Stefan Taylor
5. INCREASE THE NUMBER OF PEOPLE UNDERTAKING ACTIVE TRAVEL						
5.1 Establish an Active Travel partnership to increase Active Travel	✓	✓	SPAS, Cycling & Walking groups, Planning, TfGM, Parks, Engineering	July 2015	TBC	Chris Wilkinson Stefan Taylor
5.2 Develop an Active Travel Plan by assessing supply and demand helping to establish a set of commissioning intentions	✓	✓	TBC – Bury Active Travel Group	Oct 2015	TBC	Chris Wilkinson Stefan Taylor
6. BUILD INTELLIGENCE AND INSIGHT TO HELP CREATE THE RIGHT ENVIRONMENT FOR GROWTH						
6.1 Develop the IWIYW Blueprint to evidence how intelligence and insight can underpin successful approaches to increasing physical activity and sport	✓	✓	IWIYW	Dependant on new CRM system	Internal	John Mclean, IWIYW Sport England Jane McPherson SE
6.2 Test the IWIYW CRM system to explore its value to this strategy beyond IWIYW in gathering market insight	✓	✓	IWIYW	2015	Internal	John Mclean, IWIYW Insight
6.3 Develop profiles of inactive and active people in Bury to inform delivery of the objectives of the strategy	✓	✓	IWIYW / internal Intelligence	2015	Internal	John Mclean, IWIYW Insight

PRIORITY ACTIONS	CONTRIBUTION TO AIMS		ALIGNMENT OF EXISTING PRODUCTS / SERVICES	TIMESCALES	RESOURCING	PARTNERS (Proposed Lead) ⁴³
	1. Adopt a targeted approach to support the inactive become active	2. To sustain and increase participation for those already active				
7. IMPROVE THE SKILLS AND CAPACITY OF THE SPORT AND PHYSICAL ACTIVITY WORKFORCE						
7.1 Establish coaching and officiating pathways	✓	✓	SAPAS	2015	Internal	Jackie Veal Carly Heselwood Sport & Physical Activity Service
7.2. Provide a training and capacity building programme to support delivery of activity to women and girls (IWIYW)	✓	✓	IWIYW	2015	Internal	Pritesh Patel, (IWIYW Sport & Active Lifestyles)
7.3. Develop a coordinated plan to ensure that we adequately value our Volunteers	✓	✓	SAPAS	2015	Internal	Jackie Veal Carly Heselwood Sport & Physical Activity Service
7.4. Deliver a ‘Champions’ volunteering programme supporting women and girls to become more active	✓	✓	IWIYW	2015	Internal	(IWIYW Communities Lead) new officer in post June 2015
7.5 Improve skills of the workforce to supporting the inactive to become active, for e.g. integration of key skills around physical activity for older adults amongst health and social care staff, support coaches, Bury Leisure staff with training and guidance on integration of behaviour change	✓		IWIYW	2015	Internal	Pritesh Patel Simon Wesolowski, IWIYW Training Development Officer
7.6 To ensure that health care professionals have sufficient and appropriate training and competencies to deliver against the actions around physical activity	✓		TBC	TBC	TBC	Stefan Taylor
7.7 Develop a plan for the recruitment of more volunteers, including engagement with employers	✓	✓	SAPAS	2015	Internal	Jackie Veal Carly Heselwood Sport & Physical Activity Service

PRIORITY ACTIONS	CONTRIBUTION TO AIMS		ALIGNMENT OF EXISTING PRODUCTS / SERVICES	TIMESCALES	RESOURCING	PARTNERS (Proposed Lead) ⁴³
	1. Adopt a targeted approach to support the inactive become active	2. To sustain and increase participation for those already active				
8. DELIVER HIGH QUALITY SPORT, PHYSICAL ACTIVITY AND PHYSICAL EDUCATION OPPORTUNITIES FOR <u>CHILDREN AND YOUNG PEOPLE</u>						
8.1 Help give people the best start in life by improving physical literacy levels of 0-5s	✓		Lets Play	TBC	TBC	(Tbc)
8.2 Ensure that the PE and Sport premium for Primary Schools improves the quality of the PE and sport activities they offer their pupils	✓	✓	PE and Sport Premium Private Providers	2015 Ongoing	External	Gill Molloy Naomi Williams Gareth Oliver Broadoak Sports College
8.3 Ensure that Bury Schools are actively engaged in competition opportunities via the School Games, in particular: <ul style="list-style-type: none">• Level 1 – Intra school (in school)• Level 2 – Inter school (between schools)• Level 3 – County/ area festivals		✓	School Games Greatersport	2015 2 Games per year Winter and Summer	External	Gill Molloy Naomi Williams Gareth Oliver Broadoak Sports College
8.4 Every college student in Bury is encouraged, supported and has the opportunity to participate in physical activity and sport as an integrated part of their college experience (contributing to learning, progression to employment and the development of active and sporting habits for life)	✓	✓	Active Colleges (including College Sportmaker), Sportivate, IWIYW	TBC	TBC	Scott Carnegie, College Sport Maker, Bury College
8.5 Ensure that schools physical activity and sport provision helps to engage inactive children, and those with excess weight	✓		Sportivate	TBC	TBC	School link Lee Buggie
8.6 Fully integrate physical activity and sport as part of the Healthy Schools Programme	✓		Schools	TBC	TBC	Public Health Steph Mitchell
8.7 Ensure there are pathways in place to continue to participate in organised sport and for those with talent to		✓	Satellite Clubs, Club Matters, Sportivate	TBC	TBC	Jackie Veal Carly Heselwood Sport & Physical

PRIORITY ACTIONS	CONTRIBUTION TO AIMS		ALIGNMENT OF EXISTING PRODUCTS / SERVICES	TIMESCALES	RESOURCING	PARTNERS (Proposed Lead) ⁴³
	1. Adopt a targeted approach to support the inactive become active	2. To sustain and increase participation for those already active				
fulfil their potential						Activity Service
8.8 Support the growth of a strong and vibrant sports club infrastructure across Bury		✓	Doorstep Clubs, Club Matters	TBC	Internal	Carly Heselwood
9. DEVELOP THE PHYSICAL ACTIVITY AND SPORT <u>MARKET</u> TO ENSURE IT IS HIGH QUALITY, ACCESSIBLE AND REFLECTS LOCAL DEMANDS ACROSS THE LIFECOURSE AND ALL ABILITIES AND BACKGROUNDS						
9.1 Audit the market to understand the current supply of physical activity and sport opportunities (across different providers) in Bury	✓	✓	IWIYW	TBC	Internal	Pritesh Patel, IWIYW
9.2 Encourage market development to meet the identified needs of local people across the lifecourse, and all abilities and backgrounds (linked to 9.1 and 3.3)	✓	✓	IWIYW	TBC	Internal	Jackie Veal Pritesh Patel, IWIYW Sport & Physical Activity Service
9.3 Identify where specialist interventions will need to be commissioned to meet the needs of targeted inactive groups	✓		BEATS, BEATS/IWIYW, YOLO, New Sport England disability project	TBC	Internal/external	Public Health Stefan Taylor
10. DEVELOP OUR <u>PHYSICAL ASSETS AND PLACES</u> TO ENSURE THEY ARE ACCESSIBLE, HIGH QUALITY AND REFLECT LOCAL DEMANDS ACROSS THE LIFECOURSE AND ALL ABILITIES AND BACKGROUNDS⁴⁴						
10.1 To develop an indoor leisure facilities strategy which is aligned to the outcomes and priorities of the Physical Activity and Sport Strategy. This strategy should consider the requirement for and/or long term	✓	✓	Leisure Facilities including Parks and open Spaces	TBC	Internal	Neil Long

⁴⁴ Note, there is some cross over with the Active Travel objective but this has been highlighted as an explicit objective because of the important opportunity it presents

PRIORITY ACTIONS	CONTRIBUTION TO AIMS		ALIGNMENT OF EXISTING PRODUCTS / SERVICES	TIMESCALES	RESOURCING	PARTNERS (Proposed Lead) ⁴³
	1. Adopt a targeted approach to support the inactive become active	2. To sustain and increase participation for those already active				
replacement of capital assets, co-location of services, alongside the Council's on-going revenue model						
10.2 To develop an up-to-date Playing Pitch Strategy in line with Sport England Playing Pitch Strategy Guidance		✓	Leisure Facilities	TBC	Internal	(Neil Long)
10.3 Maximise the potential of Bury in Bloom and the borough's open green spaces in supporting people to become active	✓	✓	Parks and Open Green Space	TBC	Internal	(Neil Long)
10.4 Identify opportunities for more innovative approaches to the provision of places to undertake physical activity and sport, e.g. housing and health care settings	✓	✓	Six Town Housing	TBC	TBC	(John Campbell)
10.5 Support the opening of school and college facilities for greater levels of community use.	✓	✓	Education	TBC	TBC	TBC (Children's Services)

Appendix B – strategy outcomes

Outcome	Primary Indicators ⁴⁵	Rationale	Where are we now and targets ⁴⁶
EVERYBODY MORE ACTIVE	PHOF⁴⁷ 2.13i - Percentage of physically active and inactive adults - active adults (i.e. 150 minutes per week)	This is the measure where the evidence base is strongest in terms of health improvement Through achieving this strong inference can be made as to the longer term health improvements within Bury.	54.1% active adults in 2013 compared to a national average of 55.6% TARGET: More than 61.5% of adults (16+) in Bury undertaking 150 minutes of moderate intensity physical activity per week, a sustained increase of 1.5% per annum⁴⁸
	PHOF 2.13ii - Percentage of active and inactive adults - inactive adults	Considered the absolute baseline level – with an aspiration to get everybody (more) active this will highlight positive progression from those currently inactive.	29.5% inactive adults in 2013 compared to a national average of 28.9% TARGET: A reduction of 8,100 adults (16+) who are inactive and not reaching the guidelines of 150 minutes per week, a decrease of 1.5% per annum over the lifetime of the strategy⁴⁹
	Number of adults playing sport once a week (1x30)⁵⁰	It is evidenced that sport makes a significant contribution towards achieving CMO guidelines on recommended levels of physical activity. Allied to this it is vital to measure this, as it is the primary performance measure used for community sport.	37.2% (as measured through APS8 in October 2014) TARGET: An increase of 14,644 adults (16+) taking part in sport at least once a week
	Number of adults taking part in sport and active recreation 12 times in the last 30 days (equivalent to 3x30 per week) ⁵¹	Secondary measure to evaluate whether adults are becoming progressively more active through sport and active recreation	25.7% (APS8)
	Number of adults participating in physical activity and sport	Forming sustained habits is critical to the success of the strategy	Not currently measured
	Satisfaction with physical activity and sport offer	This is an important enabling measure as it strongly supports retention aspirations.	This is measured for sport as part of APS but a more holistic measurement is required

	Increased awareness of the benefits of being active	As part of the process of engaging the inactive it is important to ensure that the benefits of being active are clearly communicated and understood.	Not currently measured
IMPROVED HEALTH AND WELLBEING ⁵²	Reduced need on NHS resources	To be measured through a reduction in Non Elective admissions	
	PHOF 2.12 - Excess weight in adults Reduction in obesity levels (whole population)	Given the well-established link between physical inactivity and obesity this is a primary measure to infer a positive impact made through increased participation levels.	Currently 68.2%, bordering the lowest 25 th percentile in the country
	PHOF 2.06i – Excess weight in 4-5 year olds		19.4%, slightly above the national average
	PHOF 2.06II – Excess weight in 10-11 year olds		34%, which worryingly drops below the national average
	PHOF 4.03 – Mortality rate from causes considered preventable	Whilst a long-term indicator, with many other determinants, the evidence highlights that physical inactivity directly contributes to one in six deaths in the UK. ⁵³	214 per 100,000, in the lowest quartile nationally
ADDED VALUE TO SOCIETY AS A WHOLE WITHIN BURY ⁵⁴ <i>Health & Social Care (linking to Public Sector Reform)</i>	PHOF 2.24i – Injuries due to falls in people aged 65 and over	Physical activity has been identified as one means of being able to help prevent falls	1,906 per 100,000
	Improved mental wellbeing (self reported)	Being active has been evidenced to be central to good mental health ⁵⁵	Not currently measured
<i>The Local Economy</i>	PHOF 1.09ii – The percentage of working days lost due to sickness absence	Related to targeted workplace interventions, based upon the strong evidence showing that businesses with active workforces are more productive, have lower sickness rates and lower staff turnover.	Currently 2.3%, in the bottom 25 th percentile in England
	Number of people offered a traineeship and supported into employment	Recognising the opportunities for employment through the sector. Also an important contribution to be made in building confidence / work readiness.	Currently estimated that 1,676 jobs in sport in Bury
	Physical activity and sport has a positive impact on NHS Resources and Obesity indicators these will also be impacted by other		
	Gross Value Added from Sport	A healthy position in terms of increased participation levels is also	Currently £45.5m per annum

⁵² Difficult in these areas – inferred vs hard impacts.

⁵⁵ Everybody active, every day: An evidence-based approach to physical activity. Public Health England, October 2014

	Participation ⁵⁶	shown to generate a wider economic benefit for the local economy.	
<i>Social Capital</i>	Increased levels of volunteering and value to the local economy	Participation in physical activity and sport can help to energise the local community	Sports volunteering levels are measured through APS Estimated economic value of £14.4m to Bury
	Multi faith / ethnicity opportunities	Physical activity and sport can help to foster community cohesion and break down barriers to engagement	
<i>Environment</i>	Increased levels of sustainable travel (walking, cycling)		Nationally we know that 64% of trips are made by car

⁵⁶ Available from the Economic Value of Sport [local model](#).

Appendix C – Useful resources

– Chief Medical Officers physical activity guidelines

Start Active Stay Active: A report on physical activity from the four home countries' Chief Medical Officers, 2011. <https://www.gov.uk/government/publications/start-active-stay-active-a-report-on-physical-activity-from-the-four-home-countries-chief-medical-officers>

– Insight into key influences on participation of different groups

Sport England research to understand factors which influence sporting behaviour, such as age, gender and economic conditions. This includes insights and understanding into what affects and impacts specific population groups.

<https://www.sportengland.org/research/encouraging-take-up/key-influences/>

– Existing NICE guidelines regarding physical activity

- PH6 2007 Behaviour change: the principles for effective interventions
- PH8 2008 Physical activity and the environment
- PH13 2008 Promoting physical activity in the workplace
- PH17 2009 Promoting physical activity for children and young people
- PH41 2012 Walking and cycling: local measures to promote walking and cycling as forms of travel or recreation
- PH42 2012 Obesity: working with local communities
- PH44 2013 Physical activity: brief advice for adults in primary care
- PH49 2014 Behaviour change; individual approaches
- PH54 2014 Exercise referral schemes to promote physical activity

Please see www.nice.org.uk/guidance for more information.

– Everybody active, every day: a framework to embed physical activity into daily life, Public Health England, 2014

<https://www.gov.uk/government/publications/everybody-active-every-day-a-framework-to-embed-physical-activity-into-daily-life>

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	8 JULY 2015
SUBJECT:	MODERNISATION INTERMEDIATE CARE SERVICES – REQUEST FOR APPROVAL TO USE CAPITAL TO REFURBISH KILLELEA HOUSE
REPORT FROM:	COUNCILLOR ANDREA SIMPSON CABINET MEMBER FOR HEALTH AND WELLBEING
CONTACT OFFICER:	Patricia Jones-Greenhalgh, Executive Director of Communities & well Being
TYPE OF DECISION:	CABINET KEY DECISION
FREEDOM OF INFORMATION/STATUS:	For publication
SUMMARY:	<p>Killelea House is Bury's Intermediate Care facility which provides rehabilitation for Adults who are either discharged from hospital and need intensive rehab or people who are at risk of being admitted to hospital. This report outlines a proposal and business case to refurbish Killelea House. The current layout and condition is dated not conducive to promoting people's wellbeing and independence. This proposal is made in response to the need to continue to develop services for the future which maximise independence and help people to stay at home for as long as possible, supporting people who care for them to continue in their caring role by providing valuable respite opportunities.</p> <p>The proposal is made on the basis of invest to save and has been structured to maximise the existing available assets in a more efficient way, whilst also addressing the increasing demand for social care services which help people to remain independent and promote self care.</p>
OPTIONS & RECOMMENDED OPTION	1. Refurbishment of the existing Killelea site

	<p>2. Do nothing- the current layout is not conducive to promoting people's health and well being, and is hampering service outcomes.</p> <p>3. Rebuild in a town centre location</p>
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	<p>This proposal represents a significant improvement to provision of reablement services in the Borough.</p> <p>Capital costs will be met from a combination of existing Community Well Being Capital budgets, HRA monies and Capital receipt from Warthfield.</p>
Health and Safety Implications	<p>There will need to be a robust plan to manage the existing service whilst the refurbishment takes place.</p> <p>In addition the proposed refurbishments will increase the opportunities for people to regain their independence in an environment which provide opportunity to move freely around the building and reduces the risk of falls.</p>
Statement by Executive Director of Resources (including Health and Safety Implications)	<p>The proposals represent a significant improvement to provision of reablement services in the Borough, and help the Council mitigate future cost pressures.</p> <p>Capital costs will be wholly met from a combination of existing social care grant funding, capital receipts, housing capital monies and contribution from revenue reserves.</p> <p>Revenue costs (premises related) are anticipated to be lower than the existing building which is in need of modernisation, and not energy efficient.</p> <p>The proposal also offers income generation potential.</p>
Equality/Diversity implications:	Yes No (see paragraph below)
Considered by Monitoring Officer:	Yes

Wards Affected:	Killelea is currently situated in Elton ward,
Scrutiny Interest:	

TRACKING/PROCESS**DIRECTOR: EXECUTIVE DIRECTOR OF COMMUNITIES AND WELL BEING**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
Scrutiny Committee	Cabinet/Committee	Council	

1.0 BACKGROUND

- 1.1 In July 2009 Executive approved a report for the modernisation of Older People's Residential Services. The report considered the current in-house provision within the context of the wider care market in Bury and acknowledged the over provision of general older people's residential care and the need to reduce vacant beds. It also recognised the need for specialist support to provide choice and control. A number of recommendations were agreed by Executive including:

Retain the existing sites at Killelea and Elmhurst as intermediate care centres capable also of offering emergency and respite care;

- 1.2 Subsequent to this the development of Intermediate care in partnership with Bury CCG, saw the transfer of Intermediate Care Services to one centre (Killelea) in 2010, rather than being split across Killelea and Elmhurst. Through demographic changes we have seen a rise for demand of Intermediate care services since 2013.
- 1.3 The total number of referrals to Killelea in has risen over the last two years. In 2013/14 referrals totalled 261; in 2014/15 referrals increased to 337. Current figures show occupancy levels are at a constant level of 79%. Alongside this the dependency levels of customers requiring Intermediate care services at Killelea has changed. People are more dependent upon admission than they were three years ago, there are more people living with two or more long term conditions which requires more intense reablement and multi-disciplinary approaches to allow people the opportunity of regaining independence.
- 1.4 There is a drive for integrated services, through GM devolution. Intermediate care is a key component of the health and social care strand and this is reflected in our local approach to the better care fund. Effective intermediate care deflects people away from hospital and enables the length of stay of people that are admitted to be reduced, minimising delayed transfers of care. In other words, it is shifting the balance of resources from the acute settings into more community based settings, ready to return people to their own homes.

- 1.5 To ensure that the Council is able to meet the challenges that both devolution and the Better care Fund brings it is essential that we have an environment that is fit for purpose and will adapt as the demographic changes over the coming years.
- 1.6 Consideration has been given to the option of building a new Intermediate Care facility in the town centre, (option 3) however estimated costs have precluded this.

DEMAND FOR INTERMEDIATE CARE

Bury has an ageing population, in line with the national picture. By 2025, there will be 8,000 (25%) more people aged 65 and over than in 2013. They will also live longer, and by 2025 there will be 46% more over 80's than current levels. This will have an impact on service demand as the morbidity burden increases. Current projections suggest that by 2025:

- *5000 more people will have long term limiting conditions (+35%)*
- *10,000 people are likely to have some form of continence problem*
- *8500 will have some problem getting around (+40% on current levels)*
- *Some 10,000 older people will be classed as obese with almost 5000 people suffering from diabetes.*
- *There will be 1000 – 1500 more people with dementia*
- *Other limiting conditions such as visual and hearing impairment are also expected to rise by between 35% and 45%.*

- 1.1 It is a key priority for the Council is to develop services which not only provide care and support for this increasing group of vulnerable people, but which maintain people's independence and ability to live in their own home for as long as possible. This is achieved through services which focus on prevention, early intervention and reablement. Often a package of different services is required to enable someone to be supported at home, avoiding admission to permanent residential care. Commissioning the right level of Intermediate care, reablement services and equipment is critical to successfully supporting people in their own homes
- 1.2 To understand how the projected population increase in customers aged 80 and over may have an effect on bed availability at Killelea House, analysis of current trends has been carried out. There are currently 36 intermediate care beds at Killelea House, which equates to 13,140 available bed days¹. The occupancy over the last three years has averaged at around 69%; however, customers aged 80 and over have accounted for three quarters of the occupancy in this period. This means that any change to the population in this age group is likely have a large impact on bed availability at Killelea house.

From the latest ONS² population estimates and projections, the overall population in Bury will increase by 12,400 (7%) by 2025. The under 80 population will increase by 5% and the 80 and over population will increase by 46% (approx 3,600 people). The effect that this would have on occupancy levels and bed availability can be seen in

- 1.3 Table 1 :

¹ Assuming all beds are available for 365 days a year

² <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcn%3A77-335242>; <http://www.ons.gov.uk/ons/rel/pop-estimate/population-estimates-for-uk--england-and-wales--scotland-and-northern-ireland/2013/index.html>

Table 1: Effect of population increase on bed days

	Utilisation (bed days per annum) averaged over last 3 years	% increase in population	Estimated usage in 2025 (bed days per annum)
<80	2,242	5%	2,354
80+	6,798	46%	9,925
Total	9,040		12,279

From

Table 1 it can be seen that the number of bed days required will rise simply to meet demographic pressures. Current projections equate to an occupancy rate of **93%** (12,279 [projected bed days] /13,140 [available bed days]).

Current bed numbers at Killelea House can accommodate the projected rise in customer aged 80 and over. However, there are other factors that need to be considered:

- Population projections are based on current birth, death and migration rates.
- Some customers require two support workers for all or part of their stay, which has an effect on available capacity and staffing ratios.
- Facilities within the building need to be suitable to meet the additional numbers (and needs of older people who are more likely to have co-morbidity and/or complex conditions).
- Any changes need to be consistent with other changes in the sector such as investment in health and prevention services, re-ablement and advances in assistive technology.

2.0 THE PROPOSAL

In order to meet the requirements of a modern Inter-mediate Care service and accommodate the predicted growth in older people, it is proposed to:

- Refurbish the existing site at Killelea
- Integrate the reablement service with IMC care under one business manager

The new facilities will provide up to date reablement approaches focusing on independence and control enabling people to return to their own environment and reduce the likelihood of hospital re- admissions. The refurbished facility will also align to any of the findings coming out of the Better Care Fund review and as such the physical improvements will also go alongside service improvements, e.g. availability of equipment, which has been cited as a delay. Also the equipment can be integrated into a person stay so they are familiar with it when they return home.

From this.....



2.1

ASP
Killelea

Current facilities Killelea

- Dated and in need of modernisation
- Communal areas are dated and limited in the facilities available. Customers are dependent on staff to initiate many activities. Most activities are sedentary
- Limited equipment and assistive technology means customers are dependent on staff monitoring and intervention which can create dependency and also be intrusive
- Assessing a customer's ability is affected by the facilities in the unit i.e. it is difficult to accurately assess ability to manage overnight without staff making regular observations which may in turn affect normal behaviours. Likewise, assessing mobility, bathing etc is in the context of a care home environment and does not necessarily provide an accurate assessment.
- Prior to Killelea being designated as an Intermediate Care service it was an elderly person home. The current layout of the building is not conducive to supporting people to regain their independence, e.g. long corridors and hotel model catering arrangements.
- Facilities do not promote active independence e.g. limited availability to rehab kitchen facilities, currently traditional communal dining room where meals are served to people.
- Lack of community involvement for people to develop confidence building and reducing social isolation.

To this.....



3.3 The work to be undertaken will see a complete refurbishment of the building; the creation of 4 reablement flats where people will receive reablement support to allow an intensive assessment of needs prior to discharge; updated equipment and assistive technology to improve rehabilitation/reablement times; gym equipment to promote active living; and the creation of a bistro to facilitate social interaction, employment opportunities and income generation.

3.4 The **benefits** of this model include and the co-location of reablement service will be :

- Building design focused on rehabilitation in all areas to reduce dependency on staff – improve independence and increase people's opportunities to return home Therapy hub at the heart of the building

- Extend reablement to incorporate maximising independence with meal preparation and managing tasks in the kitchen
- Reduce likelihood of hospital re-admission through seamless discharge processes.
- Increased ability to manage beds effectively maximising occupancy
- Increased longevity of furniture, reducing damage and repair costs
- Increased availability of accessible social activities will promote social interaction, and improve health and well being
- Improved customer service
- Reduce the length of stay for people within Intermediate care through seamless discharge processes.

3.0 RESOURCE IMPLICATIONS

- 3.1 The estimated cost is £2,108,700 (including fees) which would be spread over 2 years. These estimates are based on draft specifications and drawings.
- 3.2 The full cost of development work can be funded via Communities and Well being capital programme, Housing capital monies and the ring fenced capital grant from the sale of Warthfield of £1.25 million
- 3.3 The table below sets out the financial resource implications.

	£					
Capital Cost:	2015/16	2016/17	2017/18	2018/19	2019/20	Total
Land	0	0	0	0	0	0
Buildings	200,000	1,517,000	200,000	0	0	1,917,000
Fees	20,000	151,700	20,000	0	0	191,700
Total Capital Cost	220,000	1,668,700	220,000	0	0	2,108,700
Funded By:	2014/15	2015/16	2016/17	2017/18	2018/19	Total
2015/16 Social Care Capital Funding Grant	182,520	115,189	0	0	0	297,709
2016/17 Social Care Capital Funding Grant (tbc)	0	428,054	0	0	0	428,054
2017/18 Social Care Capital Funding Grant (tbc)	0	0	220,000	0	0	220,000
Warthfield Capital Receipt	0	1,077,000	0	0	0	1,125,457
Other (Housing capital)	37,480		0	0	0	37,480
Contribution from revenue		48,457				
Total Funding	220,000	1,668,700	220,000	0	0	2,108,700
Net Cost	0	0	0	0	0	0

- 3.4 There will also be indirect financial benefits and non cashable efficiencies generated by this project:
- Reduction in length of stay at intermediate care. The average length of stay is currently 32.5 days compared the National Audit of Intermediate Care (NAIC) average time of 28 days. The improvements will bring the length of stay closer to the national average.
 - Reduction in assessment times and duplicated effort
 - Ability to deflect more people away from residential care. Bury has 9% (28 people) of people discharged into residential care compared to 7%

national average. We know that if we delay someone going into permanent residential care by twelve months the net saving to the Council is £7,886 per person. By redesigning Killelea to be able to care people quicker, fewer people will be at risk of admission to residential care. Bringing Bury's figures in line with the average will save £47,316 per annum (6 people x £7,886)

- 3.4.1 The first of its kind across Greater Manchester to take such a joined up approach, the refurbished facility will also:
- Improve delays in discharges from hospital for medically fit patients. Bury performs well for delayed transfers of care, and has led the North West over the last two years. However there is now additional monitoring required for patients who are medically fit but delayed pending a therapy assessment, social work assessment etc.. The new environment will allow some of those patients to be assessed at Killelea as opposed to a hospital ward enabling a more timely and natural assessment process over a period of days without the constraints of hospital pressures.
 - Increase the numbers of people discharged home on a permanent basis. Although Bury performs well overall with 78% (242 people) of people discharged home (compared to 64% nationally), 12% (37) of people go back into hospital. The improved environment will aid the recovery and rehabilitation process and reduce other risks such as falls.

4.0 CONSULTATION AND INVOLVEMENT

- 4.1 Whilst Killelea House does not have any permanent residents to consult with, it is good practice to involve stakeholders (customers, carers, staff, visitors, etc) in the design and operation of new facilities.
- 4.2 Pennine Acute are supportive of any changes that will support discharges for medically fit patients and prevent hospital admissions and Pennine Care has also indicated support for refurbishment. Subject to approval, further more detailed consultation on the design of facilities will be undertaken with partners.
- 4.3 Staff (including Pennine Care staff who also work within the unit) will be involved in the redesign of the services, sequencing of moves to allow building works and any relocation of functions/services.

5.0 IMPLEMENTATION

- 5.1 Implementation of this project would follow the Authority's project management methodology and a detailed Project Initiation Document (PID)
- 5.2 A project team comprised of senior managers, officers and technicians would take forward implementation of this project in accordance with strict timescale requirements and resource allocation.
- 5.3 It is planned to maintain the operation of Intermediate care from the existing Killelea site during the period of the building work which is envisaged to be eighteen months.

6.0 EQUALITY AND DIVERSITY

- 6.1 An Equality Analysis has been undertaken and indicates positive impacts for people with a disability and older people who are the primary users of this service..
- 6.2 If agreed to proceed, further work will continue to involve and consult stakeholders in the design and specification of the facility and practical

implementation of the proposal. This will ensure that it incorporates the views and opinions of a range of people who may benefit from what the service has to offer and balances the needs of all stakeholders.

7.0 RISK MANAGEMENT

- 7.1 The main risk to the project is that insufficient funding will be available to carry out all the work required. To mitigate this risk, specialists and architects will be involved in the design of the facility to finalise the specification costs and contain costs within budget. Figures provided allow some contingency for unforeseen items of expenditure.
- 7.2 The project will be carefully managed via a dedicated project team comprised of technical specialists and stakeholders. This will include robust monitoring and management of both budget and timescales. Highlight and exception reports will be provided to Communities and Well being Senior Management Team.
- 7.3 Not refurbishing the intermediate care service carries significant counter risks. As intermediate care is seen to be one of the priorities for delivering the targets within the Better Care Fund, Bury CCG currently commission beds from Killelea to promote reablement and ease the pressure on hospitals. Ongoing support is dependent on Killilea meeting the challenges ahead and improving its performance within the reshaped health and social care system.

8.0 RECOMMENDATIONS

- 8.1 It is recommended that approval be given to proceed with refurbishment of Killelea, and co-location of the equipment store and Care link service
- 8.2 Consultation and involvement of stakeholders be undertake to finalise design and specifications
- 8.3 Agreement be given to expenditure as outlined up to £2,108,700 (including fees), the method of funding to be determined by the Executive Director of Resources and Regulation
- 8.4 A project team be established to take forward the work on this project

List of Background Papers:-

Equality Analysis:

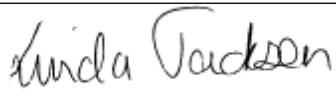

Contact Details:-

Linda Jackson, Assistant Director Operations L.A.Jackson@bury.gov.uk
Catherine Jones, Head of Operations Catherine.Jones@bury.gov.uk

Equality Analysis Form

The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

1. RESPONSIBILITY

Department	Communities and wellbeing	
Service	Killelea House	
Proposed policy	Modernisation Intermediate Care services	
Date		
Officer responsible for the 'policy' and for completing the equality analysis	Name	Linda Jackson
	Post Title	Assistant Director Operations
	Contact Number	6033
	Signature	
	Date	9 th June 2015
Equality officer consulted	Name	Helen Smith
	Post Title	Public Health and Social Care Intelligence Manager
	Contact Number	6338
	Signature	 42/2015
	Date	

2. AIMS

What is the purpose of the policy/service and what is it intended to achieve?	<p>This report outlines a proposal and business case to refurbish Killelea House to bring it up to 2015 standards alongside the existing short term care services provided at Elmhurst and Spurr House. This proposal is made in response to the need to continue to develop services for the future which maximise independence and help people to stay at home for as long as possible, supporting the people who care for them to continue in their caring role by providing valuable respite opportunities.</p> <p>It is also proposed that the equipment store and care link are co-located together. This supports the ability to respond to individual need in a more seamless way and allows the release of capital assets of both Taylor House and Seedfield.</p> <p>The proposal is made on the basis of invest to save and</p>
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	has been structured to maximise the existing available assets in a more efficient way, whilst also addressing the increasing demand for social care services which help people to remain independent and promote self care.
Who are the main stakeholders?	Customers of the service who require a period of rehabilitation before returning home, Hospital discharge services, CCG and Local Authority as commissioners.

3. ESTABLISHING RELEVANCE TO EQUALITY

3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics.

If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	No	No	There are no changes to people accessing the service from this protected group
Disability	Yes	No	This will create a better environment for people with disabilities and improve the service offer. Improved accommodation will maximise independent living.
Gender	No	No	There are no changes to people accessing this service from this protected group
Gender reassignment	No	No	There are no changes to people accessing the service from this protected group
Age	Yes	No	This will create a better environment for older people and improve the service offer. Improved accommodation will maximise independent living.
Sexual orientation	No	No	There are no changes to people accessing the service from this protected group
Religion or belief	No	No	There are no changes to people accessing the service from this protected group
Caring responsibilities	Yes	No	Valuable respite opportunities will be provided for those with caring responsibilities.
Pregnancy or maternity	No	No	n/a
Marriage or civil partnership	No	No	n/a

3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty. If you answer yes to any question, please explain why.

General Public Sector Equality Duties	Relevance (Yes/No)	Reason for the relevance
Need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	No	
Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs)	Yes	Killelea House provides a support and rehabilitation service to older and disabled people in Bury to increase their independence and meet needs. The refurbishment of Killelea will create an environment which will improve the level of rehabilitation and reablement achieved for customers, increasing their independence.
Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)	No	

If you answered 'YES' to any of the questions in 3a and 3b

Go straight to Question 4

If you answered 'NO' to all of the questions in 3a and 3b

Go to Question 3c and do not answer questions 4-6


3c. If you have answered 'No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.

4. EQUALITY INFORMATION AND ENGAGEMENT

4a. For a service plan, please list what equality information you currently have available, **OR** for a new/changed policy or practice please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

Details of the equality information or engagement	Internet link if published	Date last updated
Customer survey	 Killelea Customer Survey Report 01 01	

4b. Are there any information gaps, and if so how do you plan to tackle them?

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

What will the likely overall effect of your policy/service plan be on equality?	The overall effect of this proposal will have be a positive effect for both the services involved in relation to the 10 equality protected characteristics, particularly in relation to age, disability and caring responsibilities.
If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?	
Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.	
What steps do you intend to take now in respect of the implementation of your policy/service plan?	A Key Decision report will be taken through the relevant governance structure for the Council.

6. MONITORING AND REVIEW

If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.

We will be carrying out full consultation with customers and staff should the plans for refurbishment be approved. The project will be closely monitored through the Councils project management process.

COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO THE EQUALITY INBOX (equality@bury.gov.uk) FOR PUBLICATION.

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REPORT FOR DECISION


DECISION OF:	CABINET
DATE:	8 JULY 2015
SUBJECT:	PEOPLE STRATEGY 2015 to 2020
REPORT FROM:	CABINET MEMBER FOR RESOURCE AND REGULATION
CONTACT OFFICER:	Tracey Murphy Assistant Director Resources and Regulation (HR & OD)
TYPE OF DECISION:	CABINET (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	<p>To achieve the Council's vision for the next five years we will need to be leaders of people and leaders of place. We will need an organisation that is innovative, agile, connected and transparent and people issues will be high on the agenda.</p> <p>To address this need we have produced a People Strategy for the next five years which reflects our changing organisation, the changing world of work and the changing aspirations of our people.</p> <p>Rather than a long document the Strategy is presented to support the vision, purpose and values 'plan on a page' and is designed to be a simple yet meaningful document accessible to everyone including a one page charter for all employees.</p>
OPTIONS & RECOMMENDED OPTION	<ol style="list-style-type: none"> 1. To approve the Strategy. This is the recommended option as it provides the direction and framework for our people policies and practices for the next five years.

	2. To not approve the Strategy. This would leave the Council without a clear Strategy with relation to our people.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	<p>The People Strategy is to be developed and implemented within existing resources.</p> <p>The Strategy will ensure that the workforce is able to respond to future challenges facing the Council.</p>
Health and Safety Implications	There are no health and safety issues arising directly from the Strategy. Any changes in services or operating practice will be subject to risk assessments and implemented in line with existing policy.
Statement by Executive Director of Resources	<p>The Strategy is a key document, and will support the effective delivery of the Council's "Vision, Purpose & Values".</p> <p>The Strategy will link to other key Council Strategies, eg Bury Behaviours, Health & Wellbeing.</p> <p>The Strategy aims to ensure that the Council's workforce is empowered and able to achieve both personal goals, and those of the organisation.</p>
Equality/Diversity implications:	The Strategy provides a framework for the future and does not in itself directly impact on different diversity strands. However the Council's commitment to Equality and Diversity underpins the Strategy and the Equality Strategy feeds into the overarching People Strategy.
Considered by Monitoring Officer:	Yes - JH
Wards Affected:	All

Scrutiny Interest:	
---------------------------	--

TRACKING/PROCESS**DIRECTOR:**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
24.6.15			
Scrutiny Committee	Cabinet/Committee	Council	
	8.7.15		

1.0 BACKGROUND

- 1.1 The new People Strategy has been developed against a background of rapid change.
- 1.2 Firstly the changing face of local government with the role of the Council shifting from a provider of services to an organisation facilitating, brokering and commissioning services with the citizen in control rather than under control.
- 1.3 Secondly the changing world of work including digital advances and expectations form a new generation of workers.
- 1.4 Thirdly what people want from work is changing with strong evidence that people expect work to challenge and develop them in an engaging environment.
- 1.5 Fourthly the change towards adaptable leadership as we move towards an increasingly complex and ambiguous world where leadership is key at all levels of the organisation.
- 1.6 Within the Council we have seen (and will continue to see) significant change in terms of experienced people leaving the organisation. This puts an even stronger emphasis and importance on managing our talent, succession planning and taking a more creative approach to this key area.
- 1.7 In these times of change supporting our employees' health and wellbeing is high on the agenda.
- 1.8 The Vision, Purpose and Values report and 'plan on a page' outlined how the challenges and opportunities envisaged for the Council in the coming five year period will require a culture shift within our organisation.
- 1.9 It included a short guide on 'how we do things around here' as a clear and unambiguous set of statements as to what is expected of everyone. This is included in the People Strategy as part of the employee charter.
- 1.10 Underpinning this we have an organisation wide competency framework, the 'Bury Behaviours' which, based on the vision for the future of the Council, puts

into words the key behaviours that we need people to demonstrate for the vision to be realised.

- 1.11 The new People Strategy has been developed to provide a simple yet meaningful document to set out what we expect from one another and how we will know when we are getting it right.
- 1.12 It has been developed by the Corporate OD team with contributions from Departmental OD/HR teams and has been shared for comments with the Joint Learning Forum and the Resources and Regulation management team.

2.0 ISSUES AND MOVING FORWARD

- 2.1 The vision for the Strategy is 'We want our people to realise a prosperous and sustainable Bury together' putting people at the heart of the Council's vision.
- 2.2 The Strategy builds on one of the six corporate priorities outlined in the corporate vision and values document namely 'to ensure staff have the right skills to embrace significant organisational change through embedding a culture of ownership, empowerment and decision making at all levels of the organisation'.
- 2.3 Through developing the Strategy we have identified four key strategic objectives (Appendix 1 page 5) that enable the vision to be realised. These objectives incorporate the need for adaptive leadership throughout the organisation, the need for individuals to be engaged and empowered and the need for adaptable and proactive teams committed to continuous improvement. The fourth objective relates to the environment that will enable the others to thrive, namely a healthy, vibrant and supportive workplace.
- 2.4 Within the Strategy we identify our benchmark position (ie 'Where we are now') and outline our current level of achievement with relation to the areas where we can measure achievement with regard to our people (Appendix 1 page 6 to 7). This covers areas of work from employee engagement, employee relations, learning and development, recruitment and selection, health and safety, wellbeing, equality and diversity and policies and procedures.
- 2.5 We have many strengths as outlined in this section; yet to achieve our objectives we have challenges ahead.
- 2.6 With relation to 'How we will get there' we recognise that everyone has a key part to play. We have drawn up a people charter which can be found on page 10 of the strategy (Appendix 1).
- 2.7 This is split into two parts; firstly outlining what everyone can expect from their manager and secondly what can be expected of everyone.
- 2.8 As part of the recent employee survey we asked respondents to indicate what they would like to see in a charter and we will incorporate feedback into this so it is subject to change.
- 2.9 The idea is that this is a simple yet meaningful document that can be widely used.
- 2.10 The Strategy identifies the key strategies and policies that will give details as to how we will achieve our objectives.

- 2.11 These are listed on page 8 of the Strategy (Appendix 1). Many of these exist currently though will be developed and updated but the introduction of a Talent Management Strategy for the Council is in recognition of the belief that in order to achieve the objectives of the People Strategy we need a strategic approach to talent management with relation to succession planning, workforce planning and leadership development as well as coaching and mentoring.
- 2.12 This Strategy is currently in development and will be presented to Cabinet for consideration following on from the People Strategy.
- 2.13 We have identified measures of success to indicate how we will know if we are achieving what we set out to achieve and these are listed on page 9 of the Strategy (Appendix 1).
- 2.14 We recognise that communication is key for the People Strategy and are working closely with the authors of the Vision and Values plan on a 'joined up' launch of both documents. This will encompass briefings and workshops.
- 2.15 The Strategy will be updated every twelve months where we will produce a 'People Strategy xx years on' to measure our progress towards our objectives and to review in this changing climate whether our objectives and approach are still fit for purpose.
- 2.16 The Strategy is a five year strategy to tie in with the five year plan.

3.0 CONCLUSION

- 3.1 This report introduces the new People Strategy.
- 3.2 The People Strategy is a five year Strategy designed to set the objectives and provide the overarching framework and mechanism for us to measure our progress towards these objectives in a simple yet meaningful document.

List of Background Papers:

People Strategy 2015 to 2020

Contact Details:

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People Strategy 2015-2020



Our people:
realising a prosperous and sustainable Bury
together

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Context

The world of work is different than it was twenty, ten, even five years ago and not just because of the pressure faced by public sector services. Digital advances and expectations from a new generation of workers have shifted the way we work and collaborate, transforming the workplace and with it, our lives. People issues are high on the agenda. To succeed in achieving our vision we need to be leaders of people and leaders of place. We have already seen the beginning of a shift in the role of the council from a provider of services to an organisation facilitating, brokering and commissioning services with the citizen in control rather than under control. To develop this we need an organisation that is innovative, agile, connected and transparent working as part of a network rather than in silos.

What people want from work is changing. There is a greater expectation that a career will span different organisations both in the public and private sectors and people will expect work to challenge and develop them in an engaging environment with the positive flexibility that the digital age offers.

Leadership is key ... at all levels. We are moving towards an increasingly complex and ambiguous world and this gives us many opportunities with fewer boundaries, adaptable leadership, an increased talent pool and a whole system approach. We will be a smaller, more flexible, purpose driven council and our people strategy is designed to reflect this.



"I wanted our People Strategy to be a clear, unambiguous statement of what needs to be done to allow every employee to be part of Bury's success. Our HR and Workforce development teams across the council have worked together to produce a simple yet meaningful document that sets out what we can all expect from one another and how we will know we are getting it right"

Tracy Murphy, Acting Assistant Director for Human Resources

" Bury Council's vision can only become a reality through our people. Those people possess a wealth of talent and also the commitment and energy to transform our Council's approach to public services. This People Strategy represents a progressive and cohesive set of policies, procedures and initiatives that are designed to support every individual in maximising their contribution to our goals along with their own personal development. It helps equip us all for the challenging but also stimulating times ahead and prepare us to seize opportunities".



Mike Owen, Interim Chief Executive



" As elected members we fully appreciate that Bury's aim of ***a prosperous, sustainable Bury that is fit for the future*** can only be delivered by our employees working together to make it happen. We are fortunate to have employees with a remarkable range of knowledge, skills and abilities. We are firmly committed to doing all we can to support the strategies, policies and processes that will help everyone to develop and make the most of those valuable talents. I welcome the new People Strategy and believe it clearly illustrates that our people are a priority."

Sandra Walmsley, Cabinet Member for Resource and Regulation

Where we want to be

Our vision : We want our people to realise a prosperous and sustainable Bury together

This strategy seeks to ensure that we can meet our challenges over the next five years in line with our corporate priority;-

To ensure staff have the right skills to embrace significant organisational change through embedding a culture of ownership, empowerment and decision making at all levels of the organisation.

To do this we have set the following key strategic objectives:

We want to have:

- **Inspirational, transparent and effective leaders at all levels**
- **An engaged, high performing and diverse workforce, empowered to deliver effective and affordable services**
- **Adaptable and proactive teams, committed to continuous improvement**
- **A healthy, vibrant and supportive workplace**

Where we are now

- In the 2014 Local Government Association Peer Review, the Council received the following feedback:
"The council benefits from strong and effective leadership from a chief executive and leader who work together well as a partnership, and from an amazing level of commitment from employees, which Bury should celebrate as being well-above the norm in most local authorities and engage more in its planning for the future."
- Through our Bury Behaviours we have defined what 'good looks like' in terms of what behaviours people at all levels need to demonstrate for the council to achieve its vision and outcomes.
- These Behaviours have been integrated into our refreshed and user friendly employee review, development provision and recruitment and selection.
- We have introduced a flexible management development programme to support our managers and aspiring managers to be fit for the future.
- We have successfully retained our IIP accreditation in 2014.
- We have provided many opportunities for young people in the borough through our successful Backing Young Bury programme and these include apprenticeships, work experience placement and employability skills sessions.
- We have established a learning agreement with the Trade Unions and our joint learning forum goes from strength to strength.
- In our 2013 57% of employees were satisfied with Bury Council as an employer despite the adverse economic climate and this was an improvement on the previous years.
- Our equality related employee groups are supported by the council and the Trade Unions and continue to support our agenda to work towards an increasingly inclusive workforce.
- In 2015 we achieved success in the Stonewall Workforce Equality Index achieving 62 place out of nearly 400 entrants and the top ranking of any council in the North West region.
- We have successful and flexible recruitment practices through our revised recruitment framework.
- We have robust policies, procedures and guidance to support managers, HR professionals and employees in the organisation throughout the employment

life cycle. These are reviewed regularly to ensure they comply with legislation and good practice.

- We continue to support employees when their future employment may be under threat through our redeployment process and Now and Next programme.
- We have a strong suite of work/life balance policies and are striving to improve our package of employee benefits as an aid to improving employee satisfaction/engagement.
- We are reviewing our Consultation Framework with the trade unions to strengthen relationships and ensure comprehensive consultation takes place from the early stages of the development of a plan through to implementation.
- We have reduced the size of the workforce, but have kept the number of compulsory redundancies to only 8 between April 2014 and June 2015. Furthermore:
 - Between April 2014 and June 2015 we have successfully redeployed 28 employees whose continued employment was at risk.
 - Between April 2014 and June 2015 21 people have taken advantage of the Flexible Retirement option; creating savings for the Council whilst retaining the valuable skills of experienced staff.
- We have developed comprehensive but proportional arrangements to enable contract managers to ensure that consistently high standards of health and safety management are applied whenever services are procured on behalf of the Council and are working to assist local service providers with the support that they need in order to meet these requirements.
- An assessed Health and Safety training programme has been delivered to all managers, this covered the core aspects of managing health and safety. The next phase is to review the wider Health and Safety training needs and how they sit within the corporate development framework and provisions.
- We are continuing our efforts to provide responsive Occupational Health services, delivered to protect and promote the health, safety and wellbeing of our employees whilst at work.
- We have successfully engaged external providers to deliver fast track physiotherapy and counselling services, ensuring our employees are fully supported in maintaining their physical and mental wellbeing.

How we will get there

This strategy is owned by the Cabinet and Senior Leadership Team, and progress against it will be monitored by the Organisational Development Team. However, it is the responsibility of **all** the Council's managers and employees to ensure that the strategy is implemented fully and effectively. Everyone has their part to play in making sure that we have a workforce that is ready and able to deliver quality services to the people of Bury.

Supporting the People Strategy are a number of other important documents:



All managers and employees should also be aware of and commit to our **People Charter** (see Appendix 1).

Indicators of success

We will be confident that we are achieving the aims of this strategy if we can evidence the following:

- ★ The majority of employees indicate, through the Employee survey that they have had an employee review and that it was beneficial.
- ★ Employee engagement has increased (in the 2013 full staff survey, 57.9% of respondents were satisfied overall with Bury Council as an employer)
- ★ The Council remains an employer of choice for employees of all equality characteristics (in 2015, Bury Council came 62nd in Stonewall's top 100)
- ★ We will have encouraged and actively supported our employees to become more physically active and to lead healthier lives, as set out in our Health and Wellbeing Pledge (see Appendix 2)
- ★ The Council will retain our Investors in People award
- ★ A leadership programme for senior leaders is established and all of our senior leaders have undertaken the Leadership Development programme
- ★ 80% of learners and managers report that learning undertaken:
 - achieved the planned outcomes
 - resulted in improved performance or service delivery
 - was value for money
- ★ The majority of employees, through the Employee survey, indicate that their work is:
 - meaningful
 - suits their skills and abilities
 - well supported
- ★ The majority of employees, through the Employee Survey feel confident that:
 - communication from senior management is effective
 - they have an Employee Voice
- ★ Continue to support young people into employment through Backing Young Bury schemes eg. supported internships and apprenticeships
- ★ Continue to recruit, develop and actively retain talented employees

A report will be produced to outline our progress against these indicators each year. For further information about the People Strategy, please contact:

Tracy Murphy, Acting Assistant Director for Human Resources

 **0161 253 5160**

 **t.e.murphy@bury.gov.uk**

Appendix 1: Our People Charter

You can expect your manager to...

Be fair and treat you with dignity and respect, promote an appreciation of diversity and deal with inappropriate behaviour effectively

Use your skills, abilities and experience. Encourage you to think creatively, challenge constructively and help you to implement ideas that add value!

Realise clear, aspirational targets with you and explain how they contribute to Bury's goals

Your development – help you identify and engage in appropriate learning and development and help you use your learning in your job.

Make sure plans and priorities are clearly and honestly communicated and provide constructive feedback on progress

Act appropriately to ensure a safe and healthy working environment

Nurture a culture of high quality outputs from the whole team that meet legal and safety requirements

Accept responsibility for their actions and be diligent and focussed in achieving goals

Guide you through change and view opportunities to adapt to change positively.

Effectively lead the team, balancing the interests of individuals, the team and the organisation

Respect your confidentiality, listen to and support you

Your manager can expect you to...

Be hard working to achieve goals and continually improve your own and your team's performance

Understand our vision and outcomes and take an interest in what's happening across the whole of the organisation ... don't work in silos!

Respect others, treat everyone with dignity and behave in a professional manner at all times

Your Council ... be an ambassador for Bury Council

Challenge and support each other ... don't be a bystander

Own our actions ... take full responsibility and don't blame others

Uphold the Council's values in all that we do

Network: build good relationships with the team, teams across the council and with partner organisations

Customers: forge strong links, set realistic standards ... and achieve them

Inspire and innovate ... look at different ways of working and be flexible and adaptable ... take calculated risks!

Leadership and learning happens at all levels in the organisation ... continually develop your skills and competencies

Appendix 2: Our Health and Wellbeing Pledge

Bury Council really values its employees and recognises that they are our most important asset.

We want to do everything we can to support and develop our staff and to improve their health and wellbeing. As well as being the right thing to do for people we value, we also recognise that proactively supporting employees' physical and mental wellbeing brings important organisational benefits, including reduced sickness absence, increased productivity, greater staff engagement and reduced staff turnover.

A fitter, healthier workforce is more engaged, efficient and productive.

This also sends a positive message about the importance of health and wellbeing to employees, customers and the wider community.

Our pledge:

We will encourage and actively support our employees to become more physically active and to lead healthier lives

Within this we will:

- Provide opportunities for our workforce to be physically active
- Provide information relating to physical exercise, health and wellbeing
- Enable our workforce to join the Active Lifestyle membership scheme to use Council leisure facilities at a discounted rate
- Seek to increase physical activity in the workplace, for example by promoting workplace champions, walking meetings and the use of flexible working opportunities
- Promote a culture that values and supports both physical and emotional wellbeing
- Assess ourselves against the Workplace Wellbeing Charter

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<p>REPORT FOR DECISION</p>



MEETINGS:	STRATEGIC LEADERSHIP TEAM CABINET AUDIT COMMITTEE COUNCIL
DATE:	22 JUNE 2015 – STRATEGIC LEADERSHIP TEAM 8 JULY 2015 – CABINET 15 JULY 2015 - AUDIT COMMITTEE 9 SEPTEMBER 2015 - COUNCIL
SUBJECT:	RISK MANAGEMENT ANNUAL REPORT 2014/2015
REPORT FROM:	COUNCILLOR RISHI SHORI – DEPUTY LEADER OF THE COUNCIL AND CABINET MEMBER FOR FINANCE AND HOUSING
CONTACT OFFICER:	David Hipkiss, Risk and Governance Manager
TYPE OF DECISION:	COUNCIL - KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	The Risk Management Annual Report provides Members with details of risk management activity that has taken place over the past 12 months. It outlines risk management policies and practices now in place and the key issues that will be addressed during the coming financial year.
OPTIONS & RECOMMENDED OPTION	Members are requested to re-affirm their support for the Council's approach to Risk Management, and note progress made throughout 2014/15 and actions planned for 2015/16.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes

Financial Implications and Risk Considerations:	See Executive Director of Resources & Regulation comment below
Statement by Executive Director of Resources:	<p>There are no direct resource implications arising from this report.</p> <p>Risk management is an integral part of the Council's approach to Corporate Governance and service and financial planning and it is essential that robust risk management practices are put in place to safeguard the Council's assets and its reputation.</p> <p>Corporate, departmental and operational risk assessments have been undertaken and key elements of the resultant Management Action Plans are incorporated into Departmental Service Plans.</p>
Equality/Diversity implications:	No
Considered by Monitoring Officer:	Yes (Governance Panel)
Are there any legal implications?	No
Staffing/ICT/Property:	There are no direct HR, IT or property implications arising from this report.
Wards Affected:	All
Scrutiny Interest:	Overview & Scrutiny

TRACKING/PROCESS**DIRECTOR:**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
22 nd June 2015			
Overview & Scrutiny	Committee	Cabinet	Council
	Audit 15 th July 2015	08 th July 2015	09 th September 2015

1.0 BACKGROUND AND RISK PRIORITIES DURING 2014/15

- 1.1 The Cabinet approved the Council's Risk Management Policy and Strategy in March 2006 which is reviewed annually.
- 1.2 A number of challenges were presented to the Council during 2014/15 where risk management played a significant role in preventing disruption to service continuity.
- 1.3 The Council continued to experience reduced lack of funding, and increased demand for services, and responded to this through its "Plan for Change", achieving once again a slight underspend for the year.
- 1.4 A main focus for 2014/15 was ensuring the restructure and operational transition following the reduction of departments from four to three was carried out smoothly and that risk to the disruption of services during the transition was identified and managed effectively.

2.0 IMPLEMENTING RISK MANAGEMENT

- 2.1 Risk management forms an integral part of strategic planning in the Council, ensuring early intervention and management of uncertainty in delivering key strategic priorities. The role of risk management in the Council's Financial and Forward Planning Cycle is at Appendix A.
- 2.2 Early intervention and assessment of risks ensures that departments are able to fully prepare for existing and emerging priorities, and manage their objectives effectively against financial, reputational and performance risks, whilst meeting the Council's Priorities.
- 2.3 This approach to risk management ensures a continuous and evolving process that runs throughout the council's core functional activities at all levels.

"Good risk management supports accountability, performance measurement and reward, thus promoting operational efficiency at all levels". A Risk Management Standard – Institute of Risk Management.

- 2.4 Risk Assessment Action Plan Registers (RAAP's) are used across departments to record identified risks and opportunities, and actions being taken. RAAP Registers as they are referred to throughout this report are used at all levels throughout the Council to record information and help manage Corporate, Departmental, and Operational risks.
- 2.5 RAAP's are an effective tool to identify, evaluate and manage areas of uncertainty and exploit opportunities at corporate, departmental and operational levels and to ensure achievement of the Council's aims and objectives.
- 2.6 The Council's risk management framework is outlined in summary below;

- An approved Corporate Policy & Strategy for Risk Management that can be read online or downloaded
- Corporate Risk Management Group (Member level)
- Operational Risk Management Group (Officer level)
- Establishment of a "Governance Panel" comprising the Executive Director of Resources & Regulation, Assistant Director for Legal & Democratic Services, Assistant Director of Resources & Head of Internal Audit.
- Comprehensive Intranet Risk Management Website and Toolkit
- Corporate Risk / Opportunity Assessment Action Plan Register
- Departmental Strategic Risk Assessment Action Plan Registers
- Operational Risk Assessment Action Plan Registers – held by service managers and maintained as part of the day to day management of service provision
- A Common Risk Register (General good practice guide)
- Dedicated Risk Management Section – Operating from Strategic Finance alongside but independent from Internal Audit
- "Team Bury" risk management framework Partnership Risk Assessment Model (PRAM)

2.7 Also in place is an effective communication and risk reporting network, with regular reports to:

- Full Council (annual report)
- Audit Committee
- Strategic Leadership Team
- Corporate Risk Management Group (Members)
- Operational Risk Management Group (Officers)
- Business Continuity Management representatives
- All departments and Service Heads

2.8 The diagram at **Appendix B** has been drawn up to help demonstrate Bury Council's risk management processes, illustrating strategic and operational planning across the authority, also the delivery of service and the movement and reporting of risks associated with these two key risk drivers within each of the departments.

3.0 DEPARTMENTAL PROGRESS 2014/15

3.2 Children, Young People & Culture

2014/15 managed high risks focused upon;

- Budget constraints following large scale reductions
- Loss of experience following VER/Mutual Settlement
- Capacity to deliver services
- Impact of Academies
- Children & Young People in care
- Safeguarding mechanisms

Despite some success during 2014/15, the department is still highlighting a number concerns reflected by the final quarters result. Individual Departmental Risk Registers are available on request.

3.3 Communities & Wellbeing

2014/15 managed high risks focused upon;

- Competition with other service providers
- Business Continuity Management
- Sickness absence levels
- High cost packages relating to Children's transition cases
- Reducing budgets faced with increasing demands
- Self Directed Support costs
- Investment in assets and infrastructure
- Data Protection
- Increase in judicial reviews
- Growing demands from increasing population
- Asylum Seekers
- Ineffective partnership working across public sector organisations
- Market failure/capacity and ability to facilitate new types of social enterprise

Despite some success during 2014/15 with managing these risks, the department is still highlighting a number of concerns reflected by the final quarters risk review. Individual Departmental Risk Registers are available on request.

3.4 Resources & Regulation

2014/15 focussed on a number of high risks, these include:

- Equal Pay and potential liability
- Responding effectively to significant funding reductions
- Effective financial planning to take account of national policy
- Asset management
- Resident expectations
- Changes to Council Tax benefit
- Changes resulting from the wider welfare reform agenda and its impact
- Public sector reform and its impact

Owing to the nature and wider impact of these risks on public service they are also reflected within the Corporate Risk Register.

4.0 CORPORATE RISKS

- 4.1 The Corporate Risk Assessment Action Plan records all risks posing the most serious threat to the Council, risks that would impact upon a wider range of services and that are not able to be managed effectively within a directorate. These risks are reviewed continually by the Strategic Leadership Team – both through quarterly reviews, and as agenda items in their own right. The Corporate Risk Register takes account of risk management activity taking place across departments allowing for the transfer of high risk and also of known future risk.
- 4.2 Member input is sought throughout the year via the Corporate Risk Management Group, and quarterly reports to the Audit Committee.

- 4.3 The table overleaf tracks the status of corporate risks throughout 2014/15.
- 4.4 The table at **Appendix C** aligns the Council's most significant risks as at 31st March 15 against the Councils' Priorities and Team Bury Ambitions.

Corporate Risk Register January 2014 – March 2015

Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status Jan – Mar 15	Measures
01	The <u>potential</u> liability facing the Council in respect of Equal Pay significantly weakens the Council's financial position	Tracy Murphy	1	1	1	1	1	1	Risk remains low as most cases have now been settled. To remain on register till exercise complete.
02	There is no robust financial strategy or change management strategy to address effectively the significant funding reductions that the Council faces.	Steve Kenyon	3	4	9	9	9	12	<p>The Council received the final 2015/16 settlement information in February 2015, this was broadly as expected.</p> <p>Bury's reduction was higher than the national average, whilst funding per head is lower. Response to consultation submitted outlining this.</p> <p>Clarity about the 2016/17 settlement is unlikely to be until the Spending Review / Summer Budget later in 2015 following the General Election. MTFS to be updated at this point.</p> <p>Likelihood score raised from 3 to 4 to reflect level of uncertainty in Government funding.</p>

Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status Jan – Mar 15	Measures
3	The budget strategy fails to address the Council's priorities and emerging issues, e.g. demographic and legislative changes	Steve Kenyon	3	2	6	6	6	6	<p>The Medium term financial strategy is a live document that is regularly updated to take account of known national changes. This helps to inform financial forecasts and projections over the medium term.</p> <p>The Council has a good understanding of its cost base and pressures through robust budget monitoring, Star Chamber and Scrutiny processes.</p>
04	The budget strategy does not reflect, or respond to, national policy developments, e.g. Council Tax Support scheme and changes to the Business Rates regime	Steve Kenyon	4	2	8	8	8	8	New arrangements have been in place now for nearly 2 years, however, risk remains high given volatility, and influence from factors which are beyond the control of the Council (e.g. appeals).
05	The Council's asset base is not operated to its maximum effect to deliver efficiency savings and ensure priorities are fulfilled. Ineffective use of assets presents both a financial and a performance risk.	Alex Holland	2	2	2	2	4	4	The asset management strategy has been approved and will consider the usage and cost of all assets; taking appropriate action where necessary; e.g. invest, change of use, or disposal.

Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status Jan – Mar 15	Measures
08	The Council fails to manage the expectations of residents, service users & other stakeholders in light of funding reductions	Mike Owen	3	3	6	6	6	9	<p>Programme of Budget consultations has taken place throughout the borough at Township Forums. A letter from the Leader has also been sent out to inform residents about the level of uncertainty that remains with the impact of current and future financial cuts.</p> <p>Likelihood risk raised from 2 to 3 to reflect uncertainty of funding going forward.</p>
09	The Government's changes to Council Tax Benefit impact adversely upon the Public / Vulnerable People. Also budgetary risk to the Council in the event of claimant numbers rise	Claire Jenkins	3	3	9	9	9	9	Impact on residents being managed through Welfare Reform Board. Budgetary impact continues to be assessed through monthly monitoring / Star Chamber process.
10	Changes resulting from the wider Welfare reform agenda impact adversely upon the public / vulnerable people.	Claire Jenkins	3	3	9	9	9	9	<p>Welfare Reform Board coordinating action plan with partner organisations (e.g. Six Town, CAB).</p> <p>Whilst impact on individuals can have significant implications, this is being mitigated where possible.</p>

Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status Jan – Mar 15	Measures
11	That the scale and pace of Public Sector reform impacts adversely upon key Council Services, compounded by the loss of capacity following staff leaving the Council (420+ since 2010)	Mike Owen	4	2	8	8	8	8	<p>The Workforce Development Plan is in place, the mutual settlement scheme has been launched, and individual service workforce plans are being developed to ensure continuity / succession planning.</p> <p>Loss of capacity / experience remains a major concern.</p> <p>Risk will be closely monitored as the Council-wide restructure takes effect, and further voluntary retirements take effect.</p>

5.0 CHALLENGES FOR 2015/16

5.1 The challenge for the coming year will be to ensure risk and business continuity management form an integral part of the council's response to continued spending reductions, ensuring threats and opportunities to service provision is managed effectively and service resilience is maintained throughout.

5.2 The following areas will be our main priority for 2015/16:

- Ensuring risk and business continuity management forms an integral part of service planning, performance and the delivery of objectives in light of increased agile working and public service reforms.
- Ensuring a smooth continued operation of the new Authority structure (3 departments)
- Building upon the work started by Strategic Leadership Team where key corporate risks are considered in depth alongside the quarterly review process.
- Continuing to raise Member involvement in risk management and business continuity.
- Maintaining the Business Continuity Planning Database to ensure it maintains good quality information relating to service priorities and their continuity arrangements.
- Continuing to strengthen risk management arrangements in key strategies such as the Medium Term Financial Strategy, the Workforce Development Strategy, the Asset Management Strategy, and the Plan for Change.
- Continuing the development of risk reporting and monitoring processes.
- Strengthening risk management arrangements at operational level and with partnership arrangements.
- Ensure risk management focus is widened to better understand, manage and take advantage of opportunity risk as well as managing potential risk threats
- Benchmarking with other public and private sector organisations
- Strengthen service resilience against disruption through effective risk and business continuity management.
- Establishing a framework for Business Continuity Management across partnership activity
- Aligning the quarterly reporting of risk, performance and the Council's financial position.
- Proactively responding to the risks, challenges and opportunities presented by the GM devolution agenda, and ensuring Bury interests are safeguarded

6.0 CONCLUSIONS

Considerable progress continues to be made in the area of risk management and in embedding the approach to risk management into the authority's processes and culture. However there is no room for complacency and this subject will continue to be given significant attention over the coming twelve months.

Background documents:

Risk Management Policy, toolkit & risk registers - maintained on Intranet.

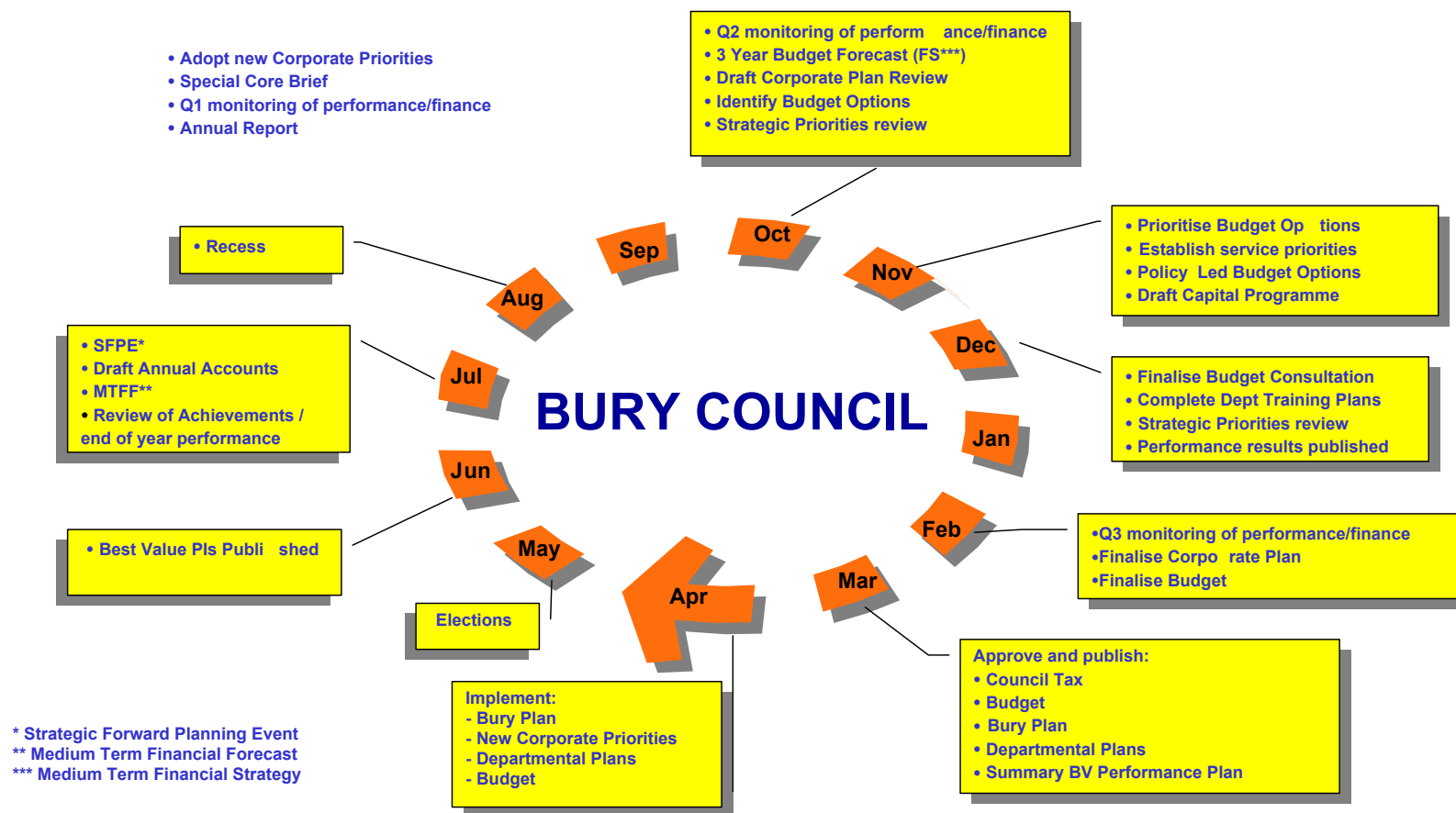
For further information on the contents of this report, please contact:

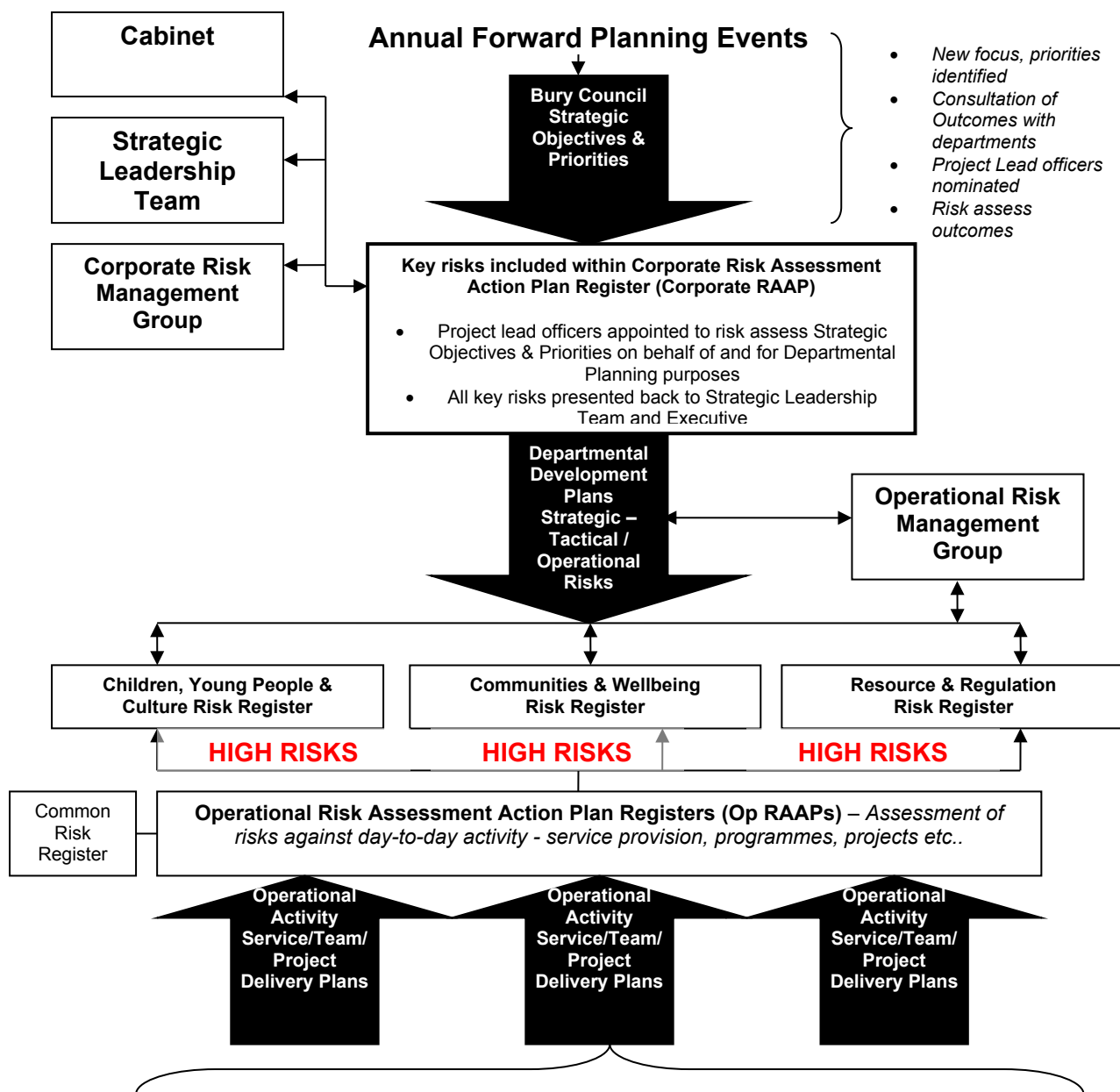
David Hipkiss, Risk and Governance Manager

Tel: 0161 253 6677 e-mail: D.Hipkiss@bury.gov.uk

APPENDIX A

FINANCIAL AND CORPORATE PLANNING CYCLE



APPENDIX B**Risks Internal & External Environment**

External Drivers			
Financial	Strategic	Operational	Hazards
Interest Rates Credit	Competition Customer Change Industry change Customer Demand Political Change	Regulations Culture	Contractual Events Natural events Supply Chains Environmental
Internal Drivers			
Liquidity Cash Flow	Research Development	Accounting Information Systems	Employees Public Access Properties Products/Services

APPENDIX C

The Council's Corporate Risks if not managed effectively will impact upon key strategic objectives of Team Bury and the Council. The table below provides a summary of where corporate risk threats and opportunities are currently impacting:

Corporate Risks	Risk Score	Council Priorities							Team Bury Ambitions									
		Cleaner, Safer, Greener	Choice of Quality Housing	Improved Cultural & Sporting Opportunities	Strengthened Communities	Fit for the Future	Improved Town Centres & Neighbourhoods	Promoting Healthier Living	The Place to Live in Greater Manchester	Area where People feel Safe & Secure	Healthiest Borough in the North West	Popular Visitor Destination	Premier Retail Town	Centre of Excellence for Education & Training	Each Township Thriving	Area with First Class Services	Quality Jobs for Bury People	
		The <u>potential</u> liability facing the Council in respect of Equal Pay significantly weakens the Council's financial position	1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		There is no robust financial strategy or change management strategy to address effectively the significant funding reductions that the Council faces.	12	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
		The budget strategy fails to address the Council's priorities and emerging issues, e.g. demographic and legislative changes	6	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Corporate Risks	Risk Score	Council Priorities							Team Bury Ambitions								
		Cleaner, Safer, Greener	Choice of Quality Housing	Improved Cultural & Sporting Opportunities	Strengthened Communities	Fit for the Future	Improved Town Centres & Neighbourhoods	Promoting Healthier Living	The Place to Live in Greater Manchester	Area where People feel Safe & Secure	Healthiest Borough in the North West	Popular Visitor Destination	Premier Retail Town	Centre of Excellence for Education & Training	Each Township Thriving	Area with First Class Services	Quality Jobs for Bury People
The budget strategy does not reflect, or respond to, national policy developments, e.g. Council Tax Support scheme and changes to the Business Rates regime	8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
The Council's asset base is not operated to its maximum effect to deliver efficiency savings and ensure priorities are fulfilled. Ineffective use of assets presents both a financial and a performance risk.	4	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
The Council fails to manage the expectations of residents, service users & other stakeholders in light of funding reductions	9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
The Government's changes to Council Tax Benefit impact adversely upon the Public / Vulnerable People. Also budgetary risk to the Council in the event of claimant numbers rise	9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Corporate Risks	Risk Score	Council Priorities							Team Bury Ambitions								
		Cleaner, Safer, Greener	Choice of Quality Housing	Improved Cultural & Sporting Opportunities	Strengthened Communities	Fit for the Future	Improved Town Centres & Neighbourhoods	Promoting Healthier Living	The Place to Live in Greater Manchester	Area where People feel Safe & Secure	Healthiest Borough in the North West	Popular Visitor Destination	Premier Retail Town	Centre of Excellence for Education & Training	Each Township Thriving	Area with First Class Services	Quality Jobs for Bury People
Changes resulting from the wider Welfare reform agenda impact adversely upon the public / vulnerable people.	9	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
That the scale and pace of Public Sector reform impacts adversely upon key Council Services, compounded by the loss of capacity following staff leaving the Council (420+ since 2010)	8	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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REPORT FOR DECISION



DECISION OF:	CABINET OVERVIEW AND SCRUTINY COMMITTEE
DATE:	WEDNESDAY 08 JULY 2015 WEDNESDAY 29 JULY 2015
SUBJECT:	CORPORATE PLAN PROGRESS REPORT – QUARTER 4 2014-15
REPORT FROM:	LEADER OF THE COUNCIL
CONTACT OFFICER:	Chloe McCann Assistant Improvement Advisor, Corporate Policy, Communities & Wellbeing
TYPE OF DECISION:	Non-Key Decision
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	The Corporate Plan Progress Report outlines the progress during quarter four 2014-15 for the performance indicators and projects within the Bury Council Corporate Plan. The information is extracted from the Performance Information Management System (PIMS) and provided by the responsible services.
OPTIONS & RECOMMENDED OPTION	Cabinet and Overview and Scrutiny Committee are asked to note and comment on the contents of the report.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	<p>A robust performance management framework is essential if the Council is to measure the effectiveness and value for money of the services it delivers.</p> <p>This report compliments the regular finance monitoring reports that members receive.</p> <p>It is proposed to integrate finance and performance reports further in light of the Council's Vision, Purpose & Values document.</p>

SK

Statement by Executive Director of Resources:	There are no wider resource implications	SK
Equality/Diversity implications:	Yes An Equality Analysis was undertaken for the Bury Council Corporate Plan 2012-15 and it was concluded that the Plan has a positive impact by aiming to reduce poverty and inequality. This report provides a summary of the progress made.	
Considered by Monitoring Officer:	Yes	JH
Wards Affected:	All	
Scrutiny Interest:	Overview and Scrutiny Committee	

TRACKING/PROCESS**DIRECTOR: Executive Director, ACS**

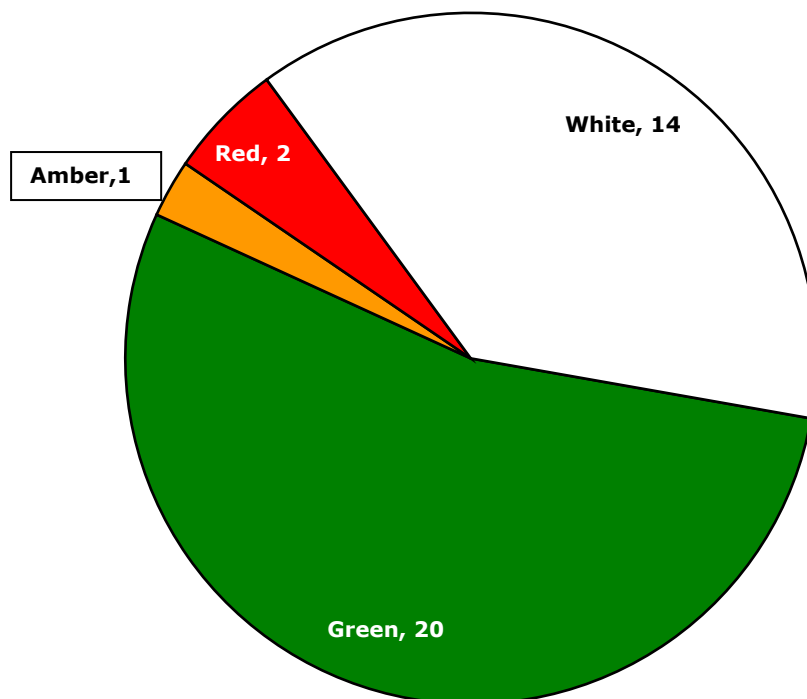
Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
22/06/2015			
Scrutiny Committee	Cabinet/Committee	Council	
29/07/2015	08/07/2015		

1.0 BACKGROUND

- 1.1 The Council publishes a Corporate Plan each year with performance and project updates reported to Cabinet bi-annually and Overview and Scrutiny Committee quarterly. This report outlines performance against the plan for Quarter 4 2014-15.

2.0 SUMMARY

- 2.1 There is evidence of further/continued achievement in 2014-15:



2.2 Throughout this report the definitions of the colour-coding are:

- Green – On target and/or better than 2013-14 performance
- Amber – Within 15% of achieving target or no more than 15% below 2013-14 performance
- Red – More than 15% below target or worse than we achieved in 2013-14.
- No Traffic Light – Information not available due to various reasons.

2.3 20 indicators (54.1% of the total) showed improvement on the previous year's outturn and/or exceeded target whilst a further 2.7% (the 1 indicator shown amber on the chart) is just off the pace. Given the financial situation and other challenges facing services, this level of performance is positive and demonstrates a strong commitment to service delivery in the Borough.

2.4 Areas of good performance include:

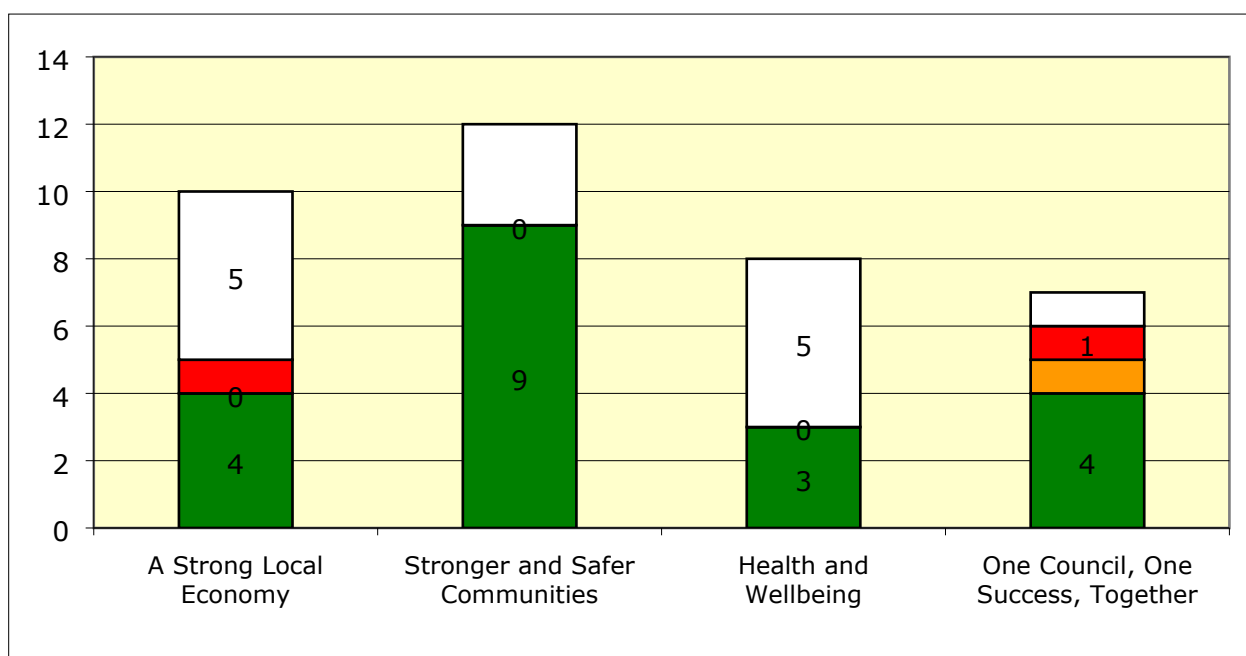
- More residents are now in employment with our rate improving from last year by 3.8 percentage points and fewer people (1.7%) claiming Job Seekers Allowance (JSA).
- Youth unemployment has also reduced with a 10.75 percentage point drop in the proportion claiming JSA.
- Recycling rates have improved upon last year by 9.33 percentage points with 46.6% of household waste being sent for reuse, recycling and composting during this financial year.
- We have achieved a total figure of 413 empty properties brought back into use so far, considerably exceeding our Target of 100.

2.5 2 areas have not performed as expected:

- The current forecasted outturn (capital) stands at £72,000 overspend against the budget. It should be noted that this is a timing issue, whereby site clearance costs have been incurred ahead of capital receipts being generated.
- The current inequality gap in the achievement of a Level 3 qualification by the age of 19 has continued to increase from 20 percentage points in the last academic year, from 18 points in the previous year.

2.6 There are 14 indicators where progress cannot be analysed. This is because no target was set, it is a new indicator or it is an annual indicator and data is not yet available. An explanation is provided against each 'White' indicator.

2.7 Analysing the results by the Council's priority outcomes, progress has been made across the four outcomes:



3.0 CONCLUSION AND RECOMMENDATIONS

3.1 The report provides details of the progress made at the end of quarter four 2014-15.

3.2 Overall, performance against the corporate plan is good. Out of all indicators that can be measured 86.96% are Green.

3.3 In the context of current pressures and resource limitations, efforts made to maintain performance are to be welcomed.

3.4 Cabinet are advised to view and agree the contents of the report.

List of Background Papers: -

Bury Council Corporate Plan 2014-2015 Update

Contact Details: - Chloe McCann Assistant Improvement Officer – Department for Communities and Wellbeing

Tel: 0161 253 5609

Email: C.McCann@bury.gov.uk

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One Council. One Plan.

Quarter Four 2014-15:

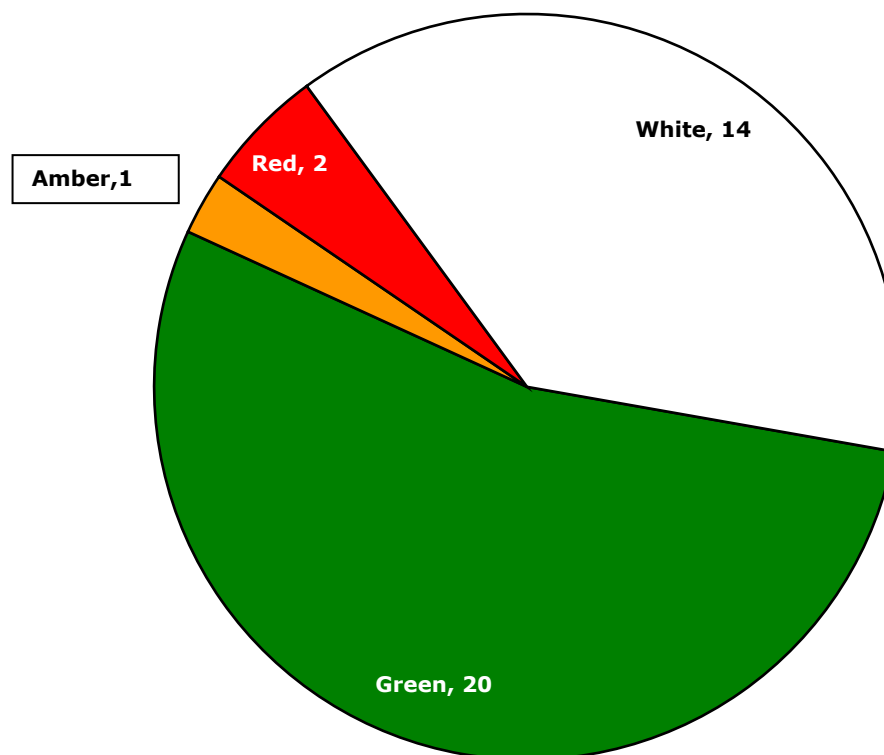
Performance & Project Update Report

INTRODUCTION

- 1.1 This report outlines progress during quarter four 2014-15, for the corporate performance indicators and projects within the Bury Council Corporate Plan. The information provided is extracted from the Performance Information Management System (PIMS).
- 1.2 There are currently 37 performance indicators from PIMS and 27 projects and this report provides a summary of the overall performance of these.
- 1.3 Where data is unavailable for quarter four 2014-15, the report provides an explanatory note.
- 1.4 Throughout this report the definitions of the colour-coding are:
 - Green – On target and/or better than 2013-14 performance
 - Amber – Within 15% of achieving target or no more than 15% below 2013-14 performance
 - Red – More than 15% below target or worse than we achieved in 2013-14.
 - No Traffic Light – Information not available due to various reasons.
- 1.5 The detail of this corporate performance report can be viewed or downloaded on the corporate Performance Information Monitoring System (PIMS). If you require copies of the reports or need training on the operation of the monitoring system; *please contact Grainne McClean, on Ext. 6796.*

SUMMARY

- 2.1 The Council currently reports performance against a total of 37 corporate performance indicators. The chart below shows the proportion of these performance indicators that are categorised as Red, Amber, Green and White using the criteria set out in paragraph 1.4.



A strong local economy					
Measure	Higher/ lower is better	2013/14 Baseline	2014/15 Q4	Target	Commentary
Overall employment rate for Bury (working age)	Higher	73.90%	77.7% (Green)	70.00%	Economic activity across Bury continues to rise, aligning with the economic recovery.
CPR/NI151					
Inequality gap in the achievement of a Level 3 qualification by the age of 19.	Lower	20%	24% (Red)	18%	Reported annually is the inequality gap at age 19 between those pupils who were/were not eligible for free school meals at age 15.
CPR/NI081/EQCRZ/14/15					In 2014, 68% of pupils who were not eligible for Free School Meals achieved a Level 3 qualification, whilst 44% of those eligible for Free School Meals achieved a Level 3 qualification; therefore 24 percentage points gap.
					The attainment gap has continued to increase from 20 percentage points in the last academic year, from 18 points in the previous year.
Percentage of 16-18 year olds by academic age who are not in education, employment or training (NEET)	Lower	5.90%	5.7% (Green)	No target set	5.7% shows a year on year improvement of 0.2%. Overall Bury's performance was better for every month from July 2014 until March 2015. Performance data between March and June 2014 was distorted by changes to data currency rules so a direct comparison could not be made with the previous year; for the
CPR/P/PHOF1.05					

					same reason it was not possible to set a target at the beginning of the year.
Proportion of working age people on out of work benefits (JSA) CPR/RR004	Lower	3.1%	1.7% (Green)	No target set	This data source is no longer relevant or accurate as all new claimants are processed under Universal Credit. JSA is no longer being awarded to new claimants.
Percentage of households that experience fuel poverty CPR/CWB009	Lower	10.3%	Data not available (annual indicator) (White)	10.4%	2013/14 is the latest data available. Data is published annually by Public Health England and 2014/15 data is likely to be available in August 2015.
Percentage of work programme leavers that move into employment CPR/RR005	Higher	New indicator	Data not available (White)	5% by 2016	This is delivered locally through Working Well. Data is being collated and the programme evaluated at Greater Manchester level. Local systems are being adapted to support Working Well candidates who have complex needs and Bury is on track to meet its target by 2016.
Percentage of total JSA (Job Seekers Allowance) claimants that are made by youths (16-24) CPR/RR008	Lower	28.65%	17.9% (Green)	No target set	This number has reduced significantly. This may be due in part to the raising participation age (RPA) which means that school leavers aged 16 and 17 are expected to enter training, education or employment and should not be claiming benefits.

Proportion of people who entered the national careers service work programme that gained employment. CPR/RR010	Higher	New indicator	Data not available (White)	No target set	This is a national programme which is currently being reviewed under the European Social Fund funding rounds. Data has not been collated under the national programme.
Proportion of people accessing the Local Support Fund that are allowed a crisis award CRP/RR019	Lower	New indicator	975 (White)	No target set	The objective of the fund is to continue to help those in short-term need whilst also working towards minimising repeat applications from those with longer-term issues. There has been a steady flow of applications throughout the year. Further information is provided in the 'Local Support Fund' section of the Corporate Plan Quarter 4 2014-15 Update Report.
Proportion of crisis awards allowed that are a direct result of a sanction, suspension or disallowance of a DWP CRP/RR020	Lower	New indicator	146 (White)	No target set	Customer Support and Collections Team is unable to explain the reduction in applications from customers who claimed due to receiving a penalty during Q4; this may be due to DWP internal procedures. The Team continues to educate customers about how to avoid sanctions and disallowances; it is also in regular contact with DWP to try to resolve ongoing issues and inform customers about what is required to move forward. Short-term grants are made in the interim when DWP hardship applications are unsuccessful.

Project Updates

Backing Young Bury

Backing Young Bury continues to support unemployed 18 – 24 year olds across the borough. Preventative work includes Information, Advice and Guidance (IAG) through the Backing Young Bury IAG Offer to Schools. This offer is currently being revised for academic year 2015/16. To date 13 schools have engaged and collectively 56 activities have been selected from the menu and 1,800 students have engaged. The cost to Bury Council is £6.30 per student. This activity has been funded via City Deal Funds.

Backing Young Bury is working in partnership with the Construction Group Training Association (GTA) shared apprenticeship scheme to support 6 Bury apprentices starting their apprenticeship framework on the Greater Manchester Fire and Rescue Training Centre. Further discussion will happen to increase opportunities using the Backing Young Bury Connecting Provision model via the traineeship route.

Local/Bury Support Fund

April 2013 saw the introduction of Bury Support Fund to provide a local provision which is easily accessible to those who have a genuine need for short-term financial help or food help towards crisis and resettlement into the community. The overarching approach has aimed at not only alleviating immediate need but also to provide financial advice to customers in order to maximise their incomes and provide a better solution to debt or financial problems.

There appears to be an increase in applications from those whose Employment and Support Allowance has been refused and who are awaiting the result of their mandatory reconsideration before they can appeal. This can be a long process, during which time no DWP benefit will be paid. There is also an increase in those claiming Universal Credit, where a first payment will not be received for at least 5-6 weeks after the initial claim is made. In addition, there are long delays in the housing element being paid, causing some customers to use some of their personal allowances to keep on top of rent.

New Horizons Programme

This programme provides support for young people aged between 19 and 25 who have learning difficulties and disabilities, and offers an opportunity to access appropriate training programmes from Bury College to meet their needs. These young people on leaving a specialist school at 19 would previously have gone outside of the borough to take up an educational place at a specialist college. In the last year 6 Learners have taken up this opportunity, 3 each in years 1 and 2.

Learners improved their communication and independent living skills, their numeracy and literacy skills as well as increasing their

confidence levels through the programme. Without exception, positive feedback was given by all parents and carers of learners on the programme.

A key benefit is that the programme runs at a local college and this minimises travel and disruption for the learners. The young people attend alongside their peers and other local learners. These factors contribute to greater integration and shared understanding amongst the college population.

The New Horizons programme is also linked to other service providers in the borough to provide continued support to learners, including local leisure and transport facilities.

Working Well – formally Work Programme Leavers

Two key workers are now in place in Bury working from the Town Hall and within community venues.

In Bury the latest data stands at 64 active caseloads.

Issues presented by the cohort consistent with previous reports:

- Continue to predominantly be around mental and physical health, with 45% either poorly/not managing their health.
- Issues including depression/low mood and anxiety disorders
- Poor access to transport, particularly public transport
- Lack of work experience
- Lack of skills/qualifications

The expansion of the Working Well Programme will commence in the summer 2015.

Business Engagement Programme

The following key work areas on the work plan have been completed:

- Recruited a joint post with Business Growth Hub.
- Made in Bury Business Awards.
- Made In Bury Business Fair.
- Ensured Bury Council engaged actively with the Chamber of Commerce and other business networks.
- Actively promoted Business Start up Support, the Greater Manchester Business Growth Hub and all other business support

activity.

- Bury Council online information to businesses (e news letter) launch summer 2015.
- Welcome Pack/information pack for inward investors and indigenous businesses is on track to be complete in June 2015.

The next work plan is currently being updated with new key tasks.

Stronger and safer communities					
Measure	Higher/ lower is better	2013/14 Baseline	2014/15 Q4	Target	Commentary
Percentage of household waste sent for reuse, recycling and composting CPR/NI192	Higher	37.27%	46.6% (Green)	45%	The target of 45% was exceeded because of the introduction of 3-weekly refuse collections and more frequent dry recycling collections from October 2014. This also prompted an increase in food waste recycling.
Residual household waste – kgs per household CPR/NI191	Lower	447.85	426.19 (Green)	445.00	The outturn at Q4 exceeds the target for residual waste. This reduction is due to the introduction of 3-weekly refuse collections and increased frequency of dry recycling collections in October 2014. As a result recycling tonnages are up and residual waste tonnages are down.
Number of serious violent crimes per 1,000 population CPR/NI015/BS	Lower	0.45	0.77 (Green)	0.88	For the period January – March 2015 there were 36 incidents of serious violent crime reported which equates to 0.19 per 1,000 population. For the period April 2014 – March 2015 there were 144 incidents reported which equates to 0.77 per 1,000 population
Number of serious acquisitive crimes per 1,000 population CPR/NI016/BS	Lower	11.11	11.92 (Green)	12.95	For the period January – March 2015 there were 560 incidents of serious acquisitive crime reported which equates to 3.02 per 1,000 population. For the period April 2014 – March 2015 there were 2,207 incidents reported which equates to 11.92 per 1,000 population.

Assault with injury crime rate per 1,000 of the population CPR/NI020/BS	Lower	4.27	5.72 (Green)	6.25	For the period January - March 2015 there were 247 incidents which equates to 1.33 per 1000 population. For the period April 2014 - March 2015 there were 1059 incidents reported which equates to 5.72 per 1000 population.
Reduction in number of incidents of ASB per 1,000 population CRP/BS/LI05	Lower	46.12	41.41 (Green)	49.24	For the period January - March 2015 1568 incidents of ASB were reported which equates to 8.47% per 1000 population. For the period April 2014 - March 2015 7666 incidents were reported which equates to 41.41% per 1000 population. There has been a sustained decrease from June 2014, with a 12% decrease in the past 6 months and Bury being the second most reduced borough in Greater Manchester for the past 6 months.
Percentage rate of repeat incidents of domestic violence CPR/NI032/EQDTZ/BS/14/15	Lower	27.94%	25.51% (Green)	28%	18 repeat incidents of domestic violence and abuse (equivalent to 30%) were recorded by MARAC (Multi Agency Risk Assessment Conference for high risk victims) in Q4. Between April 2014 – March 2015, a total of 63 repeat incidents (equivalent to 25.5%) were recorded by MARAC. Reducing repeat abuse is a key priority for the Community Safety Partnership (CSP). A full review of domestic violence and abuse is

					currently being undertaken in Bury, and a new strategy and action plan is being developed to help reduce the number of repeat incidents in the future.
Number of empty properties CPR/CWB014	Lower	New indicator	1684 (White)	No target set	<p>The Figure given includes second homes. Not including second homes, there are 988 empty properties. The number of empty properties in Bury, according to Council Tax records, has reduced.</p> <p>Urban Renewal sent letters to owners of all empty properties when Council Tax bills for the new financial year were sent. This generated more calls and contacts regarding bringing empty properties back into use.</p>
Number of empty properties brought back into use CPR/CWB015	Higher	New indicator	413 (Green)	100	<p>115 properties have been brought back into use during Q3 and Q4, bringing the total to 413. This is more than four times the original full-year target of 100.</p> <p>Urban Renewal sent letters to owners of all empty properties when Council Tax bills for the new financial year were sent. This generated more calls and contacts regarding bringing empty properties back into use.</p>
Number of homeless acceptances per 1000 households	Higher	2.5	Data not available (White)	2.40	Figure for 2013/14 is 2.5 (per 1000 households). This indicator is published

CPR/P/PHOF1.15i					annually by Public Health England. 2014/15 data is likely to be available in November 2015.
Number of families turned around through SCIL programme (There are national and local criteria for a family to be considered complex. A family has turned around when they no longer meet these criteria) CPR/CWB017	Higher	179	313 (Green)	No target for March 2015	The target figure of 385 to May 2015 was achieved and submitted up to the final claim. 313 families were 'turned around' by March 2015.
Proportion of people who accessed debt advice that received a debt solution CPR/RR018	Higher	New indicator	65.25% (White)	No target set	The Council continued to work in partnership with Bury CAB and developed a corporate debt policy which helps customers who have several debts owed to Bury Council and Six Town Housing.

Project Updates

Homelessness Strategy

Work is currently underway to refresh the Homeless Strategy and a draft document is due to be submitted to the Cabinet meeting in September 2015.

Corporate Debt

Our Corporate Debt Policy has initiated a partnership approach to make sure that those who have the means to pay do pay and those individuals or families in genuine crisis receive the targeted help and support they need to prevent increasing debts, promote personal capacity and create better life chances. This approach was adopted by the council in October 2013 and has since been integrated by Six Town Housing into their working practices. So far cases have been trialled with the corporate debt approach leading to a reduction of customer debt worth over £18,000.

Digital Inclusion

Bury's Digital Inclusion strategy was approved in October 2013 and gained a pledge of support from members of the Bury Wider Leadership Group (BWLK). A steering group has been established involving representatives from key partners and the third sector. As a result, digital access points and additional available support across the borough have been mapped out and a central digital hub has been developed at Customer Support and Collections and is ready to go live.

Supporting Communities, Improving Lives

The purpose of the SCIL team is to implement the National Troubled Families agenda. It has identified families that meet the eligibility criteria for the project and is working to address their complex needs and dependencies. Phase 1 (from April 2012) of the programme identified 435 families and Phase 2 (from September 2012) has identified 194 families. The SCIL team has eight family co-ordinators and is currently supporting 76 families.

Some key elements of the programme are:

- Work with other partners to support families who have not had opportunities for employment - a staff member from the Department for Work and Pensions has been seconded to SCIL and the team is also working closely with Bury Employment

Support and Training (BEST). This activity aims to break down the barriers created by worklessness, including raising aspirations, mapping out ways to overcome obstacles and providing opportunities for family members to enter the labour market.

- Involvement with the Organised Crime Group (OCG) agenda - an OCG co-ordinator works within the SCIL team to focus specifically on the programme. This is a developing project and it is gaining momentum as more families are identified.
- Ongoing project with Butterstiles Primary School - Bury Council contributed towards funding for a 'nurture room' so that pastoral staff can work with families in need. A SCIL co-ordinator works with the School and staff to address wider problems which may affect pupils' families.
- Developing methods of capturing information about levels of family debt to help shape the programme.
- Awareness raising activities, including multi-agency workshops, information sessions with partner agencies, attending team meetings and general publicity.

The SCIL team has adopted a multi agency approach to supporting families and is keen to work alongside other projects to enhance the quality of life of households. The Government gave Bury a target to 'turn around' 385 families by May 2015. At the end of 2014/15, 313 families have been 'turned around'. It is a new project and, as it develops, the team hopes that more families will be able to benefit from the service.

Empty Properties

These figures are solely based on Council Tax data. We have a range of tools available to bring empty properties back into use that range from an enforcement option to acquisition and more recently a leasing option.

Domestic Abuse Strategy

A review of the partnership model to address Domestic Violence Abuse in the Borough has been undertaken and the findings have been presented to the Community Safety Partnership.

A refreshed Domestic Abuse Strategy and supporting action plan is currently being developed and will be presented to the Community Safety Partnership in July 2015.

Health and Wellbeing					
Measure	Higher/ lower is better	2013/14 Baseline	2014/15 Q4	Target	Commentary
Proportion of older people (aged 65 or over) who are still at home 91 days after discharge from hospital into reablement / rehabilitation services CPR/NI125/ASCOF/2B	Higher	81.40%	88.97% (Green)	No target set	This indicator is now determined as part of the Short-and-Long-Term (SALT) Adult Social Care Guidance (not the ASC-CAR) and the methodology has changed slightly. This increased figure is in line with current guidance.
Rate of alcohol related admissions to hospital per 100,000 population CPR/CWB016	Lower	642	Data not available (annual indicator) (White)	637	This indicator is available annually by Public Health England, 15 months after the year end. The data for 2014-15 will be available in June 2016.
Injuries due to falls in people aged 65 and over CPR/CWB018	Lower	1755	Data not available (annual indicator) (White)	2011	1755 (rate per 100,000) is the figure for 2013/14 and is the latest available. The figure for 2014/15 is expected to be published in May 2016.
Proportion of carers with a completed assessment in the year CPR/CWB010	Higher	New indicator	60.5 (annual indicator) (White)	No target set	2014/15 target and 2013/14 baseline data not available. Of the 919 carers that received a service (payment) 556 have received a review or assessment during this financial year. Work for the SALT adult social care (end of year return) has improved the accuracy of this indicator.
Permanent admissions of older people (aged 65 and over) to residential or nursing care homes	Lower	720.7	742.7 (White)	No target set	While this has increased from last year's figure of 720.7, that was an exceptionally low figure. Overall the trend is still going

per 100,000 population CPR/ASCOF/2Ai					down. This measure is now determined from the SALT.
Proportion of people using Social Care who receive Self-Directed Support CPR/ASCOF/1Ci	Higher	79.7%	83.5% (annual indicator) (Green)	No target set	The definition has changed this year to only include long-term services in the denominator which will have contributed to the increased percentage. New definition from the SALT Adult Social Care Guidance.
Proportion of people using Social Care who receive Direct Payments CPR/ASCOF/1Cii	Higher	22.8%	23.0% (annual indicator) (Green)	No target set	The definition has changed this year to only include long-term services in the denominator which will have contributed to the increased percentage. New definition from the SALT Adult Social Care Guidance.
Proportion of children's social care assessments completed within timescales CPR/CYPC009	Higher	New indicator	70.6% (White)	No target set	As predicted last quarter, the number of assessments authorised in Quarter 4 was fewer than the previous quarter and timescales have improved. Of 696 Child and Family assessments authorised between January and March inclusive, 560 (80.5%) were authorised within 45 days of their commencement. 2014-2015: Of 2781 assessments completed, 1962 (70.6%) were authorised within 45 days.

Project Updates

Affordable Warmth

The project work continues to work closely with other agencies, the objective is to cut fuel poverty by assisting residents to improve the energy efficiency of their homes, maximise householder income, reduce energy consumption and, where possible, help reduce the cost of energy to the consumer.

Retrofit Energy Efficiency Measures

During quarter three and quarter four 216 retrofit energy efficiency measures were installed attracting over £280,000 of investment from DECC and Energy Companies.

This has saved Bury residents an estimated £45,000 annually off their energy bills, ensuring that they are more likely to heat their homes adequately and therefore alleviating health conditions that can be exacerbated from living in cold damp homes.

Fuel Poverty

A project has been developed to further assist those that are in fuel poverty where current schemes were unable to help e.g. householder was in fuel poverty and unable to access funding, or where there is a shortfall in the funding that the householder is unable to meet, to enable energy efficiency measures to be installed. A total of £159,450 was made available and the scheme will run till March 2016. To date 11 vulnerable fuel poor households have been assisted.

Solar PV Scheme

In quarter 4 a study began on the possibility of installing Solar PV boroughwide at no cost to the householder in partnership with Keepmoat, incorporating both social housing and private sector properties. Initial investigations propose an assumed portfolio of 1,000 suitable Six Town Housing properties (social housing) attracting £3m investment from Macquarie Bank at entirely no cost to the Council. The panels would generate 2,050,000 kWh per year, saving £139,000 off fuel bills per year. The associated Government Generation Incentives and Feed-in-Tariff would finance the capital outlay and ongoing system maintenance for the next 20 years. The option of obtaining Solar PV would then be offered to surrounding private sector properties on this rent-a-roof basis, with Bury Council promoting the scheme to encourage take-up. The private sector properties can purchase the panels instead and retain the Feed-in-Tariff themselves should they wish. This investigation will continue in the new financial year.

Strategy Development

Urban Renewal took part in the consultation of the new Fuel Poverty Strategy for England in October 2014. The new Strategy was published in March 2015 which has a new vision to cut bills and increase comfort and wellbeing in the coldest low income homes and to achieve a new Statutory target to "ensure that as many fuel poor homes in England as is reasonably practicable achieve a minimum energy efficiency rating of Band C by 2030". There are also proposed interim targets of achieving Band E by 2020 and Band D by 2025. Whilst the average Standard Assessment Procedure rating in private sector properties is Band E in Bury we do not know what proportion of these are classed as fuel poor homes. Another important feature of the strategy is the new emphasis on partnership. From local authorities to the NHS, from industry to local community and the third sector, DECC have recognised that an across Government and across society approach is required to succeed in meeting these targets.

The Affordable Warmth Strategy will be converted into a new Fuel Poverty Strategy for Bury in line with this in the new financial year and we will engage all stakeholders in developing and delivering this.

The Home Energy Conservation Act requires all English LAs to report to the Secretary of State for Energy and Climate Change every 2 years from 2013 outlining the measures we deem to be practicable, cost effective and likely to result in significant improvements in the energy efficiency of residential accommodation. Measures such as taking advantage of financial assistance from central government for energy efficiency schemes to retrofit properties using area based roll out and targeting. The 2013 report was submitted and we have submitted a new report on the 31st March 2015 outlining the progress we have made since the last report and setting out what we plan to do for the next 2 years.

Early Help Strategy

The Early Help Strategy has now been signed off.

A Network Event took place in March 2015 to look at some of the priority areas of work with partners, and work is underway in developing an action plan to develop some of the themes within it. This is being worked on in the Children's Trust Operational Group, and reports to the Children & Young People Trust Board.

Integrating Health & Social Care

An update to be provided at the next quarter, quarter 1 2015/16.

Early Years New Delivery Model

Bury Local Authority have received a FFF (Further, Faster, Funding) Grant and are using it to recruit a Project Lead who can take forward some of this work in a more co-ordinated way. The interviews for this post take place early June 2015.

Health and Wellbeing Strategy

The Health and Wellbeing Strategy has now been refreshed following a priority by priority refresh over recent months. This has been complimented by a review of governance for each priority area.

The Priority Refresh reports and Governance Framework reports for all five priorities are due to be signed off at the 11th June 2015 Health & Wellbeing Board.

The final refreshed strategy including governance framework is due to be presented at the July 2015 Health & Wellbeing Board and followed by the Health Scrutiny Committee. Six sub groups of the Health & Wellbeing Board will have responsibility for bi annual updates to the board in September 2015 and March 2016 on progress against each priority.

SEND Reform

The SEND reforms continue to be implemented and there have been significant developments since September 2014, including the introduction of new thresholds for Education, Health and Care assessments; the introduction of new SEN funding streams for schools and early years settings to reduce the reliance on Educational Health Care (EHC) plans; a new EHC assessment process; person centred training is being rolled out to all schools and the Local Offer has been launched and continues to develop. The transfer of statements and LDA's to EHC plans has commenced and approximately 250 will be transferred this year.

Bury has made a lot of progress in the implementation of the reforms, however there continue to be significant challenges that have to be addressed. These include joint commissioning between the LA and CCG and the identification of gaps in provision; the joint assessment of children and young adults between all agencies; the significant transitions for all children and young people with SEND and particularly those from school to college and college into adulthood; the development of personal budgets; and the ongoing involvement of young people and their families in all the changes.

From January 2016, Ofsted will be charged with inspecting LA's and CCG's in relation to the implementation of the reforms.

One Council, One Success, Together

Finance Summary

Department	Budget	Outturn	Variance
	£000s	£000s	£000s
Communities & Neighbourhood - Residual	258	191	(67)
Children, Young People & Culture	40,997	42,149	1,152
Communities & Wellbeing	72,260	73,341	1,081
Resources & Residual	6,352	6,048	(304)
Non Service Specific	23,893	21,936	(1,957)
TOTAL	143,760	143,665	(95)

The underspend of **£0.095m** represents approximately **0.07%** of the total net budget of £143.760m.

Performance Indicators					
Measure	Higher/ lower is better	2013/14 Baseline	2014/15 Q4	Target	Commentary
Percentage Council Tax collected CP/BV004	Higher	96.97%	96.97% (Green)	96.5%	The last quarter saw an improvement in the comparison for last year, as more instalments are now being paid up to March which affects cash flow.
Percentage of business rates collected CPR/B/BV010	Higher	94.23%	95.08% (Green)	96.00%	Collection during Quarter 4 was good, with % collection being up by 3.31% on Quarter 4 for 2013/14. The target of 96% has not been reached but % collection is up by 0.85% compared to 2013/14.
Average time taken in calendar days to process Housing Benefit/Council Tax new claims. CPR/B/BV078a	Lower	22.6	22.6 (Green)	26	Excellent performance for quarter 4 ensuring target for the year was exceeded.
Forecast outturn (Revenue) (Council –wide) CPR/406	Lower		See finance summary above (Green)	No target set	£95,000 underspend against budget.
Forecast outturn (Capital) (Council –wide) CPR/405	Lower		See finance summary above (Red)	No target set	£72,000 overspend against budget.

Number of FTE days lost due to sickness absence CPR/BV012/14/15	Lower	9.82	9.67 (Amber)	9.20	This is an improvement on last year's Q4 - which was 9.82 and a little higher than Q3 which was 9.31. Ongoing changes to managing attendance policy are continuing into Q1 of 2015/16.
Percentage of employees satisfied with Bury Council as an employer CPR/410	Higher	60.4%	Data not available (annual indicator) (White)	75%	The employee survey took place in May and June 2015. Responses are being collated and analysed and the results will be available at the end of Quarter 2.

Project Updates

Departmental Restructures

Work has been, and will continue to be, undertaken to determine appropriate structures and working practices to meet the challenges going forward. Over the past year, the Council has approved changes to Children's Centres and the development of a LA Trading Company to manage a range of in-house social care provision. Further proposals can be expected in the coming years as the Council seeks to manage demand, address needs and maintain jobs within the resources available.

Partnership, Governance & Accountability

The new streamlined architecture for Team Bury is now operational with work well underway to focus partnership bodies on the three key priorities of stronger economy, stronger and safer communities and health and well being.

Training has been provided on Outcome Based Accountability to encourage a fresh look at improving performance and to support partners to focus on those areas that will make a positive difference to local people.

Digital By Default

The project has now been defined in several stages. During quarter 2, we negotiated a contact with Socitm to provide consultancy support during the lifetime of the project. This will include overseeing the development of the new website and transformation to transactional on-line services. During quarter 2, the governance and scope of the project was signed off and structures put in place to take forward the operational work. The design templates have been produced and work is proceeding with recasting the content in a test system.

Medium Term Financial Strategy

The current Medium Term Financial Strategy extends to 2016/17. The strategy will be refreshed following the Chancellor's July 2015 Budget, and any subsequent funding announcements from The Department for Communities and Local Government.

Employee Engagement Strategy

Employee engagement is a useful measure of how satisfied employees are within their organisation. Engagement influences the performance and commitment of the workforce. Higher levels of engagement are linked to improved productivity, which in turn helps organisations deliver their outcomes. An Employee survey was conducted in May 2015 and is currently being analysed. The results will be available at the end of Quarter 2, 2015/16.

LGA Peer Review Action Plan

Many of the key elements within the Peer Review have been completed or have made significant progress including:

- Development of the post 2015 landscape
- Review of partnership governance (see above)
- Defining priorities and reflecting these in budgets
- Promoting investment and stimulating growth
- Stakeholder engagement

Other themes remain work in progress:

- Improvement to the website/on line services
- Developing the role of scrutiny
- Developing a corporate landlord approach

Risk

Risk management is a systematic approach to assessing risks and opportunities surrounding achievement of core strategic, departmental and operational objectives. The council has a well established approach to risk management which assesses the likelihood and potential impact of a wide range of risks & opportunities. Risk Registers are compiled for all activities and projects, and are subject to review on a quarterly basis. Risk Registers are reported to all levels of management, and to elected members.

The following risks / opportunities have been identified that the council faces in meeting its own priorities and in contributing towards the council's corporate priorities and community ambitions:

Corporate Risk Register January 2014 – March 2015

Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status Jan - Mar 15	Measures
01	The <u>potential</u> liability facing the Council in respect of Equal Pay significantly weakens the Council's financial position	Tracy Murphy	1	1	1	1	1	1	Risk remains low as most cases have now been settled. To remain on register till exercise complete.
									The Council received the final 2015/16 settlement information in February 2015, this was broadly as

[illegible]

04	The budget strategy does not reflect, or respond to, national policy developments, e.g. Council Tax Support scheme and changes to the Business Rates regime	Steve Kenyon	4	2	8	8	8	8	New arrangements have been in place now for nearly 2 years, however, risk remains high given volatility, and influence from factors which are beyond the control of the Council (e.g. appeals).
05	The Council's asset base is not operated to its maximum effect to deliver efficiency savings and ensure priorities are fulfilled. Ineffective use of assets presents both a financial and a performance risk.	Alex Holland	2	2	2	2	4	4	The asset management strategy has been approved and will consider the usage and cost of all assets; taking appropriate action where necessary; e.g. invest, change of use, or disposal.

Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status Jan - Mar 15	Measures
08	The Council fails to manage the expectations of residents, service users & other stakeholders in light of funding reductions	Mike Owen	3	3	6	6	6	9	<p>Programme of Budget consultations has taken place throughout the borough at Township Forums. A letter from the Leader has also been sent out to inform residents about the level of uncertainty that remains with the impact of current and future financial cuts.</p> <p>Likelihood risk raised from 2 to 3 to reflect uncertainty of funding going forward.</p>

	changes to Council Tax Benefit impact adversely upon the Public / Vulnerable People. Also budgetary risk to the Council in the event of claimant numbers rise	Jenkins							
10	Changes resulting from the wider Welfare reform agenda impact adversely upon the public / vulnerable people.	Claire Jenkins	3	3	9	9	9	9	<p>Welfare Reform Board coordinating action plan with partner organisations (e.g. Six Town, CAB).</p> <p>Whilst impact on individuals can have significant implications, this is being mitigated where possible.</p>
Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status Jan - Mar 15	Measures
	That the scale and pace of Public Sector reform								<p>The Workforce Development Plan is in place, the mutual settlement scheme has</p> <p>30</p>

	key Council Services, compounded by the loss of capacity following staff leaving the Council (420+ since 2010)								<p>been launched, and individual service workforce plans are being developed to ensure continuity / succession planning.</p> <p>Loss of capacity / experience remains a major concern.</p> <p>Risk will be closely monitored as the Council-wide restructure takes effect, and further voluntary retirements take effect.</p>
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REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	8 JULY 2015
SUBJECT:	PROPOSED TENDER ACTIVITY AND CHANGE IN SERVICE DELIVERY MODEL FOR SHORT BREAK SERVICES FOR CHILDREN AND YOUNG PEOPLE WITH DISABILITIES
REPORT FROM:	EXECUTIVE MEMBER FOR CHILDREN, FAMILIES AND CULTURE
CONTACT OFFICER:	Karen Whitehead, Strategic Lead (Health, Families and Partnerships) Ruth Wheatley, Strategic Lead (Strategy and Commissioning)
TYPE OF DECISION:	CABINET KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This paper sets out the proposals to re-design the Short Breaks Services for Children and Young People with Disabilities and their families.
OPTIONS & RECOMMENDED OPTION	<p>The following options are available:</p> <ol style="list-style-type: none"> 1. Agree the proposal as set out in the report to tender for short break services and de-commission the Red Centre. 2. Agree the proposal with further modifications. 3. Retain the existing arrangements with no changes. <p>Cabinet is requested to approve option 1, agreeing the proposal as set out in the paper.</p>

IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	<p>This proposal seeks to deliver a saving of £103,000 against the service's £1.1m budget.</p> <p>The revised service delivery model seeks to support more user groups across a wider geographical area.</p>
Health and Safety Implications	Full Health & Safety assessments will be undertaken for the proposed service delivery model / sites utilised.
Statement by Executive Director of Resources	Use of Council assets in the new service delivery model will be considered in line with the Council's Asset Management Plan
Equality/Diversity implications:	Yes No (see paragraph below)
Considered by Monitoring Officer:	<p>Yes</p> <p>This decision relates to the re-design of services for children and young people with disabilities following consultation. It is important that decisions on service provision are carefully considered in the context of consultation; the Council's statutory duties (set out in paragraph 1.6 of this report) and with due regard to the Council's equalities duty. Members must consider these issues which are detailed in the report and the Equality Impact Assessment.</p>
Wards Affected:	All
Scrutiny Interest:	

SK

JH

TRACKING/PROCESS**DIRECTOR:**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
	8 July 2015		
Scrutiny Committee	Cabinet/Committee	Council	

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1.0 BACKGROUND

- 1.1 Bury Council currently commissions a range of individual home support , targeted and self referral community projects as part of the overall provision of short breaks in Bury.
- 1.2 The targeted services consist of an integrated Short Breaks Service which operates from the Red Centre comprising of tea time and weekend breaks, youth groups and holiday activities and a preferred provider list for individual home support packages. These arrangements are long standing with contracts being extended year on year; Action for Children has been the provider of the integrated Short Breaks Service since 2001 which has been delivered from the Red Centre.
- 1.3 In addition to the targeted services there are a number of community social groups, holiday schemes, sports and leisure projects which were set up as part of the Aiming High for Disabled Children Programme in 2008.
- 1.4 In 2014-15 the expenditure for the service contracts was £1.1m gross. The budget comes under pressure due to the complexity of the needs of individual children and young people. There are approximately 170 different children and young people who are in receipt of these services.
- 1.5 The Council leases the Red Centre from The Regenda Group. The lease and building operating costs equate to £103k per annum. (Action for Children do not pay rent to the Council).
- 1.6 The Council's statutory duties in respect of these services are set out in the Breaks for Carers of Disabled Children Regulations 2011 made under paragraph 6 of Schedule 2 to the Children Act 1989, which impose a duty on local authorities, as part of the range of services they provide for families, to provide breaks from caring to assist parents and others who provide care for disabled children. Paragraph 6(1)(c) and (2) of Schedule 2 to the Children Act 1989 were inserted by the Children and Young Persons Act 2008.
 - 1.6.1 In performing their duty under paragraph 6(1)(c) of Schedule 2 to the 1989 Act, a local authority must provide, so far as is reasonably practicable, a range of services which is sufficient to assist carers to continue to provide care or to do so more effectively. In particular, the local authority must provide, as appropriate, a range of: day-time care in the homes of disabled children or elsewhere; overnight care in the homes of disabled children or elsewhere; educational or leisure activities for disabled children outside their homes; services available to assist carers in the evenings, at weekends and during the school holidays.
 - 1.6.2 These types of services also assist the Council in their responsibilities to provide additional support as required in other legislation and guidance including; the Chronically Sick and Disabled Persons Act 1970; Section 17 of the Children Act 1989; Part 3 (SEND reforms) of the Children and Families Act 2014.
 - 1.6.3 The Council are also required to publish a Short Breaks Duty Statement and to keep this under review. This Statement is currently under review and the intention is this will be published prior to the proposed tender.

The consultation noted in Section 5 of this paper is drawn from this source. The Statement also sets out the outcomes for such provision which will drive the tender evaluations.

- 1.7 In September 2014 the Council produced a market position statement based on analysis of data from sources such as the Community Health and Wellbeing Assessment for Bury (JSNA), the Special Educational Needs (SEN) Assessment and local contract monitoring data to provide a picture of the local need for services and inform service design.
- 1.8 The key findings from the market position statement which have informed the new service design relate to the proportion of children and young people accessing services in the areas of highest need and the identified needs of the cohort, specifically:
 - 1.8.1 Bury Central has the largest proportion of the population of children and young people with SEN(D) at 33.3% compared to 26% accessing services and Radcliffe has 20% of the population compared to 13% accessing services.
 - 1.8.2 The highest proportion of children and young people who access services have ASD/ADHD at 39%, this also features in other categories where there is more than one disability.

2.0 CURRENT POLICY

- 2.1 Under the current policy services can be accessed either by self referral for the community projects or by referral via the Childrens Disability Resource Panel (DRM) for the targeted services.
- 2.2 All targeted specialist services are based either in the Red Centre or in the home. (Overnight residential respite services are outside the scope of this paper).
- 2.3 Transport is provided by the authority from school to tea-time short breaks at the Red Centre.

3.0 THE RATIONALE

- 3.1 The commissioning intention is that the service will be outcome driven with targeted services which will have the greatest impact on positive outcomes for children, young people and their families.
- 3.2 The changes within the new specification will deliver higher quality services with appropriately trained, consistent staff and specialist services to meet the local needs identified in the market position statement. In ensuring the allocation of resources is based on need, targeted and proportionate the duty to ensure best value will be met.

4.0 PROPOSED CHANGES

- 4.1 All referrals will be via the DRM to ensure the assessed needs are met, services are proportionate to need and the best use is made of resources.

- 4.2 To commission a specialist service to provide support for children and young people with ASD/ADHD who have challenging behaviour as a result of their disability. Specifically to target children and young people and their families where there is a risk of family breakdown leading to requests for high cost residential provisions.
- 4.3 To commission a new outreach service to enable young people to access their community, leisure programmes, community sessions, friendship groups and other interests with support. In so doing to promote their social skills and independence.
- 4.4 For services to have a wider geographical coverage to meet needs across the borough and reach the priority groups.
- 4.5 To decommission the Red Centre as a base for service delivery and to use venues throughout the borough which are modern, fully equipped and local to the places young people wish to visit.
- 4.6 Community assets which may feature in the new model either as meeting places or to deliver sessions from include children's centres, libraries, schools and youth centres.
- 4.7 All providers will be responsible for identifying and securing suitable locations within the borough.
- 4.8 The proposed budget for the new services is £1.1m p.a. which is the same as 2014-15 overall but configured differently. The de-commissioning of the Red Centre will deliver a saving of £103,000 p.a.
- 4.9 Transport to short breaks after school will no longer be provided by the Council unless it is specifically identified as a need in their assessment and plan. If providers choose to provide transport as part of their service then arrangements and costs would need to be agreed directly with families.

5.0 CONSULTATION

- 5.1 In August 2014 the Council engaged Bury Parent Forum Ltd to consult with families and young people with disabilities aged 0-25 on current provisions in the Borough.
- 5.2 The consultation comprised of a series of four open events, questionnaires distributed via schools and engaging with specialist bodies to endeavour to reach and engage cultural and minority ethnic groups.
- 5.3 Of the individual responses received, when asked if they were 'generally happy overall with current services' 72 respondents (73%) expressed an opinion; 71% were happy and 29% were not.
- 5.4 The key themes from the consultation are set out below with responses as to how these are addressed in the specification:

5.4.1 To have fun and positive opportunities for disabled children.

Response:

New models of delivery will continue to provide short breaks for children and young people with disabilities which are fun, positive experiences

and which achieve positive outcomes for them. The new design will deliver more person-centred, specialist services which will improve the outcomes for children and young people.

5.4.2 To have a choice of short break activities.

Response:

Children, young people and their families will be central and their views will be taken into account when their individual plan is developed. Providers will develop activity plans with the children and young people who access group activities.

5.4.3 To have access to facilities which are available locally, such as swimming, rather than travelling out of the borough.

Response:

Providers will have the opportunity to negotiate access with schools to utilise their purpose built facilities, such as swimming.

5.4.4 Knowing that children will be met and supported by appropriately trained staff.

Response:

Staff will be appropriately trained to meet the specific needs of the children/young people who access services. For example, staff will be required to have specific training in challenging behaviour management for the specialist service to support children and young people with ASD/ADHD.

5.4.5 Ensuring children have consistency in the staff that support them.

Response:

Providers will be expected to demonstrate how they recruit, train, retain and match staff as part of the procurement process and this will be taken into account as part of the evaluation of bids.

The block procurement and duration of the new service contracts will also afford providers that ability to forward plan their provision.

5.4.6 To have flexible services to meet changing family needs.

Response:

Providers will offer flexibility to children and young people who access services to meet their needs. In addition, their individual plans will be monitored and reviewed regularly by the provider and the Council.

5.4.7 Opportunities to take part in inclusive activities with non-disabled children,

and

Provide opportunities for disabled children and young people to develop friendships, socialise and access community opportunities.

Response:

The vision for the new services is for children and young people to enjoy new activities, make friends, have new learning opportunities, integrate in the local community and prepare them for transition to adulthood.

5.4.8 To prevent family crisis through the provision of timely support to meet individual family needs.

Response:

Timescales will be incorporated into the specification and contract to ensure providers respond to referrals, complete assessments and provide services within reasonable timeframes.

5.4.9 To be clear and transparent with regard to the decision making process and receive feedback on decisions.

Response:

The DRM panel meets once a fortnight and families will continue be informed of the decision when their support plan and funding request has been to the panel. Decisions are confirmed in writing within one week.

5.4.10 To have a consistent approach to parental contributions for activity costs between service providers.

Response:

Providers will continue charge reasonable fees for the activities they are undertaking, charges may vary between providers.

6.0 RISK MANAGEMENT

- 6.1 The key risks associated with the proposed changes are of legal challenge and reputational damage to the Council and the inability to meet the financial savings identified in the de-commissioning of the Red Centre.
- 6.2 The proposal to re-configure the service to meet the specific needs of children and young people is based on need and making the best use of the resources available. However, there remains the risk that due to the reliance of families on the Red Centre and the long standing design of current services the Council will be challenged. Council officers will implement a communication strategy to mitigate any challenges to proposals from providers and families which will be phased throughout the process.
- 6.3 The small community projects may not feature in the new service design due to the elimination of the self referral route, volumes and availability of services identified within the new specification.

7.0 EQUALITY AND DIVERSITY

- 7.1 An equality assessment has been completed, this has identified potential negative impacts on the children and young people and their families who access services at the Red Centre in that the services will be delivered differently, at different times and venues.
- 7.2 In addition, the children and young people who are in receipt of transport to after school tea time breaks at the Red Centre. However, the intended outcome is to ensure that where there is an assessed need for transport to enable a child or young person to access short breaks then this will be accommodated.

8.0 CONCLUSION

- 8.1 The risk assessment has identified the possibility of opposition to the proposals particularly in relation to group activities accessed at the Red Centre.
- 8.2 The substantive points identified in the consultation have been addressed in section 5.

- 8.3 It is recommended that the proposals be approved to improve the outcomes for children and young people with disabilities and make the best use of resources available.

List of Background Papers:-

Equality Analysis Form – June 2015

Short Breaks Duty Statement – February 2015

Market Position Statement – September 2014 (embedded in EAF)

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Bury Council Children's Services Short Break Statement

April 2015

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1 Introduction

The Children & Young Person's Act 2008 made the provision of short breaks a statutory duty for all local authorities from 1st April 2011.

The regulations cited in Paragraph 6 of Schedule 2 to the Children Act 1989 underpin every local authority's short break offer to disabled children and young people and their families. Every local authority must provide services designed to assist carers in their area by giving them breaks from caring in accordance with these regulations.

All Local Authorities are required to publish a Short Break Duty Services Statement.

2 The Statement: what is it and who is it for?

This Statement sets out how the Council will seek to meet the Short Breaks duty as set out in the Breaks for Carers of Disabled Children Regulations 2011. This section of the statement summarises paragraph 6(1)(c) of Schedule 2 to the Children Act 1989 which requires local authorities to provide services designed to give breaks for carers of disabled children. A copy of The Breaks for Carers of Disabled Children Regulations 2011 can be found at:

www.gov.uk/government/publications/short-breaks-for-carers-of-disabled-children

The Regulations requires the Council to produce a short breaks services statement so that families know what services are available, the eligibility criteria for these services, and how the range of short breaks is designed to meet the local needs of families with disabled children.

The statement is primarily for parents and carers of disabled children aged 0 to 18. It will form the basis for a continuing dialogue with families and ensure that we 'buy and provide' the range of short breaks which families' value and need.

The regulations require Councils to publish and keep the statement under review. This Statement revises the previous Statement produced in October 2011. It was produced after further consultation with parents and young people was undertaken on the Council's behalf by Bury Parents Forum, by using information from review and monitoring of provision and from Bury's Joint Strategic Needs Assessments (JSNA).

3 Disability and 'short breaks'

What is a disability?

We use the Disability Discrimination Act definition of disability to ensure that we meet the requirements of the Disability Discrimination Acts 1995 and 2005 and Equality Act 2010.

"a physical or mental impairment which has a substantial and long term adverse effect on his/her ability to carry out normal day-to-day activities."

Disabled children and young people often cannot do many of the things that most children their age can do. For instance they may need additional support to

complete daily tasks or socially in order to spend time with friends, or going out to youth clubs or groups. However it is fundamental that childhood should be fun and a time of nurturance and positive expectation.

What is a 'short break'?

Short breaks form part of the 'Local Offer' for families of disabled children.

They provide opportunities for children and young people with disabilities to spend time away from their primary carers, and provide opportunities for their parents and carers to have a break from caring responsibilities. This is important for all families whether the children are disabled or not. They provide an essential opportunity for parents and carers to have a break, and allow disabled children and young people to have different experiences - places, people and activities. It is our aim that Short Breaks will contribute to keeping disabled children safe and healthy, enabling them to enjoy new activities, make friends, and have new learning opportunities, as well as preparing teenagers for adulthood.

Short breaks can include day, evening, overnight, weekend or holiday activities that take place in the child or young person's own home, the home of an approved carer, a residential or community setting. Short breaks range from supporting children and young people with disabilities to access universal services, through to providing specialist services at a local and regional level.

Short breaks might include the following:

- The child or young person attending one of the many youth clubs, play schemes or activity groups that are available for all children.
- A support worker taking the child or young person out, or helping in the home - the worker may be employed directly by the family, or provided by the Council or by another agency.
- The child or young person spending time at a specialist group or club or at a specialist short break centre.
- Day care in the child's own home and elsewhere
- Overnight care in the child's own home and elsewhere

4 How our statement was reviewed

In Bury this Statement has been reviewed by the Children's Commissioning Team and Children's Disability Service, working in partnership with the Bury Parent Forum, young people and professionals from social care, health, education and the voluntary sector.

Who is responsible?

The lead officer responsible for preparing this statement is Karen Whitehead, Strategic Service Manager who reports to Jackie Gower Assistant Director. Any queries on the process for producing the statement should be addressed to either m.p.dhokia@bury.gov.uk or c.groves@bury.gov.uk

Publication and Review

The Regulations require the Council to keep the Statement under review. It is proposed that this Statement will be reviewed on a 3 yearly cycle. The statement reflects consultation undertaken with parents by Bury Parents Forum. Parents, disabled children and young people will continue to be fully involved in this process – helping us decide who should deliver our short breaks in Bury. We are committed to ensuring that parents are equal partners in the design of our services. We want Parents and young people to help us monitor the quality of all of our short breaks and help decide what we change and what we keep on an ongoing basis.

The Short Breaks Service Statement will be published on [The Bury Directory](#) website which also provides details of Bury's Local Offer. All professionals/practitioners working with disabled children will have access to the statement, it will be made available by Bury Parents Forum, in our Special schools, and copies will also be given to the SENCOs in all of Bury's schools.

5 Bury's Vision, Principles and Outcomes

Our vision in Bury is to provide disabled children and young people, with opportunities and experiences that achieve positive outcomes for them. It is our aim that short breaks will contribute to keeping disabled children safe and healthy, enabling them to enjoy new activities, make friends, and have new learning opportunities, as well as preparing teenagers for adulthood. By providing disabled children and young people with such opportunities, it is our aim to support parents in their role as primary carers and give them breaks to assist them to look after themselves and their wider family

We aim to ensure that families of disabled children have the support they need to live 'ordinary lives' as a matter of course.

Children and young people are eligible for Short Breaks if they:

- Are aged between 0 and 18 years of age
- They live in Bury
- They have disabilities which have a substantial impact on their life

These may include a physical or learning disability, or a hearing or visual impairment. It includes children with Autism and Aspergers Syndrome and children who may have challenging behaviour as a result of their learning disability. It also includes children who have complex needs and who may have palliative, life limiting or a life-threatening condition.

We recognise the needs of each family may vary; some families will need more support because of their individual circumstances. Therefore, in order to provide the appropriate level of support, assessments will be necessary for specialist provision. At 18 years a young person would then be assessed against Fair Access to Care (FACS) from Adult Care Services.

Principles

Disabled Children are children first and foremost. Recognising that the uniqueness of individuals means that services must be **personalised** to reflect the diversity and changing nature of their need.

Working together we will:

- Help develop young people's independence, personal and social development, friendships and opportunities to have fun, and be included in their communities;
- Listen to children and young people and enable them to share their views and ideas;
- Develop a person centred approach, whereby children, young people and families are central to assessment and planning process and are supported in making decisions about their lives;
- Work to ensure that parents and carers become equal partners in making decisions about service development and priorities; working together to "improve your quality of life";
- Look to support the quality of family life and aim to prevent family crisis through the provision of the right level of support at the right time;
- Seek to be fair, clear and equitable and that information on access arrangements is readily available to families and those in contact with them;
- Be culturally sensitive to individuals' and families' needs associated with gender, race, religion, sexual orientation, age and disability; and challenge negative attitudes and prejudices towards disabled children wherever we find them in wider society;
- Will support children with complex health needs to ensure they have the same opportunities as all disabled children;
- Ensure eligibility criteria are not applied mechanistically and decisions about services should reflect the individual circumstances and changing needs of families;
- Family's with high volume and cost packages of services should be reviewed on an ongoing basis to ensure the services are meeting their needs and offering best value.
- Maintaining high standards including the safeguarding of children across all service providers, through effective commissioning.

Short Breaks service outcomes

We will commission services that contribute to the following outcomes:

1. Reduction of the stress level in families caring for a child/young person with disabilities and improved emotional well - being for parents and families.
2. Reduction in the number of requests for residential or out of borough placements from families caring for a child with severe disabilities or complex health needs.
3. An increase in the opportunities for inclusive community social interaction for the target group of Children/Young people with Disabilities.
4. Improvement in the life chances of young people in being physical healthy and access to physical activities with improvements in their independence and social skills,

5. Enhancing the capacity and opportunity for young people to communicate their views and choices and be involved in decision making to impact their emotional well-being.
6. An improvement in the resilience of families caring for a child with a disability.
7. Enhanced parenting skills appropriate to the needs of the child/young person with a disability, and recognition of their role as expert in the care of their child.
8. An increase in parents/carers reporting being appropriately supported in meeting the needs of their children

Measuring the Outcomes and Impact of Short Break Services

We will ensure that our short break services focus on improving life opportunities and outcomes for disabled children and their families through continuing to develop our participation strategy with disabled children, young people and their families. We know that the views of families and disabled children are essential to support positive outcomes. Not all disabled children and their families will need the same level of support; some will need more than others because of the nature of their child's disability and their individual circumstances. We will continue to monitor and review the views of disabled children, parents and providers so that everybody feels involved and included. This will assist us with developing a cycle of continual improvement.

All funded providers will be required to give the council data about who is accessing their short breaks and the key outcomes achieved. This will give us better intelligence for the future about who gets short breaks and what their needs are.

6 Consultation and participation with disabled young people, their parents and providers

In Bury consultation of parents has been led by Bury Parents Forum who have held a number of information sharing, consultation and participation events. At these events they have asked parents of disabled young people what they want us to consider when planning and commissioning short break services. Disabled young people and their parents continue to play a key role in determining what we ask providers to do and choosing how they do it.

From talking to people in Bury we know that *Parents, carers, children and young people want services that; Are positive, enjoyable and appropriate experiences for children and young people with disabilities. Children we spoke to wanted to have fun doing activities with friends such as swimming, drama, going out on trips to places like the cinema, bowling and to local parks. Some children told us they liked meeting friends at the local youth club they go to.*

Some of the themes that have emerged from this and previous consultations in relation to short break services are:

- Person centred approaches
- Effective communication

- Positive 'no barriers' approach
- The choice of activities - quiet activities as well as sporty
- Regular everyday activities
- Consistency in the staff who support them
- Knowing that children will be met by appropriately trained staff.
- Providing choice in the staff members and opportunity to get to know them.
- Opportunities to take part in inclusive activities with non-disabled children
- Provide opportunities for disabled children and young people to develop friendships, socialise and access community opportunities.
- Preventing family crisis through the provision of timely support to meet individual family needs.
- A consistent approach to parental contributions for activity costs between service providers

7 Bury's Needs Analysis

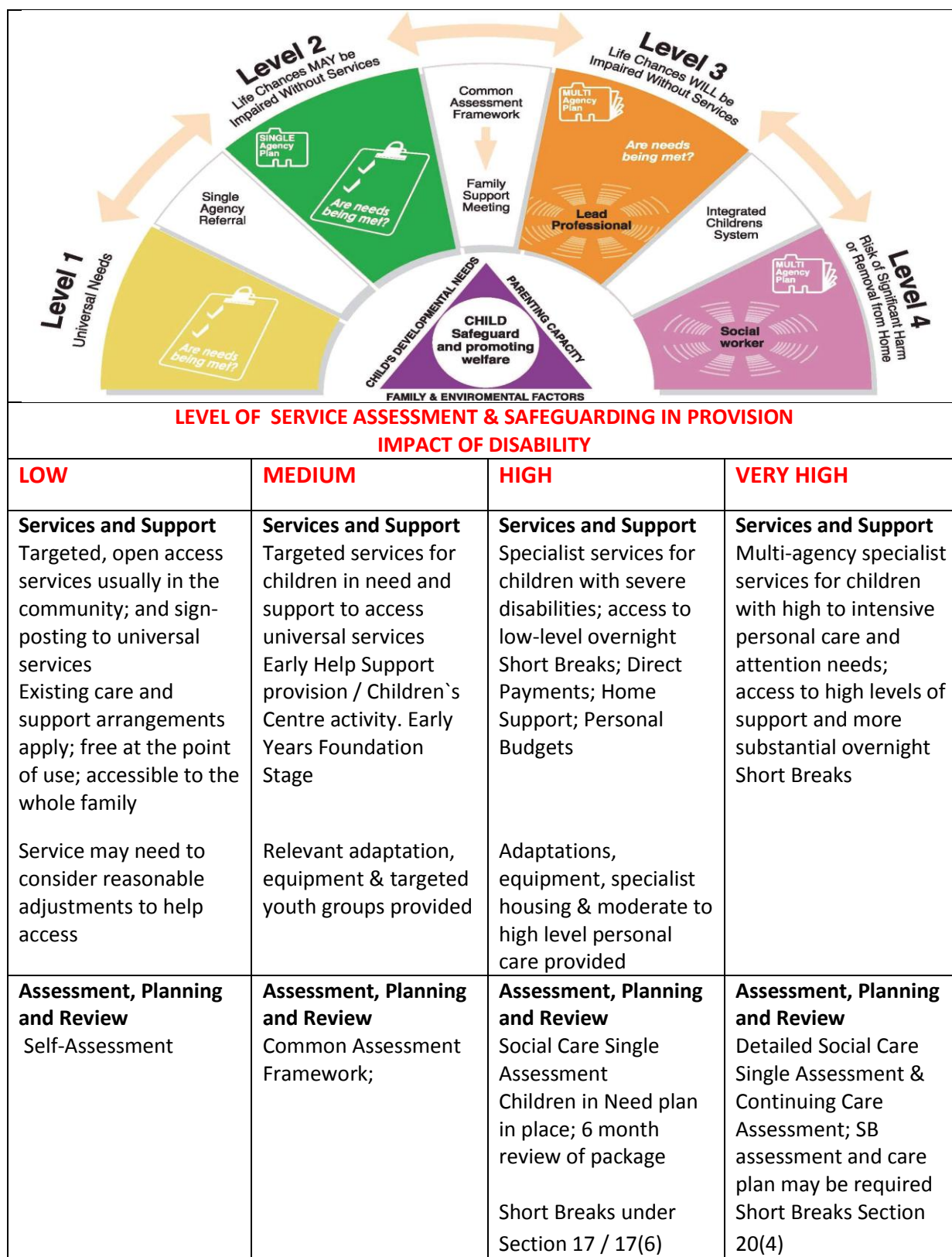
- The 2011 census data shows Bury's entire population as 185,100. There are 46,200 children and young people aged 0-19, and 56,900 children and young people aged 0-24.
- In 2014 a Special Educational Needs (SEN) Assessment for Bury was carried out. This shows that 5752 children and young people aged 0-25 have a SEN or are Learners with Learning Difficulties and/or Disabilities (LLDD). Key findings from this assessment are:
- A market statement was prepared in Autumn 2014 which detailed the demographics and needs of children and young people aged 0-25 have a SEN or are Learners with Learning Difficulties and/or Disabilities (LLDD). This statement includes data and analysis on the points above. Additionally it identifies the number of children and young people with disabilities open to the Children with Disabilities team as 308 on 23.07.2014. An analysis of the 142 children and young people aged 0-25 with disabilities who attended funded Short Breaks Opportunities in Bury was undertaken using provider contract monitoring data from November 2013 to June 2014 and included in this statement. The Market statement can be found on the Local Offer web site alongside the Short Breaks Duty Statement

Using the data obtained from the 2014 Special Educational Needs (SEN) Assessment for Bury, the graphic below summarises the identified needs in the categories; age and gender; Ethnicity; SEN(D) type and Geographical location from the market statement and details the outcomes which could be achieved with appropriate and sufficient services.



8 Short Breaks: Eligibility and Access

The following table identifies the levels of support that will be offered and the level of assessment that will be offered



Access to Short Breaks Services

Access to any Short Break Service is via a Single assessment undertaken by the Children with Disabilities Service. Here are some of the things we will discuss with you when assessing the short break support you need:

- The severity of your child's disability, how it impacts on their life and your family life
- If you have more than one disabled child
- The number of other children or caring responsibilities you may have
- If you or a partner have a disability
- If you have limited support within your social/family network
- If a child is 'cared for' by the Local Authority or adopted.
- If there are concerns about a child or young person's safety

Once your assessment has been completed it is then sent with a funding request to the Children with Disabilities Resource Panel. The Panel meets every fortnight and considers all assessments and requests for short break resources, then decides on the allocation of the services.

The aim of the panel is:

- To ensure a consistency of approach to all families
- To ensure support plans are in place and that short breaks service will form a part of this plan
- To effectively manage the use and development of Short Break Services.

9 The Local Offer, Short Breaks Services and Personal Budgets

The Local Offer

All our provision is set out in Bury's Local Offer and published on the internet as The Bury Directory. This Short Break Statement compliments Bury's Local Offer. The Local Offer sets out provision which is available for children and young people with SEN and disabilities, aged 0 to 25, including education, health and social care services. The Local Offer is designed to give clear, comprehensive and accessible information about the support and opportunities that are available for all children and young people with SEN and disabilities. The Local Offer includes information about the services in Bury across leisure, education, social care and health. It also tells you whether you are eligible for the service, any costs and how you can access them.

For further information on the [Bury Local](http://www.theburydirectory.co.uk/kb5/bury/directory/localoffer.page) offer visit www.theburydirectory.co.uk/kb5/bury/directory/localoffer.page.

Short Breaks Services

There is a range of short breaks, which you may be able to access depending on the assessed needs and aspirations of your child.

These include:

- Targeted Services: we currently provide a range of services within the Borough targeted to children with additional needs which include:
 - Youth Groups
 - Drama sessions

- Wheels for All – cycling activities
- Football sessions
- After school clubs

Most of these services will require a parental contribution to meet the costs of activities that the child or young person seeks to undertake

- Support to the child via a Personal Assistant within the home or to do activities within the community. This support being provided either via a Direct Payment or a Care Agency
- Short Breaks Carer Scheme - where children stay overnight with a carer in their home
- Activity schemes – within holidays and across the year – catering for children with complex ASD, complex

Personal Budgets

The SEN Code of Practice requires that where disabled children and young people are offered an Education and Health Care Plan they are offered a Personal Budget. Direct Payments and Personal budgets are there to enable disabled people to manage their own care, choose how they lead their own lives and control the services they need.

Parents and professionals should work together to agree how to support the child or young person to meet their outcomes as identified in the Education, Health & Care Plan (EHCP). Children and young people should be included in this process. If everybody agrees that a Personal Budget is the best way forward, this will be written into the EHCP, subject to meeting the Personal Budget eligibility criteria.

The SEND Code of Practice tells us that Local Authorities and their partners “should develop and agree a formal approach to making fair and equitable allocations of funding and should set out a local policy for Personal Budgets.

Eligibility for a Personal Budget is:

- A child or young person must have an EHCP.
- It **must** be agreed that the allocation of a Personal Budget is the most effective way of meeting the child/young person’s outcomes as identified in their EHCP.
- It should be noted that without exception the Local Authority and its partners **must** ensure that public funding is used appropriately and provides value for money.

Further information is available on the Local Offer web site. Within these arrangements we will seek to ensure there is there sufficient support for families to navigate the process and use their payments effectively.

Children with Disabilities
Market Position Statement
September 2014

1. Introduction

- 1.1 Bury Council commissions support services for children with disabilities and their families from many different organisations. It is essential that the services provided by these organisations meet the needs of families in Bury and are in alignment with the strategic objectives of the Department for Children, Young People and Culture, and the Council.
- 1.2 This Market Position Statement for services for children with disabilities and their families brings together data from sources such as the Community Health and Wellbeing Assessment for Bury (JSNA), the Special Educational Needs (SEN) Assessment and local contract monitoring data to provide a picture of the local need for services.
- 1.3 It will give an overview of the strategic direction for support services based upon evidenced need and current demand, and include the needs of both current and future users of the service.
- 1.4 The information provided in this statement may help providers to:
 - Decide if and how to invest and deliver services for children/young people with disabilities in Bury
 - Respond to the changes in how services are commissioned with the introduction and uptake of direct payments and individual budgets
 - Plan, develop and shape a diverse range services to offer choice, control and flexibility to children/young people with disabilities

2. An overview of the Bury population

- 2.1 Based upon the 2011 census data, Bury's entire population is 185,100. Of this population 51.1% are female, a slightly higher proportion than nationally. There are 46,200 children and young people aged 0-19, and 56,900 children and young people aged 0-24.
- 2.2 In relation to the ethnic profile of the population, 89.2% classify themselves as White. The next largest ethnic group is Asian at 7.1%. In terms of religion, 62.7% of Bury's residents consider themselves to be Christian. There is a sizeable Muslim (6.1%) community within the

borough, and Bury has the 4th largest Jewish (5.6%) community within England and Wales. ¹

- 2.3 There are 23,763 families with dependent children living in Bury. Of these, 6,088 are lone parent households. 8,000 children in Bury live in poverty, defined as living in households with an income below 60% of the national median, or in receipt of income support or jobseekers allowance.
- 2.4 The 2011 Census also shows that 18.8% of Bury's total population have a long term health issue or disability (34,800 people). 6% of the total population are claiming disability living allowance.

3 Children with disabilities population

- 3.1 The number of children and young people with disabilities open to the Children with Disabilities team as recorded on the Social Care Liquid Logic ICS system was 308 on 23.07.2014. This makes up 16% of the 1,967 children open to Social Care.
- 3.2 The Special Educational Needs (SEN) Assessment for Bury from 2014 shows that 5752 children and young people aged 0-25 have a SEN or are Learners with Learning Difficulties and/or Disabilities (LLDD).
- 3.3 The number of pupils with special educational needs in England was 1.55 million (18.7 %) in 2012/13². The same figure for Bury in this study is 5752 (12.4%) based on the data in this study and a population of 46,200 children from the 2011 Census.

4 Demographics - Special Educational Needs (SEN) Assessment for Bury

- 4.1 The age profile shows that 81% of children and young people LLDD were between the ages of 5-15 in Bury, with the age group 10-15 accounting for 50% of the whole cohort.
- 4.2 62.7% of the cohort is male and 34.6% female (based on some gaps in data recording). There are significantly more males than females with SEN/LLDD across all age groups. This skewing of SEN/LLDD towards males is consistent with national data published by the Department for

¹ [ONS Census data 2011](#)

² [Children with special educational needs: an analysis - 2013](#)

³ [Children with special educational needs: an analysis - 2013](#)

⁴ Overview of Children and Young People who attend funded Short Break opportunities in Bury Report

Education in their Children With Special Educational Needs: An Analysis - 2013³ and is reflective of the children with disabilities cohort currently accessing provision in Bury (68% Male/31% Female) ⁴

- 4.3 Bury Central has the largest population of children/young people with SEN and/or LLDD, 33.6% of the cohort, followed by Radcliffe at almost 20%.
- 4.4 12.7% of the SEN/LLDD cohort is from the Asian and Asian British ethnic group. The 2011 Census shows this group as comprising 7.24% of the total Bury population.

5 Demographics - number of children and young people with disabilities open to the Children with Disabilities team

- 5.1 Breakdown by age, gender, ethnicity and location. There appears to be consistency between the data from the Children with Disabilities team and the SEN needs assessment in terms of age, gender, ethnicity and location groupings.

Gender	1- 4	5 - 9	10 - 15	16 - 19	20+	Number of children
Female	11	23	41	28	1	104
Male	12	70	75	43	4	204
Total:	23	93	116	71	5	308

Ethnic group	Number of children	% of total	% of total (SEN/LLDD)	Bury – All population Census 2011
White	236	77%	78.1%	86.6%
Asian or Asian British	35	11%	12.7%	7.24%
Black or Black British	9	3%	1.9%	1.02%
Mixed	16	5%	4.5%	4.36%
Other Ethnic Groups	11	4%	2.6%	0.74%
Not recorded	1	0.5%	0.2%	N/A
Total:	308	100%	100.0%	100%

Postcode	Number of children	% of total
BL0 - Ramsbottom	20	6%
BL8 - Tottington	48	16%
BL9 - Bury Central	84	27%
M25 - Prestwich	45	15%
M26 - Radcliffe	46	15%
M45 - Whitefield	26	8%

Other	39	13%
Total:	308	100%

- 5.2 Breakdown by disability types: Of the 308 cases open to the Children with Disabilities team, 284 cases had a breakdown of their disability type recorded. The major types of disability recorded can be grouped as below. Aspergers and Autism make up the major grouping.

Area of need	Number of children	% of total
Asperger Syndrome Autism Spectrum Disorder	92	30%
ADHD	22	7%
Cerebral Palsy	21	7%
Cognition and Learning	28	9%
Sensory and/or Physical Needs (visual, hearing, physical)	47	15%
Other	74	24%
Not specified	24	8%
Total:	308	100%

6 Local Provider Data

- 6.1 An analysis of the children with disabilities who attended funded Short Breaks Opportunities in Bury was undertaken using provider contract monitoring data from November 2013 to June 2014. The report has been compiled using the details of 142 children and young people aged 0-25.
- 6.2 Key findings from this analysis are:
- 6.2.1 The gender breakdown of children and young people who currently access services is broadly reflective of the population as identified in the SEN needs assessment, though lower numbers of females access services based on this small sample.
- 6.2.2 The majority of children and young people who attend groups and/or play schemes are in the 5-10 age range (47%) followed by 11-14 year olds (30%) and 15-18 year olds (19%). The highest proportion of both genders is in the 5-10 age group which is in line with the cohort as a whole. There is a higher female representation in the 15-18 age group.
- 6.2.3 The breakdown by ethnic groups shows that the highest proportion of the cohort currently accessing services is from the White-British group (59%) which is lower than the total White ethnic group identified as the SEN/LLDD population (78%)

- 6.2.4 This could be for a number of reasons, for instance the SEN/LLDD population data may also include the White – Jewish population. 14% of the cohort currently accessing services is from the White-Jewish ethnic group. This is much higher than the percentage of White-Jewish people living in Bury at 5.6% (based on 2011 Census data).
- 6.2.5 The report breaks down the Asian and Asian British cohort into sub groups of Pakistani, Indian and Bangladeshi heritage. If these are taken as a whole there is a representation of children and young people with a disability who currently access services of 15.91%, which is higher than this cohort identified in the SEN/LLD population (12.7%) and the Bury population as a whole (7.24%).
- 6.2.6 The highest proportion of current service users have ASD (39%) followed by multiple disabilities (22%) and cerebral palsy (7%). ASD is recorded as the type of disability in the majority of clients at 39%. It also features in other categories where there is more than one disability. The categories in the SEN/LLDD Needs Assessment are different and may not be directly comparable to the cohort. The category of multiple disabilities will include those children and young people with the most complex needs.
- 6.2.7 There are some significant differences in the breakdown of the cohorts by location identified in the SEN/LLDD Needs Assessment and the analysis of local provider data. The highest proportion of children and young people accessing services live in the BL9 – Bury Central area (26%) which is lower than the numbers of children with SEN/LLDD (34%). This is also reflected in the M26- Radcliffe area with almost 20% of the SEN/LLD population living within that area and only 13% accessing services.
- 6.2.8 Conversely, there are higher numbers accessing services from the BL8 – Tottington area (22%) than identified in the SEN/LLDD Needs Assessment population (16%) and Prestwich (14% SEN/LLDD and 18% accessing services).
- 6.2.9 Where the percentage of participation is higher or lower in some geographical areas than the identified SEN/LLDD population, this may be influenced by a number of factors which should be of consideration for future service planning such as:
- Are the current services age and culturally appropriate?
 - Is there sufficient capacity within reasonable reach location wise?
 - Do the families choose not to use the groups and make use of the local offer/direct payments/PB's in other ways to meet the needs of their child?

7 Volume

7.1 The number of different types Short Break packages commissioned by the Children with Disabilities Service is shown below:

Expenditure Type	No. of packages (NB shown as places for group activities) 2013-14	No. of packages (NB shown as places for group activities) 2014-15 (projected)
Support Packages at Home and elsewhere	58	62
Residential Overnight Short Breaks	4	4
Short break group activities in the evenings, weekends and during holiday time.	4842 places	4842 places
Direct Payments	44	40
Personal Budgets	37	38
Local Offer	25	19

8 Strategic Priorities

8.1 The Joint Health and Wellbeing Strategy is an overarching plan that sets out the Bury Health and Wellbeing Board's vision for the people of Bury and identifies key priorities for action. The strategy outlines its' key principles which should inform future commissioning of services, which translate into priorities and actions with relevance to the commissioning of a service for children with disabilities. These are:

8.2 Key Principles

8.2.1 **We will reduce inequalities in health and wellbeing** - we know that there are social and economic reasons that have a negative impact on people's health and wellbeing. We will work with and influence partners to address these issues and the impact they have on our health and wellbeing. We will ensure that resources are proportionately targeted to those most in need in order to close the gaps in health experience within the borough and beyond.

8.2.2 **We will develop person centred services** - we will simplify how health and social care is created and delivered in Bury. We will make sure that people can access services, in a timely way, and see that they are fair. We will ensure that local people have the opportunity to shape and influence services, so that they meet their needs and keep them safe. We will provide the appropriate information to support and enable them to make the right choices for themselves.

8.3 **Priority 1: Ensuring a positive start to life for children, young people and families.** Identifying those in need of help and support, intervening early and addressing the whole family's needs is crucial to a

child's development and realising our aspiration for laying the foundations for future life. Giving every child the best start in life was the most important of all the policy recommendations for reducing health inequalities in The Marmot Review. It was also identified as the highest priority locally from the consultation on this strategy.

- 8.3.1 **Key actions** - develop integrated services across education, health and social care which focus on the needs of the child in the community, as well as for growing numbers of children with the most complex needs.

8.4 **SEN(D) Reforms / Personalisation**

- 8.4.1 The continued growth in the take up of Direct Payments (currently 40) Personal budgets (currently 38) and the Local Offer (currently 19) enables the parents/carers of children with disabilities to have choice in the services they commission to meet their needs.
- 8.4.2 With the focus on person-centred plans and personalisation the services on offer should be flexible, diverse and affordable for families to contribute to the cost of provision.
- 8.4.3 The traditional models of delivery which rely on the council to commission services directly on behalf of children/young people and their families is transforming and this needs to be considered in future planning.

9 **Criteria for the short breaks service provision**

- 9.1 The legislative requirements of Local Authorities in the provision of additional support for children/young people with disabilities include;
- The Children Action 1989 Section 17
 - The Chronically Sick and Disabled Persons Act 1970
 - The Children & Young Person's Act 2008
 - Short Breaks Guidance 2011
 - SEN(D) Reforms 2014
- 9.2 The Children & Young Person's Act 2008 made the provision of short breaks a statutory duty for all local authorities from 1st April 2011.
- 9.3 The regulations cited in Paragraph 6 of Schedule 2 to the Children Act 1989 underpin every local authority's short break offer to disabled children and young people and their families. Every local authority must provide services designed to assist carers in their area by giving them breaks from caring in accordance with these regulations.
- 9.4 The regulations also state, in summary that;
- 9.4.1 **Local Authorities must take into account the needs of carers:** who would be unable to continue caring for their child unless breaks from caring were given;

or

who would be able to give more effective care if breaks were given which would allow them to, for example, undertake education, training, work or any regular leisure activity or carry out necessary daily tasks to run the home.

9.4.2 Local Authorities must, so far as is reasonably practicable; provide a range of services sufficient to meet the needs of carers to continue to provide care, or to do so more effectively. These services should include;

- Day care in the child's own home or elsewhere;
- Overnight care in the child's own home or elsewhere; where there is an identified one to one need. Access to this level of Short Break requires a higher level assessment i.e. a social work core assessment.
- Educational or leisure activities for disabled children outside their own homes;
- Services in the evenings, at weekends and during the school holidays.

9.5 In Bury, the Department of Children, Young People and Culture has developed a Fair Access Policy⁵ which sets out the criteria for assessment and service provision.

9.6 In Bury the mechanism to determine whether a child/young person meets the criteria for services is via an assessment. If the criteria are met Short Break Services are available for children/young people with disabilities who are ordinarily resident in Bury and aged from birth up to their 18th birthday. At 18 years a young person would then be assessed against Fair Access to Care (FACS) from Adult Care Services.

10 Needs and outcomes

10.1 The matrix below summarises the identified needs in the categories; age and gender; Ethnicity; SEN(D) type; Geographical location and details the outcomes which could be achieved with appropriate and sufficient services.

⁵ The Department of Children, Young People and Culture Fair Access to Services Policy for Children/Young People with Disabilities - Policy awaiting sign off and implementation.

Age and Gender needs:

0 - 18 years age with the largest concentration in the 5-15 cohort and 50% of this within the 10-15 years of age

Significantly higher male population at 62.7%

Ethnicity:

78.1% of the SEN/LDD cohort are White. The White Jewish population may be recorded within this data. There is a significant White Jewish population within the borough in comparison to other areas in the region.

12.7 % of the cohort are Asian British or Asian

1.9 % are Black or Black British

2.6% are from other ethnic groups

Desired Outcomes for Children/Young People with Disabilities:

- An improvement in their life chances to be healthy, stay safe, enjoy and achieve and make a positive contribution in their social and economic well being.
- An improvement in their level of life skills including independence and social skills, self-esteem and emotional well being
- Enhancing the capacity and opportunity for children/young people to communicate thier views and participate in the decision making about the service they receive.
- An increase in the opportunities for inclusive community interaction.
- A reduction in stress levels in parents/carers caring for children with disabilities.
- A reduction in referrals for residential or out of borough placements.

SEN (D) type - the SEN(D) needs assessment 2014 data details the following areas of need

Cognition and Learning - 43%

Communication and Interaction - 26%

BESD - 18%

Sensory and/or Physical Needs - 8%

Other - 5%

Geographic:

BL9 Bury Central has the largest population of children/young people with SEN(D) at 33.3% and a high concentration of the Asian, Asian British .

M26 Radcliffe - 20%

The BL9 and M26 areas also have a concentration of prevalence which may be linked to deprivation.

BL8 Tottington - 16% , M25 Prestwich - 14%, M45 Whitefield - 12%, BL0 Ramsbottom - 5%

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Equality Analysis Form

The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

1. RESPONSIBILITY

Department	Children, Young People and Culture (CYPC)	
Service	Children with Disabilities Short Breaks Service	
Proposed policy	Short Breaks Services Tender and New Delivery Model	
Date	05/06/15	
Officer responsible for the 'policy' and for completing the equality analysis	Name	Ruth Wheatley
	Post Title	Strategic Lead for Strategy and Commissioning
	Contact Number	X5610
	Signature	
	Date	05/06/15
Equality officer consulted	Name	Liz Trayford
	Post Title	Planning and Research Officer
	Contact Number	X5658
	Signature	E Trayford
	Date	05/06/15

2. AIMS

What is the purpose of the policy/service and what is it intended to achieve?	<p>The proposal is to tender the short breaks services for children and young people with disabilities, to improve outcomes for those children and their families who use the services, and to ensure that our resources are targeted and provide benefit where they are needed most.</p> <p>The Children with Disabilities service is delivered in order to support all families and children with disabilities to have the support they need to live ordinary family lives as a matter of course.</p>
Who are the main stakeholders?	<p>Children and young people with disabilities and their families living in the borough.</p> <p>Service providers(third sector and private organisations)</p> <p>Parent Forum</p> <p>Council members and internal services across CYPC</p> <p>Health partners</p>

3. ESTABLISHING RELEVANCE TO EQUALITY

3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics.
If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	No	No	This EA is currently in draft and the analysis of further impacts cannot be completed at this time. Once decisions as to the specifics of the new services are made, later in the tender process, a final analysis of the impacts will be completed, this will include the effect on quality, choice and extended opportunities for children and young people the new design will bring.
Disability	Yes	Yes	<p>Improve Quality, Increased Choice and Extended Opportunities</p> <p>The purpose of the proposed changes to the existing short breaks services is to improve the provision so that it better meets the needs of families living in the borough.</p> <p>The specification incorporates new specialist services which will be higher quality, person-centred and will widen the choice and offer extended opportunities to children and young people when accessing short breaks with appropriate support which meets their specific needs.</p> <p>It is intended that services will be targeted and more focused to meet the needs which we have identified through an analysis of the children with disabilities cohort.</p> <p>It is also intended that the best value for money is achieved from services in the context of decreasing Council budgets.</p> <p>With the reconfiguration of existing services comes the potential for removal of or significant changes which may impact those families that</p>

			<p>currently use the service. This is a consideration that has been taken into account when proposing these changes, and will continue throughout the tender process. A more detailed assessment of impacts will be carried out once the specific changes to services are known. Below are listed the proposed changes which may have an impact on equality, and will be considered in further detail during the tender:</p> <p>All referrals will be via the Disability Resource Management Panel, this will ensure the assessed needs are met, services are proportionate to need and the best use is made of resources. Families who currently use only self referral community projects will need to make contact with the Children's Disability Service for a single assessment and funding to be agreed to access services.</p> <p>To respond to the identified need of children and young people with ASD/ADHD who have challenging behaviour as a result of their disability a specialist service will be part of the new design to offer support to young people and their families. Staff will be specifically trained to meet their needs, a core group of staff will ensure a consistency of approach and improve the outcomes for these young people and their families.</p> <p>A new outreach service will enable young people to access their community, leisure programmes, community sessions, friendship groups and other interests with support.</p> <p>Services will have a wider geographical coverage to meet needs across the borough and reach the priority groups.</p> <p>To decommission the Red Centre as a base for service delivery and to utilise assets throughout the borough which</p>
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			<p>are modern, fully equipped and in communities.</p> <p>Transport to short breaks after school will cease unless it is identified as a specific need in a child or young persons assessment. If providers want to offer this service as part of their provision they will be required to negotiate directly with families.</p>
Gender	No	No	This EA is currently in draft and the analysis of further impacts cannot be completed at this time. Once decisions as to the specifics of the new services are made, later in the tender process, a final analysis of the impacts will be completed, this will include the effect on quality, choice and extended opportunities for children and young people the new design will bring.
Gender reassignment	No	No	This EA is currently in draft and the analysis of further impacts cannot be completed at this time. Once decisions as to the specifics of the new services are made, later in the tender process, a final analysis of the impacts will be completed, this will include the effect on quality, choice and extended opportunities for children and young people the new design will bring.
Age	No	No	This EA is currently in draft and the analysis of further impacts cannot be completed at this time. Once decisions as to the specifics of the new services are made, later in the tender process, a final analysis of the impacts will be completed, this will include the effect on quality, choice and extended opportunities for children and young people the new design will bring.
Sexual orientation	No	No	This EA is currently in draft and the analysis of further impacts cannot be completed at this time. Once decisions as to the specifics of the new services are made, later in the tender process, a final analysis of the impacts will be completed, this will include the effect on quality, choice and extended opportunities for children and young people the new design will bring.
Religion or belief	No	No	This EA is currently in draft and the

			analysis of further impacts cannot be completed at this time. Once decisions as to the specifics of the new services are made, later in the tender process, a final analysis of the impacts will be completed, this will include the effect on quality, choice and extended opportunities for children and young people the new design will bring.
Caring responsibilities	Yes	No	This EA is currently in draft and the analysis of further impacts cannot be completed at this time. Once decisions as to the specifics of the new services are made, later in the tender process, a final analysis of the impacts will be completed, this will include the effect on quality, choice and extended opportunities for children and young people the new design will bring.
Pregnancy or maternity	No	No	This EA is currently in draft and the analysis of further impacts cannot be completed at this time. Once decisions as to the specifics of the new services are made, later in the tender process, a final analysis of the impacts will be completed, this will include the effect on quality, choice and extended opportunities for children and young people the new design will bring.
Marriage or civil partnership	No	No	This EA is currently in draft and the analysis of further impacts cannot be completed at this time. Once decisions as to the specifics of the new services are made, later in the tender process, a final analysis of the impacts will be completed, this will include the effect on quality, choice and extended opportunities for children and young people the new design will bring.

**3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty.
If you answer yes to any question, please explain why.**

General Public Sector Equality Duties	Relevance (Yes/No)	Reason for the relevance
Need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	No	
Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs)	Yes	The short breaks services provide inclusive, person-centred support in the community to offer children and young people with disabilities social, learning and leisure opportunities that are available to their non disabled peers.
Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)	No	

If you answered 'YES' to any of the questions in 3a and 3b

Go straight to Question 4

If you answered 'NO' to all of the questions in 3a and 3b

Go to Question 3c and do not answer questions 4-6


3c. If you have answered 'No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.

4. EQUALITY INFORMATION AND ENGAGEMENT

4a. For a service plan, please list what equality information you currently have available, **OR** for a new/changed policy or practice please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

Details of the equality information or engagement	Internet link if published	Date last updated
Market Position Statement for Children with Disabilities	 Market Position Statement for Childre	Sept 2014

4b. Are there any information gaps, and if so how do you plan to tackle them?

[A communication strategy is currently in draft, to keep families informed of the Cabinet decisions and the tender process as it develops.](#)

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

What will the likely overall effect of your policy/service plan be on equality?	The proposed changes will benefit children and young people with disabilities by providing more person-centred, inclusive services of good quality which meet their specific needs, offer improved support, choice and extended opportunities to them and their families. As a result of the proposals there may be some changes that impact on how and where/when the services are delivered. These impacts will be considered throughout the tender process, and mitigating action taken where possible.
If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?	This is a draft equality analysis which will be reviewed again once further details of the specific changes to be implemented are known.
Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.	The service as a whole will benefit children and young people with disabilities and their families. By meeting the specific needs of the cohort, improving the choice and ensuring extended opportunities for children and young people a higher quality service will be delivered.
What steps do you intend to take now in respect of the implementation of your policy/service plan?	Report to Cabinet on 8th July 2015. Following decisions regarding progressing with the tender process, this Equality analysis will be revised.

6. MONITORING AND REVIEW

If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.

As outlined above, this draft Equality Analysis will be reviewed as part of the ongoing tender process.

COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO THE EQUALITY INBOX (equality@bury.gov.uk) FOR PUBLICATION.

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REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	8 JULY 2015
SUBJECT:	GRANT: PILOT TO SUPPORT CARERS TO REMAIN IN PAID WORK
REPORT FROM:	COUNCILLOR ANDREA SIMPSON – CABINET MEMBER FOR HEALTH AND WELLBEING
CONTACT OFFICER:	Tracy Minshull, Strategic Lead (Strategy and Development), Communities & Wellbeing
TYPE OF DECISION:	CABINET KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This is within the public domain
SUMMARY:	Bury's pilot to support working carers to retain employment is the result of a successful funding application to the Government Equalities Office, Department for Work and Pensions and Department of Health. The total funding secured is £125,032 over a period of two years.
OPTIONS & RECOMMENDED OPTION	<p>It is recommended that Cabinet:</p> <ol style="list-style-type: none"> 1) Agree to support the aims and objectives of the pilot. 2) Agree that the Council participates in the pilot. 3) Agree that managers and carers will be supported to be part of the pilot. 4) Agree that the Council will support implementation of any recommendations that come out of the pilot (e.g. refreshing carer-friendly policies and procedures). This will sanction the culture change of the organisation and ensure that the Council leads the way in supporting carers.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	<p>Do the proposals accord with the Policy Framework?</p> <p>Yes</p>
Statement by the S151 Officer: Financial Implications and Risk	The pilot will be fully funded by grant secured by the Council; totalling £125,032 over 2 years.

Considerations:	
Statement by Executive Director of Resources:	<p>Carers play a vital role in service delivery, and this pilot seeks to ensure that they are able to remain in employment.</p> <p>This applies both internally where the Council is the employer, but also through liaison with other local employers.</p>
Equality/Diversity implications:	<p>Yes</p> <p>(see paragraph below)</p>
Considered by Monitoring Officer:	<p>The pilot will have a positive impact on carers by assisting their identification, ensuring they are aware of their rights, being signposted to appropriate services and providing evidence on how assistive technology can support carers to remain in employment. It is anticipated that the pilot will achieve better understanding of the role of carers and their needs, particularly by employers, and that this will result in more carer friendly policies and procedures.</p>
Wards Affected:	All wards.
Scrutiny Interest:	

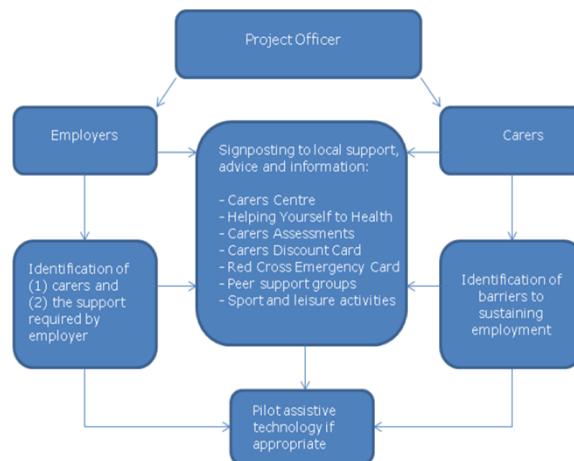
TRACKING/PROCESS**DIRECTOR: Pat Jones-Greenhalgh**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
Scrutiny Committee	Cabinet/Committee	Council	

1.0 BACKGROUND

- 1.1 The concept of this pilot is to build upon existing carers services and support in Bury whilst building an evidence base to promote the use of assistive technology.

- 1.2 A dedicated Project Officer will be recruited to manage the pilot to ensure that key stakeholders, including employers, are involved throughout. The Project Officer will identify and support both employers and carers and will become a referral mechanism on to the pilot. They will assess the carers' needs to understand what support they require, both to sustain their employment and to support them in their wider caring role, and refer to universal and targeted support as appropriate. Employers will be given practical information on how to support carers within their workplace (based on national best practice), including advice on how to develop carer-friendly policies and procedures.



2.0 ISSUES

- 2.1 The intended post holder will sit within the Strategic Planning and Economic Development team (Resources and Regulation) and will have management and peer support to initiate and develop the pilot. As the funding was originally sought by the department for Communities & Wellbeing the two departments will continue to work together throughout the life of the pilot.
- 2.2 A working group of key stakeholders has been established to oversee the pilot with members contributing their experience and expertise to ensure we benefit from as wide a range of professionals as possible. This includes Carers Forum, Carers Centre, Carelink, Health Improvement Officers and employers. Links have also been made to Social Care Institute for Excellence – they are overseeing the funded pilot areas and will commission their own independent evaluation of each site.
- 2.3 As sustainability is integral to the design of this pilot, the Project Officer will also look at future funding models, for example, does the carer pay for the ongoing use of the technology (either as a self funder or through a Carers Personal Budget), does the employer pay or will the evidence strongly support the introduction of a salary sacrifice scheme where carers have the opportunity to purchase technological support as parents can purchase childcare vouchers? It is envisaged that the Project Officer will focus on a model for sustainability which can be presented to central Government to influence national policy.

- 2.4 A job description has been written and moderated. This post will be recruited to as soon as possible. A project plan is currently being developed to enable the co-ordinator commence work as soon as they are in post. A monitoring and evaluation framework has been written and agreed and a full risk analysis has been written detailing contingency plans.
- 2.5 The outcome of the Equality Analysis shows that working carers will benefit from the pilot as it will assist with their identification, ensuring they are aware of their legal rights and being signposted to appropriate services. By taking account of the needs of working carers, services will become more inclusive and accessible.

1.0 CONCLUSION

- 3.1 This pilot aims to ensure that carers are supported to balance work with their caring role. In addition to this, carers will have access to good quality information and will receive the support they need. The pilot will be monitored by the Bury Employment and Skills task group which reports to the Economic Partnership Group (aligning to the stronger local economy priority for Bury Council).

List of Background Papers:-

- 1. Project proposal



Project Plan
FINAL.docx

- 2. Equality Analysis



EA - Working Carers
Pilot - May 2015.doc

Contact Details:-

Tracy Minshull
Strategic Lead (Commissioning and Strategy)
Telephone: 0161 253 6844
E-mail: t.m.minshull@bury.gov.uk

INTRODUCTION

This project plan illustrates how Bury Council, with a range of key stakeholders and partners, will pilot a project to support carers to remain in paid work¹. Whilst the main focus of this pilot will be how the use of assistive technology can support this, we will be taking a holistic approach to reflect the wider support which will be important to the success of this, for example, raising awareness with employers, understanding the barriers working carers face, access to advice and information and the universal and targeted support available to carers in Bury. By looking at this issue holistically we can build future sustainability into the offer.

BACKGROUND

Bury Council takes the role of carers very seriously and has included them in the protected characteristic section of the Equality Analysis process. Bury Council's department for Communities & Wellbeing also has a Carers Strategy 2013-2018 which identifies how a range of key stakeholders will work together to improve services and offer advice and information to carers throughout the borough. This strategy identifies working carers as a priority area and acknowledges the impact that employment can have on the caring role. There are currently 249 working carers registered for support at Bury Carers Centre, each of these will have needs related to their employee and caring status.

The following quotes were made by carers in Bury during a consultation exercise on the strategy: "I cannot work as my partner needs full time care" and "I am unable to do any educational courses as I am at home looking my partner's needs". In addition to this, 39% (115) of carers consulted said that their caring role restricted them in their workplace². Feedback during this consultation made it clear that carers were not always informing their employers of their caring role because they feared repercussions. Those who did inform their employers felt they were not as understanding as they could be regarding time off for medical appointments and being called home at a moment's notice. It is for this reason that working alongside employers is so important with responsible business and corporate social responsibility enhancing the social value of this pilot.

The Carers Strategy Group (a group of strategic and operational professionals, carers and representatives from the third sector and BAME communities who monitor the strategy) acknowledge that assistive technology can play a part in achieving actions within the strategy and is keen to support the build up of an evidence portfolio which can be promoted to carers, alongside raising the profile of

¹ SCIE confirmed that this two year pilot commences during 2014-2015, therefore we have scoped the project to be delivered by the 31 March 2016.

² The majority of respondents to the consultation were aged between 55-74 years. Looking at national research, it is assumed that, if more carers of working age had responded to the consultation, these local statistics would be higher.

carers with employers and testing the role access to information plays in supporting people to maintain or enter back into work.

With this in mind, the aims and objectives of the pilot will be to:

1. Understand the real issues faced by working carers in Bury;
2. Support employers to understand the benefits of supporting working carers effectively and to recognise this within policies and procedures;
3. Signpost people to a range of information and support that is available locally and, where required (and based on individual need), pilot innovative assistive technology options to understand how effective they are at supporting working carers to sustain employment;
4. Understand how other non-traditional support mechanisms could be harnessed to support working carers, for example, good neighbour schemes and other community based support.

Based on these objectives, we would expect the outcomes to be:

1. Continued, or increased, employment status;
2. Reduction in sickness levels and absences;
3. Increased satisfaction with employer support;
4. Improved mental health and wellbeing (for the carer and the person cared for);
5. Reduction in carer breakdown;
6. Reduction in crisis.

To enable this information to be collated effectively, a data collection format and monitoring template will be agreed by all key stakeholders before the pilot commences. A draft monitoring and evaluation framework, taking into account the outputs and impact of the project (including cost benefit and return on investment) has been produced on pages 7-9. Also see appendix 1 for the outcomes star.

SCOPE OF THE PILOT

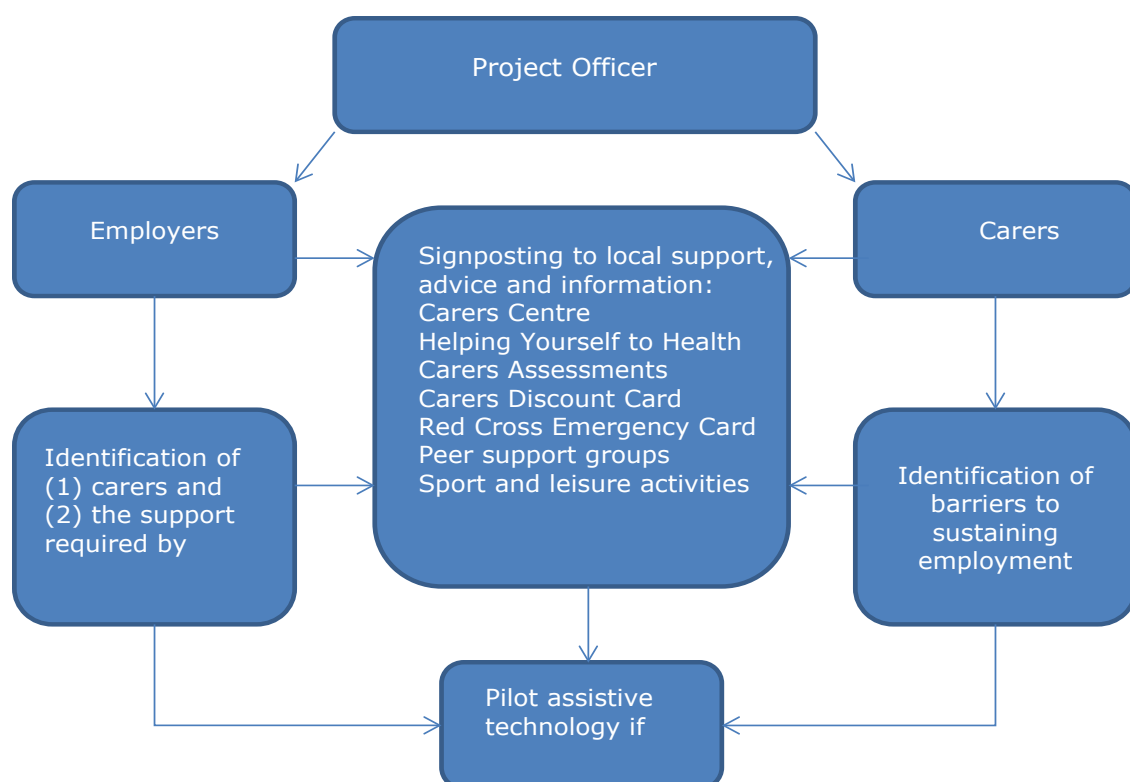
It is estimated that 200 carers will be supported throughout the entirety of this pilot; this will include referrals to universal support as cited in the referral pathway on page 3. Furthermore, an estimated 200 employers will be in receipt of information on the benefits of supporting carers within the workplace. We also expect the Project Officer to improve the quality of workplace policies and procedures of those employers on the pilot to support carers, the impact of this will be improved service delivery, cost savings and increased productivity. All of this has the capacity to benefit carers, their employers and the people they care for long after the pilot finishes.

With regards to the assistive technology part of this pilot, a maximum of 75 carers will be involved (a minimum of 50 will apply). We will endeavour to pilot the technology with carers who care for people

with a range of health conditions, for example dementia, learning disability or a mental health condition to ascertain if certain assistive technology is more suited to a carer with particular needs.

DETAILS OF THE PILOT

The pilot links to the aims of the supporting carers in paid employment project by ensuring that carers are effectively supported to continue with their employment³. It is stated in '*Supporting working carers: the benefits to families, business and the economy*' that 'almost two thirds of carers who were not using telecare/telehealth were unaware of the support technology can provide'. As technical advances mean we are increasingly using technology to support our very busy lives, it is vital we can encourage carers and employers to embrace this.



The concept of this pilot is to build upon existing services and support in Bury whilst building an evidence base to promote the use of assistive technology. A dedicated Project Officer will be recruited to manage the pilot to ensure that key stakeholders, including employers, are involved throughout. The Project Officer will identify and support both employers and carers and will become a referral mechanism on to the pilot. They will assess the carers' needs to understand what support they require, both to sustain their employment and to support them in their wider caring role, and refer to universal and targeted support as appropriate. Employers will be given practical information on how to support

³ As added value, we will also explore how the pilot can support the local 'Working Well' programme, in particular supporting carers back in to paid employment.

carers within their workplace (based on national best practice), including advice on how to develop carer-friendly policies and procedures.

Once a group of suitable carers and employers has been identified to pilot the assistive technology, they will be supported to do so whilst the Project Officer captures the difference this is making to the caring and employment roles. As we are aware that the use of assistive technology may be a daunting prospect for some carers, a bank of hours has been budgeted for to allow a domiciliary care agency to visit the person with care needs as required. It is anticipated that, as the pilot progresses and people become comfortable with the technology, visits by a domiciliary care agency will decrease.

With regards to the assistive technology, it is envisaged that, as a minimum, each person screened through to the assistive technology element of the pilot will have a home safety and personal security system installed in their home. This consists of a panic button which has a direct link to the Bury Council's Carelink call centre; additional services can be attached to this as required. Additional technologies carers will have access to could be as simple as a flood detector or an exit sensor, or as advanced as a GPS tracker. All assistive technology will be tailored to the specific needs of that carer.

As sustainability is integral to the design of this project, the Project Officer will also look at future funding models, for example, does the carer pay for the ongoing use of the technology (either as a self funder or through a Carers Personal Budget), does the employer pay or will the evidence strongly support the introduction of a salary sacrifice scheme where carers have the opportunity to purchase technological support as parents can purchase childcare vouchers? It is envisaged that the Project Officer will focus on a model for sustainability which can be presented to central Government to influence national policy.

It is envisaged that a working group of key stakeholders will be established to oversee the pilot with members contributing their experience and expertise to ensure we benefit from as wide a range of professionals as possible. Key stakeholders, partners and service providers to be involved throughout the pilot are:

Carers	Health & Wellbeing Board	Employers
Carelink (Bury Council)	Bury Clinical Commissioning Group	Economist (Bury Council)
Bury Carers Centre	Bury Public Health team	Jobcentre Plus
Bury Employment, Support and Training	Best of Bury	Strategic Planning and Development team (Bury Council)
Strategic Planning and Economic Development team (Bury Council)	Bury Third Sector Development Agency	Domiciliary care providers

It is also envisaged that Government departments such as the Department of Work and Pensions and HM Treasury will become a key stakeholder as we explore feasibility schemes to sustain the pilot, for example, a salary sacrifice scheme.

Building on the services and support currently available in Bury, we will be in a position to commence the pilot quickly. Examples of the existing services and support this pilot will build on include:

1. The Carers Centre will be able to provide information, advice and guidance to all carers identified within the pilot to ensure they receive all the support they require to undertake their role. They will be able to advise on universal support, targeted support and Carers Assessments.
2. There is an existing assistive technology service in Bury called Carelink which currently provides 24 hours per day, 365 days per year support to approximately 2,000 people. The Carelink team monitor the usage and effectiveness of this technology in relation to people with care needs and are keen to expand this to understand how the technology can also support carers. To support this pilot, the Carelink team will be able to assist with the purchase of the assistive technology and tailor this to a carers needs. Once purchased, Carelink call handlers will provide support through the community alarm system 24 hours per day, 365 days per year. This will consist of telephone support to answer any alert that arises, contacting the carer as necessary. The Carelink team will also be able to monitor the use of the assistive technology within this pilot to see how effective it is.
3. The Strategic Planning and Economic Development team at Bury Council have established good links with local employers and are willing to engage with the pilot to support the role of employers throughout. Routes to employers include working links with the Best of Bury, Greater Manchester Local Enterprise Partnership, Greater Manchester Chamber of Commerce, Business Growth Hub and communication lists of 120 employers internal to Bury Council. As part of the process of identifying carers to be involved in the pilot, the Strategic Planning and Economic Development team suggest they target a range of businesses to ask if they would support this pilot. This would also enable Bury Council to identify and support carers who may currently be unknown to us.

The work with local employers would include:

- Ensuring they are aware of the issues facing working carers (through a range of mediums, for example face to face meetings and information sent via e-mail directly to employers and via the Best of Bury and the Greater Manchester Chamber of Commerce);
 - The benefits to the organisation of supporting carers;
 - Detailing the support we could give to them and to the carers on the pilot, alongside a named contact;
 - Using examples of national best practice, support employers to develop policies and procedures which ensure that carers within the workplace are protected;
 - Opportunity to join a local carers' discount card scheme.
4. The Economist within the Strategic Development Unit at Bury Council will ensure that a database is available to collect both qualitative and quantitative information. The Economist will analyse and present the findings, including an analysis of financial savings.

5. Carers have been identified as a group that can particularly benefit from Bury's Helping Yourself to Health Public Health programme as very often carers break down and need medical intervention either due to physical illnesses or, more commonly, emotional difficulties. Several courses have been delivered at Bury Carers Centre with positive results and the team is keen to be involved with this pilot.

DEVELOPMENT AND DELIVERY OF THE PILOT

The key milestones for the 15 month pilot⁴ are as follows:

YEAR ONE 2014-2015

Recruit to post	Months 1-2
Agree work plan and monitoring and evaluation framework	Months 1-2
Promote pilot with carers, employers and other key stakeholders	Months 1-3
Initial meeting with all key stakeholders	Month 3

YEAR TWO 2015-216

Identify carers to be involved with the pilot	Months 1-4 and ongoing
Undertake assessments (one to one / focus groups) to understand the issues faced by working carers and to agree to the types of assistive technology to be piloted	Month 4
Purchase the assistive technology	Months 4-5
Commence pilot	Months 5-14
Provide information, advice and guidance to carers and employers, monitoring regularly	Months 5-14
Develop 'carers friendly' policies and procedures for employers to ensure sustained support is available (utilising emerging findings)	Month 11-14
Evaluation period, including report writing, developing case studies and cost benefit analysis	Months 12-15
Share the results with all key stakeholders	Month 15
If successful, promote the use of assistive technology as a support mechanism through Carers Assessments	Ongoing

⁴ SCIE confirmed that this two year pilot commences 2014-2015; therefore the project has been scoped to be delivered by 31 March 2016.

FUNDING AND RESOURCES

The pilot funding will be used for the following:

	Year one 2014-2015	Year two 2015-2016	Total
Dedicated post to manage the entire pilot (including full cost recovery)	£9,556	£38,226	£47,782
Purchase the assistive technology to be piloted ⁵		£66,000	£66,000
Domiciliary care visits (300 hours x £12.50)		£3,750	£3,750
Publicity costs (including advertising in business journals and factsheets)	£2,500	£2,500	£5,000
Event to share results with all key stakeholders		£2,500	£2,500
Total	£12,056	£112,976	£125,032

MONITORING AND EVALUATION

To ensure that the monitoring and evaluation of this pilot is robust, a data collection process will be developed and agreed by all stakeholders before the pilot commences, this includes any data sharing protocols. The Economist within the Strategic Development Unit at Bury Council will ensure that a database is available to collect both qualitative and quantitative information and will analyse and present the findings.

To facilitate the qualitative element of this monitoring and evaluation, an outcomes star method will be used (see appendix 1). As we envisage the benefits of the pilot to be broad, we have identified the following draft monitoring and evaluation framework to help track the direct and indirect impact of the project pre, during and post completion⁶. This is to include the social and economic returns on investment.

⁵ As stated earlier in this project plan, the use of assistive technology may be a daunting prospect for

Outputs (Key Performance Measures)

Area	Measure	Target
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of the pilot (15 months) to evaluate the entire process.

Employer Awareness	Number of employers in receipt of information on the benefits of supporting carers	200
	Number of employers engaged in the pilot	15
	Number of employers implementing, or refreshing, new carers policies and procedures	20
Carer Engagement	Number of carer contacts with the programme	200
	Number of carers signposted to additional information / support	200
	Number of carers assessed and in receipt of assisted technology	50-75

Impact Measures		
Area	Measure	Method
Employers <i>'Local Economic Benefit'</i>	Increased income to the company	Modelling impact of intervention based on increased work related activity (monetisation)
	Model additional tax revenues	
	Reduction in staff turnover (engaged businesses)	
	Increased productivity	Outcome star Reduction in sickness as loss (monetisation)
	Carers are continuing in employment	Outcome star
	Carers employment is more stable	Outcome star

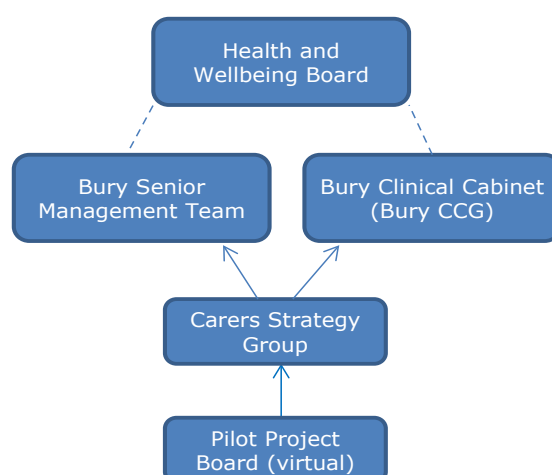
Impact Measures		
Carers <i>'Improved health and wellbeing'</i>	Carer has improved mental and physical health	Outcome star
	Carers relationship with the cared for has improved	Outcome star
	Greater awareness of carers rights	Marketing and engagement numbers % increase in carers identified
	Carers feel supported in their employment	Outcome star
	Carer has improved time management	Outcome star
	Carer is less likely to give up their employment or reduce their hours	Outcome star
	Carer has improved ability to manage stress	Outcome star
The Cared For <i>'Improved health and wellbeing'</i>	Increased independence	Outcome star
	Improved mental and physical health	Outcome star
	Improved relationship with the carer	Outcome star
Social Cohesion	Carers have improved social networks and relationships	Outcome star

The Project Officer will also have access to data collected through the 'Helping Yourself to Health' course as the carers will complete a PHQ-9 and GAD-7 on their referral. The questionnaire is undertaken at 3 and 4 weeks and then at 6 weeks after the course is completed to enable us to track the progress a carer makes during this time. Other screening tools that data could be collected from include the Falls Risk Assessment Tool and the FAST (Fast Alcohol Screening Test) screening tool.

The carers, the people they care for and the employers will be interviewed during the pilot to enable the creation of case studies to further enhance the data collected. This learning will be disseminated nationally and, given the current economic situation, we will ensure that the cost benefit analysis will be emphasised. The impact will be measured against the type of intervention provided whilst taking into account the carers circumstances, condition of the cared for person and type of employment. It is anticipated that an event will be held at which the findings to the pilot would be disseminated to all key stakeholders.

GOVERNANCE AND PILOT MANAGEMENT

Within Bury, the governance structure for this pilot will be as follows:



The Carers Strategy Group can provide strategic and operational support to the Pilot Project Board whilst ensuring the work meets the needs of carers in Bury. Ultimate accountability will sit with Bury Council's Senior Management Team and the Clinical Cabinet; they can also provide strategic support as necessary. Oversight of the pilot will be provided by the Health and Wellbeing Board where progress reports will be given on a regular basis.

The Health and Wellbeing Board is aware of the proposed pilot and Councillor Rishi Shori, Chair of the Health and Wellbeing Board and Deputy Leader of Bury Council, has written the following paragraph in support of it:

"On behalf of Bury's Health and Wellbeing Board, I fully support this project plan and endorse the aims of the 'Supporting carers in paid employment' pilot. The Health and Wellbeing Board understand the issues faced by working carers and have identified them as a priority within the Health and Wellbeing Strategy 2013-2018. If Bury Council is successful with this grant submission, the Health and Wellbeing Board will actively support the pilot where appropriate".

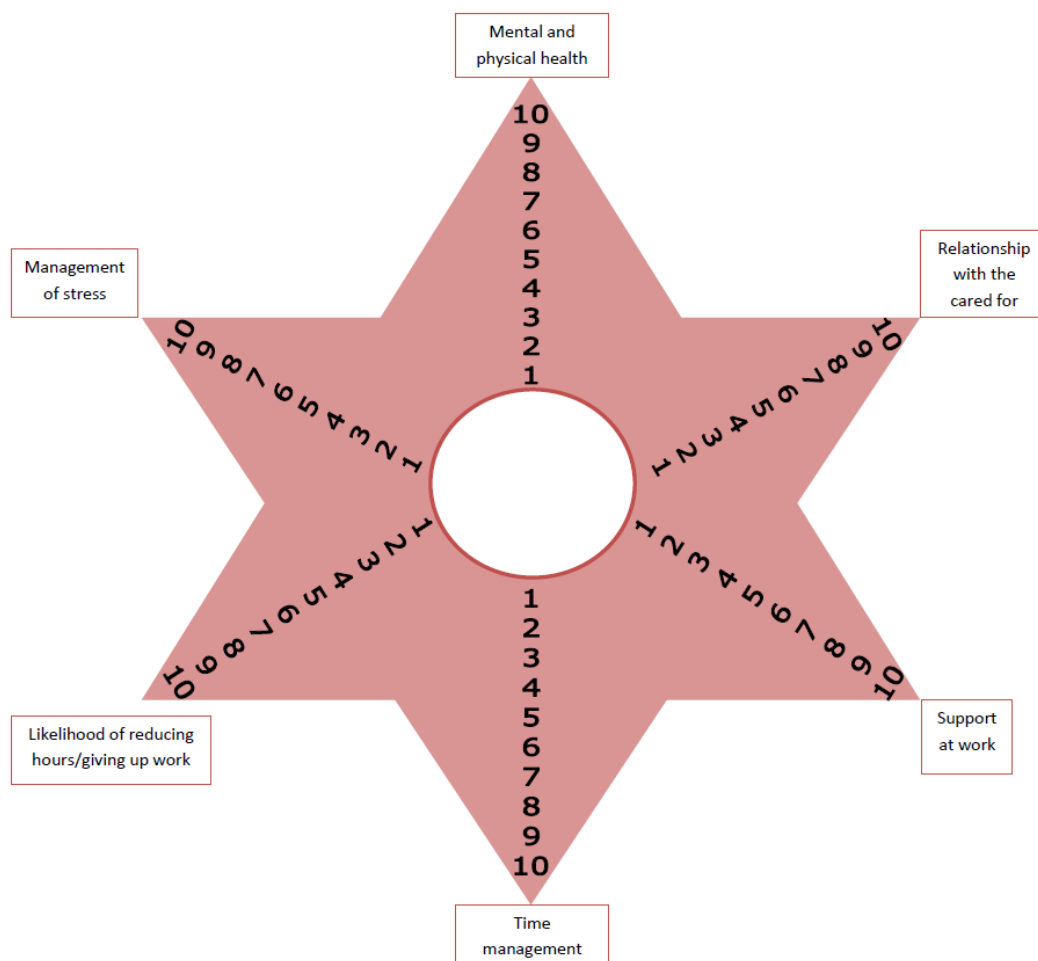
By working within this governance structure, it will ensure that the pilot links in with other work streams currently underway in Bury, for example 'Working Well' (a Greater Manchester pilot designed to test an holistic approach to assisting those people who have health barriers into sustained employment and 'I Will if You Will' (a Bury Council and Sports England initiative to get girls and women more active. One of the outcomes for this will be improved mental health).

A number of risks to this pilot have been identified and a contingency plan has been agreed; please see table below:

Risk	High/medium/low	Contingency
Delay in recruitment	Low	Steps will be taken to commence recruitment on confirmation of the grant; any delays would be covered by the strategic lead for carers
Low take up by carers	Medium	Through consultation, we know that working whilst undertaking a caring role is an issue for carers. As we envisage the biggest concern for carers will be to rely on unknown assistive technology, we have budgeted for a bank of hours to allow a domiciliary care agency to visit the person with care needs as necessary. The installation of a home safety and personal security system which links to a 24 hour, 365 days per year response centre should also alleviate any concerns
Employers do not want to be engaged with the pilot	Medium	Support to employers will be available throughout this pilot and if they did not want to be engaged the Project Officer would try to understand why. Stressing the importance of responsible business acumen and corporate social responsibility alongside potential financial gains should alleviate a number of concerns

Assistive technology identified by the carer is not available to purchase	Low	Bury Council currently purchase equipment from 3 companies. There are many more companies available who we could use if the technology is not available at our first choice. If required we could set up a framework agreement through our Procurement Team
Key stakeholders are not available to provide support when requested	Low	All key stakeholders have been involved with the development of the project plan and are in full support of the pilot
Carers do not want to, or are not able to, be involved for the duration of the pilot	High	Due to the nature of the caring role, carers may drop out of the pilot. So we do not fall below the 50 carer minimum, the Project Officer will hold a list of 'back up' interested carers
Carers do not want to, or are not able to, continue using the assistive technology once the pilot has finished	Medium	Robust monitoring of this pilot will enable us to evidence how supportive the technology has, or has not, been. If the carer sees the value in this they would continue using it. If financial assistance is needed, the Project Officer would explore funding arrangements, possible through the employer
Risk to the cared for person whilst on the pilot	Medium	Appropriate safeguards will be developed as part of project implementation, e.g. risk assessments, appropriate paperwork and inclusion of social work views (where appropriate). Also factored into the pilot is Carelink and the availability of domiciliary care
The pilot will be funded over a 15 month period as opposed to the 2 year (24 month) period the initial grant documentation suggested	High	We have scoped for the project to be delivered within 15 months (by 31 March 2016), however, if upon appointment of the grant the project can run for 24 months we can re-model the programme (if this is the case, the only cost change will be an additional 9 months salary, therefore increasing the total amount required to £144,145)

Appendix 1



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Equality Analysis Form

The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

1. RESPONSIBILITY

Department	Communities & Wellbeing	
Service	Strategic Planning and Development Team	
Proposed policy	Pilot: Supporting carers to remain in paid work	
Date	11.05.2015	
Officer responsible for the 'policy' and for completing the equality analysis	Name	Zena Shuttleworth
	Post Title	Strategic Planning and Development Officer
	Contact Number	0161 253 5272
	Signature	ZShuttleworth
	Date	11.05.2015
Equality officer consulted	Name	Mary Wood
	Post Title	Principle Officer - Equalities
	Contact Number	0161 253 6795
	Signature	 33/2015
	Date	20 th May 2015

2. AIMS

What is the purpose of the policy/service and what is it intended to achieve?	<p>The Strategic Planning and Development Team (Communities & Wellbeing) have successfully secured £125,032 to fund a two year pilot to research how assistive technology can support working carers. The concept of this pilot is to build upon existing services and support in Bury, making carers and their employers aware of these, whilst building an evidence base to promote the use of assistive technology.</p> <p>A dedicated Project Officer will be recruited to manage the pilot to ensure that key stakeholders, including employers, are involved throughout. The Project Officer will identify and support both employers and carers and will become a referral mechanism on to the pilot. They will assess the carers' needs to understand what support they require, both to sustain their employment and to support them in their wider caring role, and refer to universal and targeted support as appropriate. Employers will be given practical information on how to support carers within their workplace (based on national best practice), including advice on how to develop carer-friendly policies and</p>
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	<p>procedures. It is anticipated that there will be long term benefits to all participants after the pilot has finished.</p> <p>If Bury Council becomes one of the employers on the pilot, they will be expected to implement recommendations that come out of the pilot (e.g. refreshing carer-friendly policies and procedures). This will sanction the culture change of our organisation and ensure the council leads the way in supporting carers.</p>
Who are the main stakeholders?	<p>Bury Council teams and departments: Strategic Planning and Development Team, Strategic Planning and Economic Development Team, Carelink, Health Improvement Advisors.</p> <p>Carers and the people they care for.</p> <p>All employers including private and third sector.</p> <p>Social Care Institute for Excellence.</p> <p>Department for Work and Pensions.</p> <p>Government Equalities Office.</p> <p>Department for Health</p> <p>Corporate Human Resources.</p>

3. Establishing relevance to equality

3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics.
If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	No	No	No known effect.
Disability	Yes	No	The pilot looks at how assistive technology can support a person with disabilities and care needs to become and remain independent, allowing their carer to continue in employment
Gender	No	No	There are significantly more females than males on the Carers register (2:1), however this may be because some men may not recognise and acknowledge their caring role as readily as women and therefore do not seek support. Efforts will be made to engage with equal numbers of men and women on the pilot.
Gender reassignment	No	No	No known effect.
Age	Yes	No	The pilot is aimed at supporting working carers to remain in work or become employed and therefore generally those under 65/70 are more likely to benefit. The age profile for carers on the Carers' Register is limited as the largest category is unknown (approx 35%) and the next largest is 55-74 (30%).
Sexual orientation	No	No	No known effect.
Religion or belief	No	No	No known effect.
Caring responsibilities	Yes	No	The main outcome of this pilot is to evidence how assistive technology can support a carer to balance their work with caring responsibilities. If successful, the findings of this research

			will be discussed with all carers as we come into contact with them.
Pregnancy or maternity	No	No	No known effect.
Marriage or civil partnership	No	No	No known effect.

3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty. If you answer yes to any question, please explain why.

General Public Sector Equality Duties	Relevance (Yes/No)	Reason for the relevance
Need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Yes	The rights of carers are covered within the following: Carers and Disabled Children Act 2000 Carers (Equal Opportunities) Act 2004 Care Act 2014 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs)	Yes	We need to support people within their caring role to ensure that their own health and social needs are addressed, this includes employment. This will enable them to continue their caring role in the most effective way.
Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)	Yes	The pilot will promote understanding of the role of carers, particularly amongst employers, which will address any prejudice or discrimination which may exist in the workplace and our community.

If you answered 'YES' to any of the questions in 3a and 3b

Go straight to Question 4

If you answered 'NO' to all of the questions in 3a and 3b

Go to Question 3c and do not answer questions 4-6

3c. If you have answered 'No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.

N/A

4. EQUALITY INFORMATION AND ENGAGEMENT

4a. For a service plan, please list what equality information you currently have available, **OR** for a new/changed policy or practice please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

Details of the equality information or engagement	Internet link if published	Date last updated
Face to face meetings with: <ul style="list-style-type: none"> - Carelink - Carers Centre - Health Improvement Advisors - Strategic Planning and Economic Team - Carers Strategy Group - Chair of the Carers Forum - Senior Management Team (Communities & Wellbeing) - Health & Wellbeing Board - Strategic Development Unit 		May 2015
Desktop research on relevant legislation and national strategy and guidance		December 2015

4b. Are there any information gaps, and if so how do you plan to tackle them?

No.

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

What will the likely overall effect of your policy/service plan be on equality?	<p>The pilot will have a positive impact on carers by assisting their identification, ensuring they are aware of their rights, being signposted to appropriate services and providing evidence on how assistive technology can support carers to remain in employment.</p> <p>Every effort is made to ensure equal access to carer support and services. By taking account of the needs of carers, services will become more inclusive and accessible.</p>
If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?	N/A
Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.	It is anticipated that the pilot will achieve better understanding of the role of carers and their needs, particularly by employers, and that this will result in more carer friendly policies and procedures.
What steps do you intend to take now in respect of the implementation of your policy/service plan?	<p>The project plan will be tabled for discussion at: SMT SLT Cabinet</p> <p>Once the post is recruited to a full project plan will be agreed.</p>

6. MONITORING AND REVIEW

If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.

To ensure that the monitoring and evaluation of this pilot is robust, a data collection process will be developed and agreed by all stakeholders before the pilot commences, this includes any data sharing protocols. The Economist within the Strategic Development Unit at Bury Council will ensure that a database is available

to collect both qualitative and quantitative information and will analyse and present the findings.

To facilitate the qualitative element of this monitoring and evaluation, an outcomes star method will be used. As we envisage the benefits of the pilot to be broad, we have identified the following draft monitoring and evaluation framework to help track the direct and indirect impact of the project pre, during and post completion. This is to include the social and economic returns on investment.

The Project Officer will also have access to data collected through the 'Helping Yourself to Health' course as the carers will complete a PHQ-9 and GAD-7 on their referral. The questionnaire is undertaken at 3 and 4 weeks and then at 6 weeks after the course is completed to enable us to track the progress a carer makes during this time. Other screening tools that data could be collected from include the Falls Risk Assessment Tool and the FAST (Fast Alcohol Screening Test) screening tool.

The carers, the people they care for and the employers will be interviewed during the pilot to enable the creation of case studies to further enhance the data collected. This learning will be disseminated nationally and, given the current economic situation, we will ensure that the cost benefit analysis will be emphasised. The impact will be measured against the type of intervention provided whilst taking into account the carers circumstances, condition of the cared for person and type of employment. It is anticipated that an event will be held at which the findings to the pilot would be disseminated to all key stakeholders.

COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO THE EQUALITY INBOX (equality@bury.gov.uk) FOR PUBLICATION.

REPORT FOR DECISION

MEETING: **CABINET
OVERVIEW & SCRUTINY COMMITTEE**

DATE: **8 JULY 2015
29 JULY 2015**

SUBJECT: **REVENUE AND HOUSING REVENUE ACCOUNT
OUTTURN 2014/2015**

REPORT FROM: **DEPUTY LEADER OF THE COUNCIL AND CABINET
MEMBER FOR FINANCE AND HOUSING**

CONTACT OFFICER: **Steve Kenyon - Interim Executive Director of
Resources and Regulation**
Andrew Baldwin - Head of Financial Management

TYPE OF DECISION: **CABINET (KEY DECISION)**

**FREEDOM OF
INFORMATION/STATUS:** This paper is within the public domain

SUMMARY: **PURPOSE/SUMMARY:**

This report provides Members with details of:

- the revenue outturn figures in respect of the last financial year, 2014/2015, detailing any specific carry-forward requests and the proposed application of the carry-forward rules;
- major variances between the revised estimate and the outturn;
- the level of school balances;
- HRA outturn for the year;
- The minimum level of balances in the light of risk assessments

The figures in the report are consistent with the figures included within the Statement of Accounts which were approved by the Responsible Finance Officer on 5 June and will be presented to Audit Committee on 15 July 2015. The figures in this report are presented in a format consistent with the Revenue Budget approved by

Council on 19 February 2014.

**OPTIONS &
RECOMMENDED OPTION**

Members are asked to:

- a) Note the final outturn for 2014/15, and explanations for major variances (Appendix A, B and C);
- b) Consider the application of the cash ceiling rules (Paragraph 3.0);
- c) Endorse the recommendations of the Interim Executive Director of Resources & Regulation for the minimum level of balances in light of the review of the corporate risk assessments and the newly completed departmental risk assessments (Paragraphs 5.1 & 6.2).

Recommended Option:

In view of the Council's financial situation and the budget pressures faced in 2015/16 and future years it is recommended that the normal cash ceiling rules governing the carry forward of over and underspendings should be suspended and that:

- a) The final revenue outturn and HRA outturn for 2014/15 be noted along with explanations for major variances;
- b) Overspendings in the departments of Children, Young People & Culture and Communities & Wellbeing are not to be carried forward;
- c) The level of the General Fund balances be noted;
- d) The minimum level of the General Fund balance to be retained at £4.5m subject to regular review as part of the budget monitoring process.

IMPLICATIONS:

Corporate Aims/Policy Framework:

Do the proposals accord with the Policy Framework? Yes

Financial Implications and Risk Considerations (statement by s151 officer):

Revenue expenditure has been incurred in accordance with the agreed Revenue Budget.

In considering requests to carry forward underspendings Members must be mindful of the level of General Fund balances and of the current and longer term budget position.

In order to strengthen the General Fund balances in anticipation of future pressures it would be prudent to suspend the normal cash ceiling rules and to retain uncommitted underspendings centrally.

As far as overspendings are concerned, it is accepted that it would be unhelpful to carry

forward the overspendings in view of the pressures faced by services in 2015/16 and beyond.

Statement by Interim Executive Director of Resources & Regulation:

There are no other resource implications.

Equality/Diversity implications:

No (see paragraph 9.1, page 10).

Considered by Monitoring Officer:

Yes. The presentation of an annual report on the Revenue and HRA Outturn is a requirement of the Council's Financial Regulations, as part of Council's Financial Procedure Rules. The report accords with the Council's Policy and Budget Framework and has been prepared in accordance with all Statutory Guidance and Codes of Practice.

Are there any legal implications?

No

Wards Affected:

All

Scrutiny Interest:

Overview & Scrutiny Committee

TRACKING/PROCESS

DIRECTOR: STEVE KENYON

Chief Executive/ Strategic Leadership Team	Cabinet	Ward Members	Partners
22/06/15	08/07/15		
Overview & Scrutiny Committee		Committee	Council
29/07/15			

1.0 BACKGROUND

- 1.1 This report details the major variances between the Revised Estimate and the Outturn in respect of the Council's Revenue and HRA budgets for 2014/15.
- 1.2 Work on the closure of the 2014/15 Accounts is complete and the Responsible Finance Officer approved the draft Statement of Accounts for 2014/15 on 5 June 2015. The figures in this report are consistent with the Statement of Accounts, though they are presented differently due to different reporting requirements required as part of CIPFA's Accounting Code of Practice.
- 1.3 The report also sets out the implications of the application of the cash ceiling rules; details of the General Fund balances position at 31st March 2015 and proposals for the continued strengthening of the budget monitoring arrangements.

2.0 REVENUE OUTTURN 2014/15

- 2.1 As the table shows, there was a total underspend against the Revised Estimate of **£0.095 million**.

	£000's
2014/2015 Revised Estimate	143,760
2014/2015 Outturn	143,665
Underspend	(95)

- 2.2 The revenue outturn and details of the major variations service by service are shown at Appendix A (pages 11 to 22) and are summarised below:

Department	Budget	Outturn	Variance
	£000s	£000s	£000s
Communities & Neighbourhood - Residual	258	191	(67)
Children, Young People & Culture	40,997	42,149	1,152
Communities & Wellbeing	72,260	73,341	1,081
Resources & Residual	6,352	6,048	(304)
Non Service Specific	23,893	21,936	(1,957)
TOTAL	143,760	143,665	(95)

- 2.3 All other things being equal, the outturn reported above will leave available General Fund balances standing at **£5.987m** at 31st March 2015. However the final level of balances will depend on decisions made around the application of the cash ceiling scheme (see section 3).

3.0 OPERATION OF THE CASH CEILING SCHEME

- 3.1 The cash ceiling scheme allows for under and overspendings to be carried forward into the following financial year. The Council's Financial Regulation 4.3 states:

'Any overall underspendings at year end may be carried forward to the following year subject to assessment of the corporate financial position of the Council but in any case allowing a carry-forward of 1% of net budget or £50,000 whichever is the greater.'

- 3.2 Normal operation of the scheme also requires all overspendings to be carried forward and it allows for certain items of underspending to be earmarked and carried forward in their entirety. **Underspendings which are carried forward are funded directly from the General Fund balances.**
- 3.3 The process for considering carry-forwards involves three distinct stages:
- (i) Cash ceilings are adjusted to reflect items of expenditure that services have no direct control over. Cash Ceiling requests are taken into account before the application of the carry-forward rules, and whilst they do not impact directly on the overall level of balances retained by the Council they do influence the calculation of the underspendings against which the 1% rule applies. In 2014/15 as part of the closure of accounts process **no requests have been received from Departments for cash ceiling adjustments** to the revised estimate.
 - (ii) Departments are asked to identify any earmarked carry forward requests that should be considered prior to the application of the '1% or £50,000 rule'. **No earmarked carry forward requests have been received.**
 - (iii) Members then consider whether to apply the '1% or £50,000' rule. Any underspendings that are carried forward will reduce the level of balances carried into the current financial year and so the application of the '1% rule' should be considered alongside the need for a responsible and prudent use of balances highlighted in the budget strategy report previously considered by Council and the Council's current financial position. In view of the budget pressures facing the Council in the short to medium term it is felt prudent to recommend that **no underspendings or overspendings are to be carried forward into 2015/16.**

4. SCHOOLS POSITION

- 4.1 The Dedicated Schools Grant is ring fenced and these externally provided monies can only be spent on schools and associated areas, which are specified by the Department for Education in various Statutory Instruments. In accordance with these statutory requirements, the balances of each school are carried forward into the next financial year for the benefit of the relevant school.
- 4.2 As at 31st March 2015, schools have accumulated a surplus balance of £6.724m across schools in Bury. Taking account of a deficit of £3.731m relating to Central Spend within the Schools Block and the DSG Control Account (see par. 4.8) the net level of school balances at 31st March 2015 is £2.993m. This represents a decrease of £1.115m from the opening balance of £4.108 m.
- 4.3 The DSG Control Account includes the mechanism for dealing with the deficit of Radcliffe Riverside High School following its closure at the end of the 2013/14 academic year, which was £387,000.

- 4.4 Of the other Primary and Secondary schools, only Manchester Mesivta High School is in a deficit position, which became a significant financial problem in September 2011. This led to financial delegation being withdrawn from the Governing Body with Financial Services taking over the financial management of the school. As at 31st March 2015 its carry forward deficit was £201,013, being £183,642 lower than the £384,655 deficit at the end of the 2103/14 financial year. This latter amount was 72.6% of the school's total revenue budget, while the current deficit is 46.5% of the school's revenue budget. The debt recovery plan agreed with the school should see the school in surplus during 2018/19.
- 4.5 The schools surplus balance of £6.724m is a decrease of approx £0.387m when compared to 31st March 2014, of which £0.140m was due to 2 Primary schools becoming enforced academies. 77 out of 80 schools with delegated budgets have surplus balances.
- 4.6 Ten schools are reporting balances, which are deemed "excessive" as defined by the "Scheme for Financing Schools" and as such will be subject to a balance control review by the Executive Director of Children, Young People & Culture who will take into account the views of the Schools Forum.
- 4.7 Any balances within the Central Spend are also carried forward into the following financial year and subsequently allocated to services and schools funded by the DSG. The deficit has increased mainly as a result of increased demand pressures for pupils with Special Educational Needs and under-funding of Post-16 Learners with Learning Difficulties and Disabilities (LLDD) by the Department for Education. With agreement of the Schools Forum and the Council the overspending should be cleared by the end of 2016/17.
- 4.8 The main variations are:

	Revised Estimate £000's	Outturn £000's	2014/15 Variation £000's
2013/14 Overspending b/f	0	2,719	2,719
Radcliffe Riverside closure	312	699	387
LLDD Post-16 Provision	350	962	612
Termination of Employment	0	170	170
Independent Special Schools	3,842	5,012	1,170
Inter-authority recoupment	0	192	192
Paediatric Disability Service	0	161	161
Early Years 2 year old funding	2,899	1,581	(1,318)
School Contingencies	131	51	(80)
Additional Needs Team	885	823	(62)
LAC (Education)	180	122	(58)
Provision for Pupils with SEN	801	700	(101)
Other	4,086	4,025	(61)
Total Central Spend and DSG Control A/c	13,486	17,217	3,731

- 4.9 The Education Funding Agency (EFA) of the Department for Education provides funds for 16-19 year old pupils in Bury schools through a funding formula mechanism. These funds supported pupils at Elms Bank and St Monica's High schools as well as pupils in independent special schools. The amount of funds provided by the EFA is insufficient to meet the needs and demand pressures of pupils and students up to the age of 25.
- 4.10 Termination of Employment costs are mainly due to early retirements and voluntary severances at Radcliffe Riverside High School, which was in its final year of operation.
- 4.11 Higher numbers of pupils attending other Local Authority and Independent Special Schools coupled with increased fees charged by these schools have meant that the budget has overspent by over £1.35 million or 35%.
- 4.12 The cost of the Aids and Adaptations provision for pupils with special educational needs has been included within the DSG rather than being charged to the local authority's budget.
- 4.13 The level of take-up by parents of 2 year olds is lower than the funding provided by the DfE. It is anticipated that in the future it is highly unlikely that the disparity between funds and take-up will continue as there are more parents taking advantage of the 2 year old offer. It is anticipated that in the future the DfE will require local authorities to return any unused grant funding.
- 4.14 During the budget setting process it was estimated that there would be a deficit of £3 million at the end of 2014/15 and that this would be funded from the increase in DSG monies for 2015/16. The Schools Forum and the Authority agreed that the deficit could be repaid over the next 2 financial years, 2015/16 and 2016/17.
- 4.15 The overall level of school balances masks some of the trends in individual schools. Appendix B shows an analysis of movements on school balances to allow Members to consider the spread of school balances around the Borough. Schools are currently being asked to identify the committed usage of their balances. These figures will be included in the Consistent Financial Reporting return and the Section 251 Outturn Statements which are published nationally.

5.0 GENERAL FUND BALANCES

- 5.1 On the assumption that the recommendations made in paragraph 3.6 are approved then the level of General Fund balances will be as follows:

	£m
General Fund Balance 31 March 2015	10.487
Less : Minimum balances to be retained in 2015/16	-4.500
Available balances at 1 April 2015	5.987

- 5.2 Given potential budget pressures facing the authority in the future it is strongly recommended that the available balances are retained.

6.0 RISK MANAGEMENT

- 6.1 In determining the minimum level of balances, a key aspect of the assessment made by the Interim Executive Director of Resources and Regulation is the level of risk faced by the authority that may impact on the financial situation.

- 6.2 For 2015/16 the Council accepted the Interim Executive Director's recommendation that the minimum level of balances should be calculated at **£4.5m**, £0.8m above the amount indicated by the 'Golden Rules'. In coming to this recommendation the Director considered the assessment of corporate risks that had been undertaken in February 2015.
- 6.3 As a result, provision of £1.2m was made for unpredictable and demand led expenditure, £1.0m as a budget strategy risk cushion, £0.4m to cover uncertainty of income and £0.5m to cover the potential costs of minor emergencies.
- 6.4 It was also indicated that the minimum level of balances would be kept under regular review and this will happen quarterly as part of the budget and risk monitoring process. However it is felt appropriate to also consider the balances position at this stage.
- 6.5 Departmental strategic risk assessments have also been completed and at this stage there are no issues that are anticipated to impact directly on balances over and above provision that has already been made around systems, demand levels, workforce development and changing structures as a result of the corporate risk assessments. Departments will be setting out risk mitigation measures within their individual Medium Term Financial Strategies.
- 6.6 A further assessment of minimum balances will be incorporated into the Month 3 Budget Monitoring report that will be presented to Cabinet in September 2015.
- 6.7 Effective budget monitoring is vital and various risk management techniques have been applied to budget monitoring throughout the year. These include cost bridges and the traffic light process which is used to assess budgets in terms of forecast over and underspending and secondly the identification of 'hot spots' based on risk factors that are inherent in individual budget areas. Reports containing this information were provided on a regular basis to the Strategic Leadership Team, the Overview & Scrutiny Committee, the Cabinet, Audit Committee and Star Chambers.
- 6.8 The use of this methodology will continue in 2015/16 and reports will be presented to the Cabinet meetings.

7.0 HOUSING REVENUE ACCOUNT OUTTURN 2014/15

- 7.1 The Housing Revenue Account (HRA) for 2014/15 is attached at Appendix C. The HRA is a ring-fenced account funded principally through Housing Rents. Any surplus or deficit is required to be carried forward between financial years. Councils cannot budget for a cumulative deficit on the HRA. In 2014/15 a contribution of £0.330m was required from the Business Plan Headroom Reserve to cover the in-year deficit and maintain the working balance at £1.000m; this contribution was £0.116m less than expected.
- 7.2 There are a number of variations that have contributed to this overall result however the variances only exceed 10% / £50k in the following areas:
- Increase in provision for bad debts – the budget contained two provisions, £0.184m for uncollectable debts and £0.100m to reflect the potential impact that welfare benefit changes could have on the level of rent arrears; the contribution for the year, calculated with reference to the type of arrear, the amount outstanding on each individual case and

the balance remaining in the provision following write off of debts, was £0.117m less than the budget. The reduced requirement has resulted from delays in the implementation of some welfare benefit changes whilst the effects of others have been mitigated through the actions of the Welfare Reform Group and close working with Partners in implementing the Corporate Debt Policy.

- Depreciation/impairment of fixed assets - the increased charges are reversed back out of the HRA (Appropriation relevant to impairment) so have no impact on the 'bottom line' of the account.

- 7.3 There are a number of factors that can impact on the HRA year-end balance but the main ones are normally void levels, the level of rent arrears and the levels of Right to Buy sales.
- 7.4 The rent loss due to voids for 2014/15 was on average 2.1%. The original dwelling rents budget allowed for a void level target of 1.8%. This increase in void losses equates to a reduction in rental income of £0.092m.
- 7.5 The total rent arrears at the end of 2014/15 were £0.946m, an increase of 11.3% from the start of the year when arrears totalled £0.850m.
- 7.6 The original HRA budgets assumed 42 Right to Buy sales during 2014/15 (based on the assumed level in the HRA self financing valuation). The actual number of sales in 2014/15 was 41.
- 7.7 A major element of the HRA's costs is the Management Fee paid to the authority's ALMO, Six Town Housing. As the ALMO is a wholly owned Council company it is appropriate for Cabinet to take a view on the company's financial position.
- 7.8 Six Town Housing's draft accounts for the 2014/15 financial year show that the ALMO made a surplus of **£0.612m** on a turnover of **£16.446m**, a rate of 3.7% (for 2013/14 the rate was -2.2%); the surplus for 2014/15 excludes pension adjustments made in line with FRS17 requirements.
- 7.9 Six Town Housing has developed a Reserves Policy (with input from the Council's Section 151 Officer) which determines the minimum level of balances that the company should hold and thus identify any 'free' reserves over and above this level. The use of these reserves is subject to joint decisions by Six Town Housing and the Council. The minimum level of reserves for 2014/15 was assessed to be £0.450m and the draft accounts indicate net assets (before pension liabilities) to be £2.605m.

8.0 OTHER ISSUES

- 8.1 The Accounts and Audit (England) Regulations 2011 require that Councils have their Accounts approved by 30th June each year by the Council's Section 151 Officer. The unaudited accounts were approved by the Council's Section 151 Officer on 5 June and will be presented to Audit Committee members on 15 July 2015 for approval.
- 8.2 Members are also asked to note that the Accounts for 2014/15 were available for public inspection at the Town Hall for 20 working days effective **from 8 June 2015**. This matter was advertised in the local press and placed on the Council's website and the Accounts can be viewed by contacting the Interim Executive

Director of Resources & Regulation or the Head of Financial Management (details below).

9.0 EQUALITY AND DIVERSITY

9.1 There are no specific equality and diversity implications.

10.0 FUTURE ACTIONS

10.1 Budget monitoring reports for 2015/16 will continue to be presented to the Strategic Leadership Team on a monthly basis and on a quarterly basis to the Cabinet, Star Chambers, Overview and Scrutiny Committee and Audit Committee.

Councillor Rishi Shori

Deputy Leader of the Council and Cabinet Member for Finance and Housing

Background documents:

Revenue Cost Information and Finance Working Papers, 2014/15

For further information on the details of this report and copies of the detailed variation sheets, please contact:

Mr S. Kenyon, Interim Executive Director of Resources & Regulation, Tel. 0161 253 6922,
E-mail: S.kenyon@bury.gov.uk, or

Mr A. Baldwin, Head of Financial Management, Tel. 0161 253 5034,
E-mail: A.Baldwin@bury.gov.uk

FINAL OUTTURN 2014/15 AND EXPLANATIONS FOR VARIANCES**Appendix A**

	2014/15 Current Budget £000's	2014/15 Outturn £000's	Variance £000's	Reason For Variance	One – Off / Ongoing
Directorate of Communities and Neighbourhoods (DCN) - Residual					
Administration & Directors Accounts	258	191	(67)	Salary savings due to staff leaving midyear - full year savings have been taken in the 2015/16 budget.	One-off
Department of Children, Young People and Culture					
Learning – Schools	(65)	(68)	(3)	Any underspend or overspend funded via the DSG are rolled forward into the next financial year.	
Learning – Non Schools	16,390	16,062	(328)	SEN Home to School Transport (+£0.302m) - the level of demand remains at a similar level to previous years.	Ongoing
				SEN Home to College Transport (+£0.044m) again due to increased demand from the number of students attending local colleges.	Ongoing
				Under spends on Non-SEN transport (-£0.046m) as there was lower than anticipated uptake of bus passes and Bus Escorts (-£0.063m).	Ongoing
				School Attendance (-£0.188m) - savings achieved due to increased penalty notice income and buy-back income.	One-off
				Youth Service (-£0.077m) - savings achieved on the property for Connexions as the service moved into 3KP.	One-off
				Childcare & Extended Services (-£0.246m) - vacancies were not filled and secondments were not covered in preparation for the service being restructured, plus efficiency savings.	One-off
				Other minor underspends (-£0.054m).	One-off
Social Care & Safeguarding	13,752	14,888	1,136	Children's Disabilities Team (-£0.060m) - under spend due to changes in the funding of the Direct Payments.	One-off
				Family Placement (+£0.234m) - payments to carers increased above	Ongoing

				<p>budget due to the recruitment of additional carers and also an increase in the number of children requiring foster care. Adoption overspent as the Adoption Reform Grant was reduced in 2014-15 and less income recouped on adoption placement fees.</p> <p>Safeguarding Unit (+£0.061m) - agency staff were brought in to cover long term sickness and to reduce social worker caseload numbers in line with Ofsted requirements.</p> <p>Advice & Assessment (+£0.616m) - as above, additional agency social workers were engaged to reduce caseloads to within the Ofsted guidelines.</p> <p>Leaving Care (+£0.384m) - the impact of supporting young people until the age of 21 continues to cause the service to overspend.</p> <p>Safeguarding – External Legal Fees (-£0.103m) - fewer court cases and a reduction in the court costs.</p> <p>Early Help Team (-£0.054m) - savings on the non-covering of vacancies and long term sickness plus efficiency savings.</p> <p>CYPIC (+£0.049m) - overspend due to agency staff cover.</p> <p>Other minor overspends (+£0.09m).</p> <p>Financial Services (+£0.057M) were affected by the DCN budget adjustments and the purchase of computer software licences.</p> <p>Grant Funding & Budgets earmarked for savings (-£0.987m) - prior year grant underspends and projects that ceased 'in-year'.</p> <p>Catering (-£0.285m) underspend due to over recovery of income and meal numbers.</p> <p>Cleaning (-£0.198m) savings on vacant posts and materials and equipment.</p> <p>Other underspends (-£0.036m).</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>One-off</p> <p>One-off</p> <p>Ongoing</p> <p>One-off</p> <p>One-off</p> <p>One-off</p>
Other Management Costs	3,889	2,440	(1,449)		
Strategy / Commissioning	896	924	28	Agency cover for the Strategic Lead post and additional agency admin staff to support the MASH & CSE Teams.	One-off
Departmental Wide	(1,227)	(877)	350	Payments made to individuals taking VER and the Mutual Settlement Scheme.	One-off
Children's	3,965	5,331	1,366	Continued increase in the number of	Ongoing

Agency				children and complexity of support required. Remand costs have added additional pressures on this service as the funding is insufficient to cover the costs.	
Libraries, Arts & Museums	2,996	3,028	32	Income targets within Arts & Museums were not met offset by savings on books, equipment and not covering vacancies.	Ongoing
School Crossing Patrol	401	421	20	Efficiencies found with the service.	Ongoing
TOTAL CHILDREN, YOUNG PEOPLE & CULTURE	40,997	42,149	1,152		
Department of Communities & Wellbeing					
Operations	7,718	8,094	376	<p>Killelea EPH (+£0.361m) - historical underfunding from Health and increase in carepool cover (e.g. sickness & holiday) and equal pay increments.</p> <p>Reablement Service (+£0.020m) - minor variations across the service, although the variance is not material given the net Reablement budget is £2.3m.</p> <p>Older People Fieldwork (+£0.013m) - the small overspend is largely the result of service demand pressures.</p> <p>Employment Support (-£0.057m) - variance largely the result of Income generation from Bury Employment Support Team (BEST) being higher than 14/15 budget provision and a higher than forecast transfer from reserves actual.</p> <p>Mental Health South (+£0.064m) - largely due to staffing severance payments.</p> <p>Choices (+£0.110m) - overspend is the result of service demand pressures.</p> <p>Assessment & Care Management (-£0.132m) - largely due to salary underspends.</p> <p>Resilience Fund (-£0.003m) - this budget is largely balanced.</p>	<p>Ongoing</p> <p>One-off</p> <p>One-Off</p> <p>One-off</p> <p>One-off</p> <p>Ongoing</p> <p>One-off</p> <p>One-off</p>

Workforce Modernisation	10,003	9,760	(243)	<p>Shared Lives Team (-£0.004m) - minor variations across the service. This budget is largely balanced.</p> <p>Older People's Day Care (-£0.007m) - OP day care budget is largely balanced (i.e. Net Budget is c£1.1m).</p> <p>Homes for Older People (-£0.175m) - underspending on Employee Budgets.</p> <p>Woodbury (-£0.003m) - minor variations across the service. This budget is largely balanced (i.e. Net budget of c.£0.950m).</p> <p>Day Centres under 65yrs (+£0.037m) - net result of several small over/underspends at day centres.</p> <p>Learning Disability Support Team 1 (-£0.034m) - staffing underspend as a result of vacancies.</p> <p>Learning Disability Support Team 2 (-£0.027m) - variance largely due to the income received from other Local Authorities</p> <p>ACS HR Section (-£0.013m) - underspending on Employee Budgets.</p> <p>ACS Training Management (-£0.024) - underspend largely due to lower than expected Training Fee and Training cover expenditure.</p> <p>Internal Recruitment Agency (+£0.007m) - minor variations across the service. This budget is largely balanced.</p>	<p>One-off</p> <p>One-off</p> <p>One-off</p> <p>One-off</p> <p>One-off</p> <p>One-off</p> <p>One-off</p> <p>One-off</p> <p>One-off</p>
Business Redesign	6,040	6,041	1	<p>Adult Education (-£0.011) - this budget is largely balanced.</p> <p>Communities (-£0.009m) - this budget is largely balanced.</p> <p>Gateway 2 Project (+£0.019m) - overspends on Utilities budgets.</p> <p>Private Sector Leasing (-£0.016m) - underspend is largely the result of overachievement in rent and housing benefit income plus a small underspend on utility budgets.</p> <p>Afghan Project (+£0.008m) - small overspend on rents.</p> <p>Accommodation Team (-£0.067m) -</p>	<p>One-off</p> <p>One-off</p> <p>One-off</p> <p>One-off</p> <p>One-off</p> <p>One-off</p>

				rental and housing benefit income actual exceeding 2014/15 budget provision.	
				Sheltered Housing General & Support (-£0.152m) - largely the result of underspending employee and telephone budgets.	One-off
				Falcon & Griffin (+£0.040m) - variance largely a result of service demand pressures.	One-off
				Home Support Scheme (+£0.011m) - variance largely a result of service demand pressures.	One-off
				Carelink (+£0.049m) - service demand pressures and staffing pressure.	One-off
				Housing Choices (+£0.189m) - service demand pressures.	One-off
				Preventing Homelessness (-£0.089m) - the underspend reflects the impact of 2 schemes not going ahead during 2014/15 (IDVA & Mediation).	One-off
				Performance & Housing Strategy (-£0.143m) - salary vacancies plus one-off additional income re Affordable Housing. This service is undergoing a restructure in 2014/15, and budgets are due to be re-aligned for the beginning of 2015/16.	One-off
				Policy & Improvement (-£0.075m) - underspend on salaries due to vacancies and maternity. This service is undergoing a restructure in 2014/15, and budgets are due to be re-aligned for the beginning of 2015/16.	One-off
				Seedfield Resource Centre (+£0.089m) - overspend largely the result of rental income underachievement and rental expenditure exceeding 2014/15 budget provision.	One-off
				ICES Store (Seedfield) (+£0.118m) - overspend is largely the result of budgetary pressure on Pressures on Personal aids, Adaptations, Equipment repairs and Clinical waste.	One-off
				Home Improvement Grants (+£0.002m) - this budget is largely balanced.	One-off
				Urban Renewal Holding Account (+£0.041m) - service demand	One-off

				pressures.	
				Adult Care Customer Services Team (-£0.033m) - underspend on salaries, publicity and postage.	One-off
				Complaints (-£0.001m) - this budget is largely balanced.	One-off
				Asset Management (-£0.071m) - underspending on employee budgets.	One-off
				Non operational assets (+£0.102m) - service demand pressures.	One-off
Finance	(3,628)	(2,854)	774	ACS Senior Management (+£0.790m) - overspend largely the result of the mutual settlement agreements.	One-off
				Finance (-£0.043m) - largely the net result of staffing vacancies.	One-off
				NHS Support for Social care(+£0.027m)	One-off
Commissioning & Procurement - Care in the Community	26,663	27,048	385	Care in the Community (+£0.385m) - demand pressures on the care in the community budgets particularly around Domiciliary Care, Residential Care and Self Directed Support Budgets.	Ongoing
Commissioning & Procurement - Other	6,825	6,570	(255)	Head of Commissioning and Strategy (-£0.045m) - saving on dementia advisory service contract.	One-off
				Commissioning and Procurement Team (-£0.058m) - staff vacancies.	One-off
				Carers Services (-£0.219m) - ongoing savings on carers personal budgets.	One-off
				Strategic Commissioning (-£0.037m) - staffing vacancies & No call on Dementia Advisory Service Budget.	One-off
				Strategic safeguarding Team (+£0.121m) - deprivation of Liberty Safeguarding (DoLS) pressure.	Ongoing
				DAT – General (-£0.017m) - staffing vacancies.	One-off
Public Health	(98)	(98)	0	Public Health - the 2014/15 Public Health outturn was a balanced budget.	
Ex DCN Residual	18,737	18,780	43	Beverage & vending (+£0.057m) - difficulties in meeting budget target due	Ongoing

				to reduced footfall, also inflation has been applied to income targets and no inflation applied to goods and services which increases the gap between budget target and achievement.	
				Civic halls (+£0.138m) - Civic Hall's continue to face difficulties in achieving income targets in current market conditions. However there has been an improvement on last year's actual.	Ongoing
				Environmental Services (-£0.054m): lower levels of activity and an increase in fines on the Dog Warden services has resulted in an overall underspend (-£0.014m);	One-off
				No calibration of equipment or professional advice required this year on the Air Monitoring units (-£0.016m);	One-off
				Travellers (-£0.007m) additional income from removal of unauthorised travellers underspend on salaries due to maternity leave an a secondment;	One-off
				Pest Control (-£0.006m) - additional income;	One-off
				Miscellaneous (-£0.011m).	One-off
				Grounds Maintenance / Parks & Countryside (-£0.003m) due to slight underspend.	One-Off
				Highways Network Services (£+0.002m) due to slight overspend.	One-off
				Sports & leisure (+£0.164): Closure of Radcliffe pool has resulted in an overall loss (+£0.120m);	One-off
				Various overspends on running costs (+£0.044m).	One-off
				Transport Services - (-£0.304m): Transport had reduced leasing cost due to more vehicles entering secondary lease period (-£0.134m);	Ongoing
				Reduction in R&M resulted in an underspend (-£0.079m);	Ongoing
				Increased income from additional hires and insurance claims (-£0.115m);	Ongoing
				Underspend on training budgets (-£0.007m);	Ongoing
				Additional income from sale of vehicles (-£0.012m);	Ongoing
				Transport With Driver (+£0.030m) - Shortfall in income, Fewer Welfare runs offset by more Home to School work resulting in additional payroll Costs, offset by a reduction in Vehicle & fuel costs resulted in an overall overspend;	Ongoing
				Vehicle workshop (+£0.013m) - Shortfall in income due to new vehicles,	One-off

				partly offset by savings on salaries due to vacancies. Waste Management (£+0.043m) - Increase number of grits resulted in an overspend on grit salt.	Ongoing
TOTAL COMMUNITIES & WELLBEING	72,260	73,341	1,081		
Resources and Regulation Department					
Executive Director of Resources & Regulation					
Finance & Efficiency	2,583	2,035	(548)	Reduction in the external audit fee identified as savings in 2015/16 (-£0.137m). Staffing underspend due to holding of vacancies and maximising funding (-£0.156m). Coroners Court costs due to increased demands placed on the service (+£0.166m). Corporate Procurement tightening controllable expenditure, overachieved income and underspend on Healthwatch (-£0.160m). Contingency budget transferred from ex-DCN (-£0.221m). Additional income achieved (-£0.064m). Bank charges, credit card charges and various minor overspends (+£0.024m).	One-off Ongoing Ongoing Ongoing Ongoing One-off Ongoing
Human Resources	514	370	(144)	Management of vacancies in preparation for savings in 2015/16.	One-off
Legal & Democratic Services	1,805	1,716	(89)	Members Allowances and running costs underspends (-£0.111m). Underspends within Civic and Mayoral Expenses (-£0.016m). Unfunded legislative developments within Registration of Electors (+£0.058m). Municipal Elections overspend (+£0.124m).	Ongoing Ongoing Ongoing Ongoing

Customer Support & Collections	1,510	1,348	(162)	Holding of vacancies & reduced use of locums within Legal services (-£0.099m).	Ongoing
				Press & Media vacancy (-£0.020m).	Ongoing
				Tightening of controllable expenditure and minor variances (-£0.025m).	One-Off
				Council Tax and NNDR summons costs income under-recovery (+£0.056m).	Ongoing
				Net staffing/agency cover underspend (-£0.232).	One-off
ICT	(164)	(164)	0	Running costs minor overspends (+0.014m).	One-off
				Admin Building recharges overspend (+£0.020m).	Ongoing
				Under-recovery of printing income (+£0.017m).	Ongoing
				Reduced leasing costs (-£0.144m).	One-off
				Contribution to Transformation Reserve to fund agreed future development costs (+£0.107m).	One-off
Property & Asset Management	(1,301)	(783)	518	Shortfall in rent income due to increased voids (+£0.113m).	Ongoing
				Shortfall on Millgate / Longfield income due to increased voids and permitted deductions (+£0.417m).	Ongoing
				Increased Empty Rates due to increased voids (+£0.046m).	Ongoing
				Additional income from De-Minimis Capital Receipts (-£0.049m).	One-off
				Savings on repairs and maintenance (-£0.063m).	Ongoing
Mutual Settlement costs	0	165	165	Shortfall on Markets Rents due to temporary closure of Radcliffe Market for refurbishment (+£0.071m).	One-off
				Minor Variances (-£0.017m).	One-off
				Severance and legal costs associated with Mutual Settlements agreed for the department.	One-off
Executive Director Resources & Regulation	4,947	4,687	(260)		
DCN Residual					

Engineering Services	147	500	353	<p>GMRAPS (+£0.104m) under recovered ambitious targets set on outdated data.</p> <p>Coring (+£0.031m) under recovered better compliance by the utility companies.</p> <p>Car parking under recovered (+£0.025m).</p> <p>Shortfall in Pay & Display income off set by underspends on DPE contract & Repairs & Maintenance (+£0.124m).</p> <p>Reduced decriminalised Parking (Fines) (+£0.023m).</p> <p>Bus Lane Enforcement reduced fines (+£0.046m).</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
Planning & Development Control	635	676	41	<p>Overspend on Development Management (+£0.095m) due to additional costs for Walmsley Village Green inquiry & Fletcher Bank quarry appeal off set by surplus income for Sect 106 admin fees (-£0.011m).</p> <p>Surplus on Building Control due to staffing savings off set by shortfall in income and additional software costs (-£0.043m).</p>	<p>One-off</p> <p>One-off</p>
Environmental Services	642	620	(22)	Over recovery of income for Licensing, Alcohol & Entertainment off set by shortfall in income for Gambling & Miscellaneous licensing. Small over recovery for Trading Standards due to savings on salaries & general underspends off set by shortfall in income targets & allowance for severance payments.	Ongoing
Administrative Buildings	(39)	(103)	(64)	<p>Rate refunds (-£0.147m) for Humphrey House, Whittaker Street & Athenaeum House.</p> <p>Running costs (+£0.083m) for Athenaeum House & Castle Buildings plus rent increases for 3 Knowsley Place.</p>	<p>One-off</p> <p>Ongoing</p>
Architectural Services	(326)	(528)	(202)	The level of charges has remained consistent however the increase in capital programmes and the ability to forward plan has resulted in increased efficiency and utilisation of resources. Increase in tender values has resulted in a proportional increase in fee recovery.	One-off

Energy Conservation	65	82	17	Additional (+£0.009m) for actual carbon allowances purchased.	Ongoing
Bradley Fold Depot	155	141	(14)	Additional costs (+£0.008m) for carbon & energy management. General underspends on Repairs & Maintenance plus other discretionary budgets.	One-off One-off
Stores	(6)	(89)	(83)	Surplus from stock takes & fuel oncosts.	One-off
Community Safety	(214)	(281)	(67)	Additional income on Security & Alarms plus staff savings due to vacancy although the level of income is expected to remain the same this has been taken into account for saving target for 2015/16.	One-off
Economic Development	346	343	(3)	Underspends on Economic Initiatives & Bury Employment Plan off set by overspends on Radcliffe & Prestwich Works.	One-off
DCN Residual	1,405	1,361	(44)		
TOTAL RESOURCES & REGULATION	6,352	6,048	(304)		
Grants to Voluntary Organisations	1,054	962	(92)	Section 48 (AGMA) grant reduced (-£0.029m). Contingency Fund not used (-£0.047m). Sundry grants (transport/lettings etc) lower than budget (-£0.016m).	Ongoing One-off One-off
Non Service Specific Items					
Housing	(386)	(708)	(322)	Increased net Housing Benefit subsidy (-£0.618m). Reduced Housing Benefit administration grant received (+£0.102m). Contribution to the bad debt provision (+£0.216m). Minor underspends (-£0.022m).	One-off One-off One-off One-off
Cost of Borrowing	9,085	8,338	(744)	Saving on Loan interest payable (-£0.546m). Increased investment income (-£0.074m). Other underspends (-£0.124m).	One-off One-off One-off
Passenger Transport levy	13,650	13,650	0	n/a	
Environment	92	92	0	n/a	

Agency					
National Non Domestic Rates	108	108	0	n/a	
Manchester Airport	(1,400)	(1,484)	(84)	Increased annual dividend receipt.	One-off
Chief Executive	312	312	0	n/a	
Corporate Management	745	930	185	Increased subscriptions (+£0.169m) and Professional Fees (+£0.016m).	One-off One-off
Waste Disposal Levy	12,219	12,219	0	n/a	
Provisions	2,756	1,856	(900)	Reduction in level of contributions made to provisions.	One-off
Cost of Retirement	37	37	0	n/a	
IAS19 Retirement Benefits	6,217	6,217	0	n/a	
Accumulated Absences	(2,040)	(2,040)	0	n/a	
Capital Charges / Asset Rentals	(18,556)	(18,556)	0	n/a	
TOTAL NON SERVICE SPECIFIC	22,839	20,974	(1,865)		
Total Revenue Expenditure (exc. Schools)	143,760	143,665	(95)		

LEVEL AND MOVEMENT OF SCHOOL RESERVES**Appendix B**

Overall Levels of Balances	2010/11 £000	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000
School Balances at 31st March	(4,504)	(7,805)	(6,188)	(4,108)	(2,993)

Number of Schools – Surpluses/Deficits in Percentage Terms

Table	2010/11 Number of Schools	2011/12 Number of Schools	2012/13 Number of Schools	2013/14 Number of Schools	2014/15 Number of Schools
Nursery & Primary					
Greater than +9%	6	10	4	7	9 ²
+8% to 9%	4	11	9	3	6
+5% to 8%	27	27	27	26	25
0% to 5%	25	14	23	26	20
Deficits	2	1	0	1	1
Total	64	63	63	63	61 ¹
Secondary					
Greater than +6%	4	5	4	4	1
+5% to 6%	1	3	2	1	2
0% to 5%	9	6	6	7	9
Deficits	-	-	2	2	2 ³
Total	14	14	14	14	14
Special & PRU's ⁴					
Greater than +9%	1	-	-	-	-
+8% to 9%	-	-	-	1	-
+5% to 8%	-	2	2	1	2
0% to 5%	2	1	1	1	3
Deficits	-	-	-	1	-
Total	3	3	3	4	5
Number above the original "Excessive Surplus" thresholds (Prim/Spec 8% & High 5%)	16	29	19	16	18
Number above the new "Excessive Surplus" thresholds (Prim/Spec 9% & High 6%)	11	15	8	11	10

Number of Schools – Surpluses/Deficits in Monetary Terms

Table	2010/11 Number of Schools	2011/12 Number of Schools	2012/13 Number of Schools	2013/14 Number of Schools	2014/15 Number of Schools
Nursery & Primary					
Deficits					
£0 to £50,000	2	1	-	1	1
Surpluses					
£0 to £50,000	33	20	25	24	25
£50,000 to £100,000	26	31	29	26	19
£100,000 to £150,000	2	10	7	11	15
£150,000 to £200,000	1	1	2	1 ²	1 ²
Total	64	63	63	63	61 ¹
Secondary					
Deficits					
£0 to £200,000	-	-	1	-	-
£200,000 to £300,000	-	-	-	1 ³	1
Greater than £300,000	-	-	1	1	1 ³
Surpluses					
£0 to £50,000	2	1	-	-	-
£50,000 to £100,000	1	2	2	2	2
£100,000 to £150,000	2	1	1	-	3
£150,000 to £200,000	4	2	1	1	2
£200,000 to £250,000	3	3	2	4	4
£250,000 to £500,000	2	4	5	5	1
Greater than £500,000	-	1	1	-	-
Total	14	14	14	14	14
Special & PRU's ⁴					
Deficits					
£0 to £50,000	-	-	-	1	-
Surpluses					
£0 to £50,000	1	1	1	1	2
£50,000 to £100,000	1	-	-	-	-
£100,000 to £150,000	-	-	-	-	-
£150,000 to £200,000	-	2	1	1	1
£200,000 to £250,000	-	-	-	-	1
Greater than £250,000	1	-	1	1	1
Total	3	3	3	3	5

Notes

1 - Two Primary Schools were converted to academies during 2013/14

2 - Gorsefield Primary was converted to an academy on 1st April 2015

3 - Radcliffe Riverside closed at the end of the 2014/15 academic year

4 - Pupil Referral Units became eligible for delegated budgets at the start of 2013/14

HOUSING REVENUE ACCOUNT

APPENDIX C

	2014/15 REVISED ESTIMATE	2014/15 OUTTURN	VARIATION FROM BUDGET
	£	£	£
INCOME			
Dwelling rents	30,060,100	30,118,438	(58,338)
Non-dwelling rents	220,400	221,161	(761)
Heating charges	73,800	74,217	(417)
Other charges for services and facilities	928,100	955,548	(27,448)
Contributions towards expenditure	53,900	27,429	26,471
Total Income	31,336,300	31,396,793	(60,493)
EXPENDITURE			
Repairs and Maintenance	6,852,500	6,840,599	(11,901)
General Management	6,932,500	7,000,381	67,881
Special Services	1,055,600	1,048,955	(6,645)
Rents, rates, taxes and other charges	90,000	107,489	17,489
Increase in provision for bad debts	284,300	167,608	(116,692)
Cost of Capital Charge	4,531,900	4,533,799	1,899
Depreciation/Impairment of fixed assets			
- council dwellings	7,361,500	20,103,600	12,742,100
Depreciation of fixed assets - other assets	41,900	42,282	382
Debt Management Expenses	40,600	33,031	(7,569)
Contrib. from Business Plan Headroom Reserv	(445,800)	(330,247)	115,553
Total Expenditure	26,745,000	39,547,497	12,802,497
Net cost of services	(4,591,300)	8,150,704	12,742,004
Amortised premia / discounts	(14,600)	(14,646)	(46)
Interest receivable - on balances	(66,200)	(66,419)	(219)
Interest receivable - on loans (mortgages)	(1,000)	(702)	298
Net operating expenditure	(4,673,100)	8,068,937	12,742,037
Appropriations			
Appropriation relevant to impairment	0	(12,742,200)	(12,742,200)
Revenue contributions to capital	4,673,100	4,673,263	163
(Surplus) / Deficit	0	0	0
Working balance brought forward	(1,000,000)	(1,000,000)	0
Working balance carried forward	(1,000,000)	(1,000,000)	0

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REPORT FOR DECISION



MEETING:	CABINET OVERVIEW & SCRUTINY COMMITTEE
DATE:	8 JULY 2015 29 JULY 2015
SUBJECT:	CAPITAL OUTTURN 2014/2015
REPORT FROM:	DEPUTY LEADER OF THE COUNCIL AND CABINET MEMBER FOR FINANCE AND HOUSING
CONTACT OFFICER:	Steve Kenyon, Interim Executive Director of Resources and Regulation
TYPE OF DECISION:	CABINET (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	<p>PURPOSE/SUMMARY:</p> <p>This report provides Members with details of:</p> <ul style="list-style-type: none"> • The capital outturn figures in respect of the last financial year 2014/15; • Major variances between the Revised Estimate and the Outturn; • The financing of the Capital Programme in 2014/15; • Re-profile of budgets/allocations and slippage of funding into 2015/16; • Details of the capital receipts realised during the year.
OPTIONS & RECOMMENDED OPTION	<p>Members are asked to:</p> <ol style="list-style-type: none"> a) Note the final capital outturn for 2014/2015, and explanations for major variances (Appendix A and report) b) Note the financing of the Capital Programme in 2014/15 (Paragraph 3.5) c) Consider and recommend for approval the re-profiled/slippage requests and associated funding into 2015/2016 (Appendix B) d) Note the level of Capital Receipts realised in year

	<p>and proposed use of the sites disposed of during the year (Appendix C).</p> <p>Recommended Option:</p> <p>To approve the recommendations set out above.</p>
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IMPLICATIONS:
Corporate Aims/Policy Framework:

The successful management of capital investment in the Borough supports the delivery of all of the Council's Aims and Objectives.

Financial Implications and Risk Considerations (Statement by s151 Officer):

Capital expenditure has been incurred in accordance with the agreed Capital Programme. This links the expenditure with the objectives of the Council and the Capital Strategy. The Programme has been financed in a way that optimises to the maximum the resources available, including the prudent use of capital receipts.

Statement by Executive Director of Resources:

See statement by s151 officer above. The capital receipts used to fund the Programme were made available through disposal of assets in accordance with the policies specified in the Asset Management Plan.

Equality/Diversity implications:

No (see paragraph 8.1, page 8)

Considered by Monitoring Officer:

Yes. The presentation of an annual report on the Capital Outturn is a requirement of the Council's Financial Regulations, as part of the Council's Financial Procedure Rules. The report accords with the Council's Policy and Budget Framework and has been prepared in accordance with all Statutory Guidance and Codes of Practice.

Are there any legal implications?

Yes

Wards Affected:

All

Scrutiny Interest:

Overview & Scrutiny Committee

TRACKING/PROCESS

DIRECTOR: MIKE OWEN / STEVE KENYON

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
Yes	Yes		

Scrutiny Commission		Committee	Council
Overview & Scrutiny Committee			

1.0 BACKGROUND

- 1.1 The Capital Programme is an integral part of the Council's financial planning and represents expenditure on schemes or assets where the Council or an approved third party will derive a long term benefit, over more than one year.
- 1.2 The funding for the Capital Programme comes from a variety of sources that include borrowing, capital grants, external contributions, revenue contributions, reserves and capital receipts. Capital receipts are received through the disposal of the Council's assets and are detailed later in the report. Operating within statutory rules, the financing of the Programme seeks to optimise the funding resources available.
- 1.3 Since the introduction of the Prudential Code in 2004 the Council is required to finance and account for the capital expenditure on an accruals basis. The significance of this is that all capital expenditure incurred within the financial year is financed at year end, including any outstanding capital creditors and debtors that are accounted for within final figures. These are subsequently reconciled with the actual amounts that are paid out or received in the following financial year.
- 1.4 Accruals are also shown at the end of the financial year for grant funding to be claimed that support schemes started during the year and are dependant on externally provided funds.
- 1.5 The indications for supported capital allocations from the government are now made on a two to three year basis with firm indications for amounts allocated for each Authority being supplied for the following year. This means that the certainty of finances for schemes extending over one year is now greater and managers can plan, although risk aware, for longer term schemes. There is still only a limited number of capital grants that can be carried forward to fund schemes that have slipped between financial years.
- 1.6 The report also provides details of the major variances between the revised budget estimate and the outturn and gives explanations for these variances.
- 1.7 The following three appendices are attached to the report to provide Members with additional detail and support the recommendations made:
 - **Appendix A** shows a summary of the Capital Programme expenditure realised in the year against the Revised Estimate for each Department and project.

- **Appendix B** lists capital projects that have not completed by end of the financial year and are re-profiled or slipped into 2015/16 and future years, analysed by Department and category of funding source.
- **Appendix C** shows a summary of asset disposals that occurred in the year and the realised usable part of the receipt that was either expended in the year to support the funding of the programme, set aside for future capital investment or set aside for repayment of borrowing.

2.0 CAPITAL OUTTURN 2014/2015

2.1 Approved Capital Budget and Outturn

- 2.2 The total Capital Budget approved by **Council on 19 February 2014** with subsequent movements during the financial year 2014/15 and the final expenditure at outturn are shown in the table below:

Capital Budget 2014/15	£m	£m
Original approved budget		24.284
Value of schemes re-profiled from 2013/14 programme	16.126	
Amendments to budget in year	1.961	18.087
Revised programme for 2014/15		42.371
Value of schemes re-profiled to 2015/16		(16.546)
Final Capital Programme 2014/15		25.825
Capital Outturn for 2014/15		25.897
Variance		(0.072)

- 2.3 Members are reminded, for completeness and not included in the figures above, that Voluntary Aided schools in Bury receive the Capital Grant allocations from the Department for Education. The allocations are awarded directly to the schools and the expenditure funded by these amounts was accounted for by the Voluntary Aided schools' governors and **not** by the Council. In 2014/15 the grant totalled **£1.295million**.
- 2.4 Capital expenditure that was achieved from schemes carried out during the year totalled **£25.897million** against the final approved Programme funding (excluding the amounts for the VA schools and the re-profiled amounts) of **£25.825million**. There was an overall negative variance at the end of the year of **£0.072 million** mainly from costs associated to disposals of assets.

- 2.5 These costs are offset against the capital receipts realised from the sale of identified surplus assets in the year and represent an intrinsic part of the asset management process.

3.0 CAPITAL PROGRAMME FUNDING

- 3.1 The Capital Programme is funded from a variety of funding sources as specified in paragraph 1.2. The methodology used for the financing the Capital Programme is particularly important and the emphasis is placed on the optimisation of resources available.
- 3.2 The objective is to arrive at the best possible financial position for the Council at the end of the financial year and one that will have minimal effect on the Council's future financial position.
- 3.3 This is achieved through maximising the use of government funded allocations, capital grants and external contributions. The Capital Programme also relies on and uses contributions from capital receipts, reserves and the revenue budget.
- 3.4 The introduction of the Prudential regime as explained at paragraph 1.3 requires the Authority to finance its capital expenditure on an accruals basis. In 2014/15 the amount financed after accruing for all payments made or to be made for contract work, goods and services supplied by 31st March 2014 was **£25.897million.**
- 3.5 The financing of expenditure carried out during the year and reported inclusive of all accruals for the year for both expenditure and income is detailed below:

Expenditure:	£m	£m
Fixed assets	25.504	
Intangible assets	0.209	
Vehicle, Plant and Equipment	0.184	
Total		25.897
Financed by:		
Loan	0.705	
Capital Receipts	0.858	
External Grants and Contributions	9.567	
General Fund Revenue and Reserves	2.024	
Housing Revenue Account	3.975	
Major Repair Allowance	8.768	
Total		25.897

- 3.6 As a result of statutory controls over council finances the Council's ability to determine the level of its Capital Programme is limited to the level of contributions it can make to the Capital Programme from revenue and reserves and the level of unsupported borrowing that it can service in financing costs.

- 3.7 The alternative way for the Council to fund new capital projects is by way of replacing older assets with new ones through disposal of the surplus properties held in within Council's asset register. The availability of proceeds from the disposal is linked to market conditions that attach an element of risk to the final level of this type of income available each year.
- 3.8 In 2014/15 the Council financed schemes to a total value of **£0.858million** from total available capital receipts including those brought forward from previous year.
- 3.9 The Council has realised capital receipts from the sale of assets in 2014/15 of **£4.640million** in total, of which **£3.608million** can be used towards future capital investment or repayment of debt. The balance represents the payment of the share from the Right to Buys sales of **£1.032million** to Government.
- 3.9 The balance of general usable capital receipts at year end will be carried forward into 2015/2016 to ensure an amount for earmarked capital receipts that have been approved and required for imminent specific projects.
- 3.10 Effective financing implies the use of cash available in the year instead of the use of unsupported borrowing that would attract higher financing costs. This was applied to some schemes that have slipped into 2014/15 that originally had approved funding from Council's resources.
- 3.11 Accordingly, the borrowing requirement is delayed until it becomes absolutely necessary. This also ensures that a sound cash flow for the Council is maintained at all times.

4.0 CAPITAL PROJECTS RE-PROFILED TO FUTURE YEARS AND SLIPPAGE OF FUNDING

- 4.1 Explanations were given earlier in the report to the specific nature of the Capital Programme that demands budget allocations in every financial year to be continuously modified as the schemes develop. This ultimately means that the capital budget changes significantly from the original approved to final figure.
- 4.2 A direct result of the continuous change to the budget through the year is the difficulty in timing the delivery of capital schemes to the funding that is used in the budgeting process. The process accepts that capital spend is not always completed within the financial year in which the scheme is approved. Explanations for the reasons are given in the table shown in Appendix B.
- 4.3 The majority of re-profiled schemes are the major projects for which approvals were given for a longer term delivery. The report seeking approval to the Council Annual Budget meeting specified that these will be delivered over several years and the detailed design, planning and cost estimates require a considerable amount of time before they are fully quantified.
- 4.4 The total amount that was re-profiled to the next and future years was **£16.546million**, as reported above in the table at paragraph 2.2 and the details of projects are shown in Appendix B.

- 4.5 The table below shows the different elements of funding approved by full Council in February 2014 for the 2014/15 financial year that was not spent in the year. These amounts were part of the three year rolling capital programme, from 2014/15 to 2016/17 compiled and presented to Council by Operational officers of the Authority.

2014/15 Capital schemes re-profiled into 2015/16	£m	£m
Total re-profiled		16.546
Financed by:		
Capital grants and contributions held in reserves	9.774	
HRA Reserve	0.700	
Capital receipts / Earmarked reserves	3.639	
Loan	0.861	14.974
Capital grants and contributions receivable 2015/16	0.649	
General Fund Revenue / reserves	0.923	1.572
Total		16.546

- 4.6 The value of the schemes re-profiled into 2015/16 will be financed in the next and future years from balances carried forward as usable reserves on the Balance Sheet. As at 31st March £0.649million of the total shown above was still to be received from external resources due to timing differences and £0.923million was held in general usable reserves.
- 4.7 The amount shown as loan of £0.861million represents previous years' approvals made by Council for Invest to Save projects that are long term and will require several years to complete such as:
- Street Lighting LED Invest to Save commitment
- 4.8 There should be no further impact on Council's own resources as a result of this and all funding has been allowed for within the existing cost of borrowing.
- 4.9 The unused allocation from the Housing Revenue Account Reserve for council house repairs is transferred at year end to a reserve account and available to finance re-profiling of schemes into the 2015/16 capital expenditure.
- 4.9 The **Deputy Leader of the Council and Cabinet Member for Finance and Housing** will be requested to note and recommend for approval the carry forward of schemes and associated funding into 2015/16.
- 4.10 The Capital Programme approved by Council in February 2015 for the 2015/16 financial year will be updated with the slippage of funding as recommended and approved by Cabinet.

5.0 MONITORING ARRANGEMENTS

- 5.1 The Council's Capital Programme depends on available and acquired resources that are more than often generated from a wide variety of sources and are difficult to estimate long in advance.
- 5.2 The planning, approval, spend during the year, and outturn strongly indicate the need for regular monitoring and for flexibility during the year in order to achieve the capital investment objectives as set down in the Capital Strategy.
- 5.3 At the same time an important objective is to maximise the capital resources available to the Council that support the programme and after that to ensure that the available funds are used in the most effective way.
- 5.4 In order that issues connected to the preparation and the delivery of the programme are identified at an early stage there is a senior officer level Capital Programme Management Group that meets on a monthly basis. Monitoring reports on the Capital Programme position are also included in the quarterly corporate financial management reports considered by the Strategic Leadership Team, the Deputy Leader of the Council and Cabinet Member for Finance & Housing, Cabinet and subsequently scrutinised by the Overview and Scrutiny Committee.
- 5.5 The Capital investment requirement for the Council is considered and approved over a three year rolling programme, with a longer term view for projects that go beyond this period of time.

6.0 RISK MANAGEMENT

- 6.1 The successful delivery of the capital programme and the financing or funding of expenditure realised in the year bears several risks that have been identified:
- 6.2 Projected outturns throughout the year are based on the best knowledge of the Project Managers at the end of each quarter. There is a tendency for scheme estimates to change and sometimes significantly from one report to the next, as planning and works on the projects progresses. Regular budget monitoring and reporting through the Capital Programme Management Group provide the updates for the forecast and enable analysis of these changes by the officers in charge.
- 6.3 If corrective action needs to be taken this is normally done in a timely manner to ensure the flow of the programme for the year and minimise the impact on the financial resources available.
- 6.4 The management techniques applied include the traffic light process which is used to assess budgets in terms of forecast over and under spending and secondly the identification of 'hot spots' based on risk factors that are inherent in individual budget areas. Reports containing this information have been provided on a regular basis to Strategic Leadership Team, Overview and Scrutiny Committee, Cabinet, Audit Committee and Star Chambers.
- 6.5 It is envisaged that this style of reporting will be continued into the next and future financial years.

- 6.6 The availability of funding required to support the programme is partly controlled by external providers and there is always a risk that the finances required for the year are either not realised or timing issues arise. These instances are outside Council's control and could put the completion of certain projects at risk.
- 6.7 One of the significant sources of funding for the capital programme are capital receipts realised and these have reduced in recent years in size and numbers. This has, to an extent, had a negative effect on the mix and size of the capital projects that have been approved by Council.
- 6.8 The Council has taken steps to mitigate this downside effect on the programme by streamlining the number of projects approved at the beginning of the year in favour of additional approvals being considered only as resources become available.
- 6.9 Capital expenditure reliant on capital receipts is only approved and takes place when the receipt is actually realised.

7.0 REVIEW OF COMPLETED SCHEMES

- 7.1 For all schemes where Council approved funding in excess of **£0.250million** a Completion Review Form is completed by Project Managers. This ensures that the monitoring process for larger schemes can be extended to evaluate, highlight and assess outcomes directly in line with the Council's aims and objectives. Explanations for variances are also included.
- 7.2 The Summary of Accounts which is published after the statement of accounts are audited and approved will show in £'000 and percentages the contribution made by the Capital Programme in the year towards Council's priorities, aims and objectives.

8.0 EQUALITY AND DIVERSITY

- 8.1 There are no specific equality and diversity implications.

9.0 FUTURE ACTIONS

- 9.1 See Section 5 of this report for details of the continuation of the monitoring arrangements.

Councillor Rishi Shori
Deputy Leader and Cabinet Member for Finance and Housing

Background documents:

Capital Cost Tab and Financing Working Papers, 2014/2015
Council Approved Capital Programme 2014/15, Report and Appendix1

For further information on the details of this report, please contact:

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BURY COUNCIL CAPITAL PROGRAMME






APPENDIX A

Corporate Monitoring Statement 2014-15		(1) Original Budget £000's	(2) Revised Budget £000's	(3) Reprofiled to Future Years (funding not yet received or held in general reserves) £000's	(4) Slippage to Future Years (funding received and carried forward in capital reserves or future borrowing) £000's	(5) Revised Estimate After Reprofile Col(2)-Col(3,4) £000's	(6) Outturn £000's	(7) Month 12 variance (Under) or Over Col(6)- Col(5) £000's
Children, Young People & Culture	Support Services	0	102		(7)	95	95	0
	Devolved Formula Capital	500	1,749		(1,022)	727	727	0
	New Deal for Schools Modernisation	3,926	11,570		(7,115)	4,455	4,455	0
	Access Initiative	0	62		(24)	38	38	0
	Targetted Capital Funds	0	130		(101)	30	30	0
	New Sports Hall Derby High	321	190			190	190	0
	Children Centres	0	44		(44)	0	0	0
	Free School Meal Capital Grant	356	356		(131)	225	225	0
	Early Education Fund	0	321		(291)	30	30	0
Communities & Wellbeing	16-19 Demographic Growth Fund	274	447			447	447	0
	Libraries/Adult Education	0	104		(62)	42	42	0
	Environmental Works	0	95		(78)	17	17	0
	Improving Information Management	0	32		(32)	0	0	0
	Learning Disabilities	0	485	(3)	(221)	261	261	0
	Older People	448	563			563	563	0
	Empty Property Strategy	199	604		(527)	77	77	0
	Greater Manchester Green Deal	0	55		(55)	0	0	0
	Disabled Facilities Grant	652	1,018		(182)	836	836	0
Resources & Regulation	Waste Management	0	266		(102)	164	164	0
	Leisure and Parks Radcliffe Temporary Pool	0	1,154	(825)		329		(0)
	Traffic Management Schemes	205	519		(442)	77	77	0
	Public Rights of Way / Disabled Pedestrian	23	40		(39)	2	2	0
	Planned Maintenance	1,233	1,583		(288)	1,295	1,295	(0)
	Bridges	445	469		(136)	332	332	0
	Street Lighting LED Invest to Save	1,046	1,594		(861)	733	733	0
	Traffic Calming and Improvement	500	659	(113)	(514)	33	33	(0)
	Planning Environmental Projects	237	865	(387)	(225)	253	253	0
	Planning Development Projects	206	358	(146)	(152)	60	60	0
	Corporate ICT Projects	0	258	(90)	(83)	85	85	(0)
	Townside Fields - Joint Venture	0	5			5	5	0
	Depot & Operational Premises	0	92			92	92	0
	Opportunity Land Purchase	0	109		(109)	0	0	0
	Demolition of the Rock Fire Station	0	94		(90)	4	4	0
	Demolition of Former Police HQ, Inwell Street	0	417		(370)	47	47	0
	Bury Market - New Toilets	0	247			247	247	0
	Radcliffe Town Centre Redevelopment	700	874		63	937	937	0
	The Rock Fire Station Redevelopment	0	4		(4)	0	0	0
	Radcliffe TC Bus Station Relocation	1,000	1,000		(902)	98	98	0
	New Leisure Centre at Knowsley Street	0	0			0	0	0
	Former Petrol Filling Station nr Murray Street	0	40	(7)		33	33	0
	Bury Open Market extension to polycarbonate roof	0	17			17	17	0
	18 Haymarket Street	0	99		(86)	13	13	0
	Tile Street Refuse Removal	0	120		(42)	78	78	0
	Acquisition of 88 Hollins Lane	0	61			61	61	0
	Warthfield Demolition	0	35			35	35	0
	Property Management / Sale of Assets	0	0			0	72	72
	ELR Trust	0	23			23	23	0
	Disabled Facilities Adaptations	534	557		(63)	494	494	0
	Major Repairs Allowance Schemes	7,361	8,744			8,744	8,745	0
	HRA component modernisation	4,119	4,140		(635)	3,504	3,504	(0)
Total Bury Council controlled programme		24,284	42,371	(1,572)	(14,974)	25,825	25,897	72

Funding position:

Capital Receipts	205	1,215		(429)	786	858
Capital Reserves / Earmarked Capital Receipts	0	4,734		(3,209)	1,524	1,524
General Fund Revenue/Reserves	699	1,423	(923)	0	500	500
Housing Revenue Account	0	4,675		(700)	3,975	3,975
Capital Grants/Contributions	9,780	19,990	(649)	(9,774)	9,567	9,567
Major Repair Reserve	12,014	8,768		0	8,768	8,768
Unsupported Borrowing	1,586	1,566		(861)	705	705
	24,284	42,371	(1,572)	(14,974)	25,825	25,897

Key for budget monitoring reports

Projected Overspend (or Income Shortfall) of		
 a major problem with the budget	more than 10% and above £50,000	
 a significant problem with the budget	more than 10% but less than £50,000	
 expenditure/income in line with budget		
 a significant projected underspend (or income surplus)	more than 10% but under £50,000	
 a major projected underspend (or income surplus)	more than 10% and above £50,000	

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PROGRAMME SLIPPAGE/RE-PROFILE REQUEST 2014/15 TO 2015/16

SERVICE	SCHEME	£000's	FUNDING SOURCE	COMMENTS
Department for Children, Young People & Culture	Support Services	7	Reserves	Required to complete information technology projects
	Devolved Formula	1,022	Grant	Carried forward on a three year rolling programme
	New Deal for Schools Modernisation	7,115	Grant	Ongoing
	Schools Access Initiative	24	LA Funding	Required for 2015-16
	Targeted Capital Funding New Millwood	101	Grant	Retention due to be paid 2015-16
	Children Centres	44	Grant	Ongoing
	Free School Meal Capital	131	Grant	Required for ongoing works and retentions
	Early Education Fund Two Year Olds	291	Grant	Works ongoing into 2015/16
	Libraries	42	Reserves	Residual spend required for Castle Library
	Sculpture Gallery	20	Grant	Residual expenditure funded by the Arts Council
TOTAL	Children, Young People & Culture	8,797		
Department for Resources & Regulation	Street Lighting	861	Invest to Save borrowing	Re-profiled as part of a five year scheme
	Traffic Calming / Management Schemes	442	LA Funding	Schemes in progress - ongoing consultation with residents
	Highways Planned Network Maintenance	289	Grant	Several schemes with completions due 2015/16
	Bridges	136	Grant	Required to fund schemes ongoing into 2015/16
	A56 Prestwich Village Corridor Improvements	485	Reserves	Scheme taking place in 2015/16
	Other Traffic Improvement Schemes	180	Grant	Schemes planned for 2015/16
	Planning / Development Group	87 211	LA Funding Grant	Required to support various schemes into 2015/16. Grant relates to Radcliffe Heritage Project
	Planning / Environmental Projects	225 387	LA Funding Grant	Various schemes including 'Routes to Prestwich Metrolink' & 'Woodland Grants' approved over several years
	Corporate ICT Projects	83 90	LA Funding Reserves	Development work on 'iTrent' and 'GIS Mapping' continues in 2015/16
	Opportunity Land Purchases	109	LA Funding	Required towards purchase of new assets as opportunity arises

	Demolition of the former Rock Fire Station	91	Capital Receipt	Scheme taking place in 2015/16
	Demolition of former Police HQ, Irwell Street	370	Capital Receipt	Scheme taking place in 2015/16
	Radcliffe Bus Station	902	LA Funding	Committed in funding agreement with Transport for Greater Manchester
	Other Property Schemes	23 53	LA Funding Reserves	Various schemes near completion
TOTAL	Resources & Regulation	5,024		

SERVICE	SCHEME	£000's	FUNDING SOURCE	COMMENTS
Department for Communities & Wellbeing	Environmental Works	78	Grant	Grants ring fenced to complete investigations
	Leisure Services Radcliffe Temporary Pool	826	Reserves	Works to be completed May 2015
	Learning Disabilities	220 4	LA Funding Grant	Majority of work will be undertaken in 2015/16
	Improving Information Management	32	Grant	Grant income for allocation in 2015/16
	Empty Homes Strategy	109 418	LA Funding Grant	Majority of Slippage is subject to prior approval for continuing works
	Greater Manchester Green Deal	55	LA Funding	Required to cover potential GDCF liability across Greater Manchester
	Disabled Facilities Grant	95 86	Grant LA Funding	Commitment in the system to available budget allocation
	Waste Management	53 49	Grant LA Funding	Slippage required to complete the schemes
TOTAL	Communities & Wellbeing	2,026		
Six Town Housing	Housing Public Sector Programme	700	HRA Reserves	
TOTAL	Six Town Housing	700		
	Grants / Reserves / Contributions		12,110	
	Council Resources (Borrowing and Capital Receipts)		3,737	
	Major Repair Allowance		699	
		16,546	16,546	

CAPITAL RECEIPTS 2014/15

<i>Housing receipts</i>	GROSS RECEIPT £		USABLE RECEIPT £	
Balance Brought Forward from 2013/14		0		0
Council House Sales (Right to Buy) 2014/15		1,576,326		543,833
Other Housing Receipts		6,223		6,223
Total Housing		1,582,549		550,056
<i>General Asset Receipts</i>				
Balance Brought Forward from 2013/14		925,715		925,715
General asset sales 2014/15		3,057,870		3,057,870
Total General Receipts		3,983,585		3,983,585
Total Capital Receipts for 2014/15		5,566,134		4,533,641

General Receipts detail:	Ward	Area (m2)	Proposed Use
Sale of former garage colonies:			
Plumpton Drive	Moorside	1783	Residential
Westminster Avenue	Radcliffe North	876	Residential
Hewart Drive	East	796	Residential
Coleridge Avenue	Radcliffe West	1506	Residential
Holborn Avenue, Radcliffe	Radcliffe North	2067	Residential
Rufford Drive	Unsworth	43	Residential
Melrose Garden, Radcliffe	Radcliffe North	238	Residential
Other general receipts:			
Sale of Freehold – Fernhill Depot, Todd Street, Bury	Moorside	31662	Industrial
Deed of Grant – Land at NW side of Mill Bank & SE side of Stand Lane, Radcliffe	Radcliffe West	576	Water Easement
Land at Bolton Street, Radcliffe	Radcliffe North	443	Residential
Former Redcliffe EPH	St.Mary's	2063	Residential
Britannia & Castlefield Works, Ebury Street	Radcliffe North	1278	Residential
Part of Whittaker House	Radcliffe East	2927	Residential
Land at Ribchester Drive, Bury	Redvales	10115	Residential
Lease – Land at 25-35 Church Street West, Radcliffe	Radcliffe East	79	Water Easement
Land comprising the Beech Grove (former EPH)	Moorside	2920	Residential
88 Hollins Lane, Bury	Unsworth	555	Residential

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REPORT FOR DECISION



MEETING: **COUNCIL
CABINET
OVERVIEW & SCRUTINY COMMITTEE**

DATE: **9 SEPTEMBER 2015
8 JULY 2015
29 JULY 2015**

SUBJECT: **2014/2015 TREASURY MANAGEMENT ANNUAL
REPORT**

REPORT FROM: **DEPUTY LEADER OF THE COUNCIL AND CABINET
MEMBER FOR FINANCE AND HOUSING**

CONTACT OFFICER: **Steve Kenyon, Interim Executive Director of
Resources and Regulation**

TYPE OF DECISION: **CABINET KEY DECISION**

**FREEDOM OF
INFORMATION/STATUS:** This paper is within the public domain

SUMMARY: **PURPOSE/SUMMARY:**

The Council undertakes Treasury Management Activities in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management, which requires that the Council receives an annual strategy report by 31 March for the year ahead and an annual review report of the previous year by 30 September. This report is the review of Treasury Management activities during 2014/15.

**OPTIONS &
RECOMMENDED OPTION** It is recommended that, in accordance with CIPFA's Code of Practice on Treasury Management, the report be noted.

IMPLICATIONS:

**Corporate Aims/Policy
Framework:**

Do the proposals accord with the Policy Framework? Yes

Financial Implications and Risk

As set out in the report and the comment of

Considerations:	the Interim Executive Director of Resources and Regulation below.
Statement by Assistant Director of Resources (Finance and Efficiency):	<p>This report provides information on the Council's debt, borrowing, and investment activity for the financial year ending on 31st March 2015 in conformity with the CIPFA Code of Practice for Treasury Management. The successful management of the Council's borrowing and investments is central to the Council's financial strategy, both in the short term and in ensuring a balanced debt profile over the next 25 to 60 years.</p> <p>The overall strategy for 2014/15 was to finance capital expenditure by running down cash/investment balances and using shorter term borrowing rather than more expensive long term loans. The taking out of longer term loans (1 to 10 years) to finance capital spending would only then be considered if required by the Council's underlying cash flow needs.</p> <p>Debt decreased during the year, £201.364 million at 31st March 2015 compared to £209,943 million at 31st March 2014. The average borrowing rate fell from 3.95% to 3.93% due to fall out of high coupon rate debt and new short term loans. Investments at 31 March 2015 stood at £32,332 million, compared to £44,277 million the previous year, the decrease being due to the use of cash/investment balances to repay maturing debt. The average rate of return on investments was 0.62% in 2014/15 compared to 0.78% in 2013/14.</p>
Equality/Diversity implications:	No - (see paragraph 8.1, page 9)
Considered by Monitoring Officer:	Yes. The presentation of an annual report on Treasury Management by 30 th September of the following financial year is a requirement of the Council's Financial Regulations 5.7, as part of the Council's Financial Procedure Rules and Budget and Policy framework, relating to Risk Management and Control of Resources: Treasury Management.
Are there any legal implications?	No
Staffing/ICT/Property:	There are no direct staffing, ICT or property implications arising from this report.
Wards Affected:	All

Scrutiny Interest:

Overview & Scrutiny Committee

TRACKING/PROCESS**INTERIM EXECUTIVE DIRECTOR: STEVE KENYON**

Chief Executive/ Strategic Leadership Team	Cabinet	Ward Members	Partners
22/05/15	08/7/15		
Overview & Scrutiny Committee		Committee	Council
29/7/15			9/9/15

1.0 INTRODUCTION

- 1.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.
- 1.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

- 1.3 This report summarises the following:-
- Capital activity during the year;
 - Impact of this activity on the Council's underlying indebtedness (the Capital Financing Requirement);
 - The actual prudential and treasury indicators;
 - Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on investment balances;
 - Summary of interest rate movements in the year;
 - Detailed debt activity; and

- Detailed investment activity.

2.0 THE COUNCIL'S OVERALL BORROWING NEED

- 2.1 The Council's underlying need to borrow for 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 2014/15 unfinanced capital expenditure, and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.
- 2.2 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.
- 2.3 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.
- 2.4 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).
- 2.5 The Council's MRP Policy (as required by CLG Guidance) was approved as part of the Treasury Management Strategy Report for 2014/15 on 19/02/2014.
- 2.6 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.

Capital Financing Requirement	2013/14 Actual £'000	2014/15 Estimate £'000	2014/15 Actual £'000
CFR – non HRA	127,648	130,949	122,029
CFR – HRA existing	40,531	40,531	40,531
Housing Reform Settlement	78,253	78,253	78,253
Total CFR	246,432	249,733	240,813

- 2.7 Borrowing activity is constrained by prudential indicators for net borrowing and the CFR, and by the authorised limit. 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 preceding year (2014/15) plus the estimates of any additional capital financing requirement for the current (2015/16) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allows the Council some flexibility to borrow in advance of its immediate capital needs in 2014/15. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	2013/14 Actual £'000	2014/15 Estimate £'000	2014/15 Actual £'000
Gross borrowing position	209,943	201,364	201,364
CFR	246,432	249,733	240,813

- 2.8 **The authorised limit** - 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 2014/15 the Council has maintained gross borrowing within its authorised limit.
- 2.9 **The operational boundary** - 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 is acceptable subject to the authorised limit not being breached.
- 2.10 **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.

	2014/15 £'000
Authorised limit	283,700
Operational Boundary	248,700
CFR	240,813
Gross borrowing position	201,364

3.0 TREASURY POSITION AS AT 31 March 2015

- 3.1 The Council's debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the beginning and the end of 2014/15 the Council's treasury (excluding borrowing by PFI and finance leases) position was as follows:

		31st March 2014			31st March 2015		
		Principal		Avg. Rate	Principal		Avg. Rate
		£0	£0		£0	£0	
Fixed rate funding							
	PWLB Bury	146,362			140,553		
	PWLB Airport	4,078			3,308		
	Market Bury	57,500	207,940		57,500	201,361	
Variable rate funding							
	PWLB Bury	0			0		
	Market Bury	0	0		0	0	
Temporary Loans / Bonds		2,003	2003		3	3	
Total Debt		209,943 3.96%			201,364 3.93%		
Total Investments		44,277 0.78%			32,322 0.62%		

- 3.2 The table below shows the maturity structure of the debt portfolio

	2013/14 Actual £'000	2014/15 Actual £'000
Under 12 months	8,579	11,853
12 months and within 24 months	11,280	16,806
24 months and within 5 years	19,078	11,698
5 years and within 10 years	14,000	4,000
10 years and within 15 years	550	550
15 years and over	156,456	156,456
Total Debt	209,943	201,364

- 3.3 All the investments held are for a period of less than one year.

4.0 OVERVIEW OF THE STRATEGY FOR 2014/15

- 4.1 The strategy for 2014/15 was to finance capital expenditure by running down cash/investment balances and use short term loans at lower rates of interest than more expensive long term loans. These loans would be postponed as long as it is prudent to do so. Two PWLB loans totalling £5.8m were repaid in the year together with an Airport loan of £0.25m. In line with the strategy, these loans repayments were financed by cash or investment balances rather than replacement loans.
- 4.2 As a result of 3.1 above, the Council was able to lower the average interest rate on debt from 3.96% to 3.93%. Due to poor investment returns, the average interest rate on investments fell to 0.62% in 2014/15 compared to an average rate of 0.78% for 2013/14. The Council is seeking to redress this through its Property Investment Strategy

5.0 ECONOMIC REVIEW FOR 2013/14

- 5.1 The original market expectation at the beginning of 2014/15 was for the first increase in Bank Rate to occur in quarter 1 2015 as the unemployment rate had fallen through the Bank of England's initial forward guidance target of 7%. In May, however, the Bank revised its forward guidance. A combination of very weak pay rises and inflation above the rate of pay rises meant that consumer disposable income was still being eroded and in August the Bank halved its forecast for pay inflation in 2014 from 2.5% to 1.25%. Expectations for the first increase in Bank Rate therefore started to recede as growth was still heavily dependent on consumer demand. During the second half of 2014 financial markets were caught out by a halving of the oil price and the collapse of the peg between the Swiss franc and the euro. Fears also increased considerably that the ECB was going to do too little too late to ward off the threat of deflation and recession in the Eurozone. By the end of 2014, it was clear that inflation in the UK was going to head towards zero in 2015 and possibly even turn negative. In turn, this made it clear that the MPC would have great difficulty in starting to raise Bank Rate in 2015 while inflation was around zero and so market expectations for the first increase receded back to around quarter 3 of 2016.
- 5.2 Gilt yields were on a falling trend for much of the last eight months of 2014/15 but were then pulled in different directions by increasing fears after the anti-austerity parties won power in Greece in January; developments since then have increased fears that Greece could be heading for an exit from the euro. While the direct effects of this would be manageable by the EU and ECB, it is very hard to quantify quite what the potential knock on effects would be on other countries in the Eurozone once the so called impossibility of a country leaving the EZ had been disproved. Another downward pressure on gilt yields was the announcement in January that the ECB would start a major programme of quantitative easing, purchasing EZ government and other debt in March. On the other hand, strong growth in the US caused an increase in confidence that the US was recovering from the financial crash and would be the first country to start increasing its central rate, probably by the end of 2015. The UK would be closely following it due to growth over both 2013 and 2014 and prospects for a continuation into 2015 and beyond. However, there was also an increase in concerns around political risk from the general election due in May 2015.

- 5.3 The Funding for Lending Scheme, announced in July 2012, resulted in a flood of cheap credit being made available to banks which then resulted in money market investment rates falling drastically in the second half of that year and continuing throughout 2014/15.
- 5.4 The UK coalition Government maintained its tight fiscal policy stance but recent economic growth and gilt yields led to a reduction in the forecasts for total borrowing in the March budget.
- 5.5 The EU sovereign debt crisis The EU sovereign debt crisis had subsided since 2012 until the Greek election in January 2015 sparked a resurgence of fears. While the UK and its banking system has little direct exposure to Greece, it is much more difficult to quantify quite what effects there would be if contagion from a Greek exit from the euro were to severely impact other major countries in the EZ and cause major damage to their banks.

6.0 BORROWING OUTTURN FOR 2014/15

- 6.1 The Council's ability to borrow is determined by the cumulative capital financing requirement (CFR). When the cumulative CFR is compared to outstanding debt the difference is the amount of headroom still available to borrow. At the end of 2014/15 debt stood at £201,364m and the CFR at £240,813m. Therefore, in theory, borrowing of £39,499m could be taken to finance past and present capital expenditure.
- 6.2 An analysis of movements at nominal values on loans during the year is shown below:

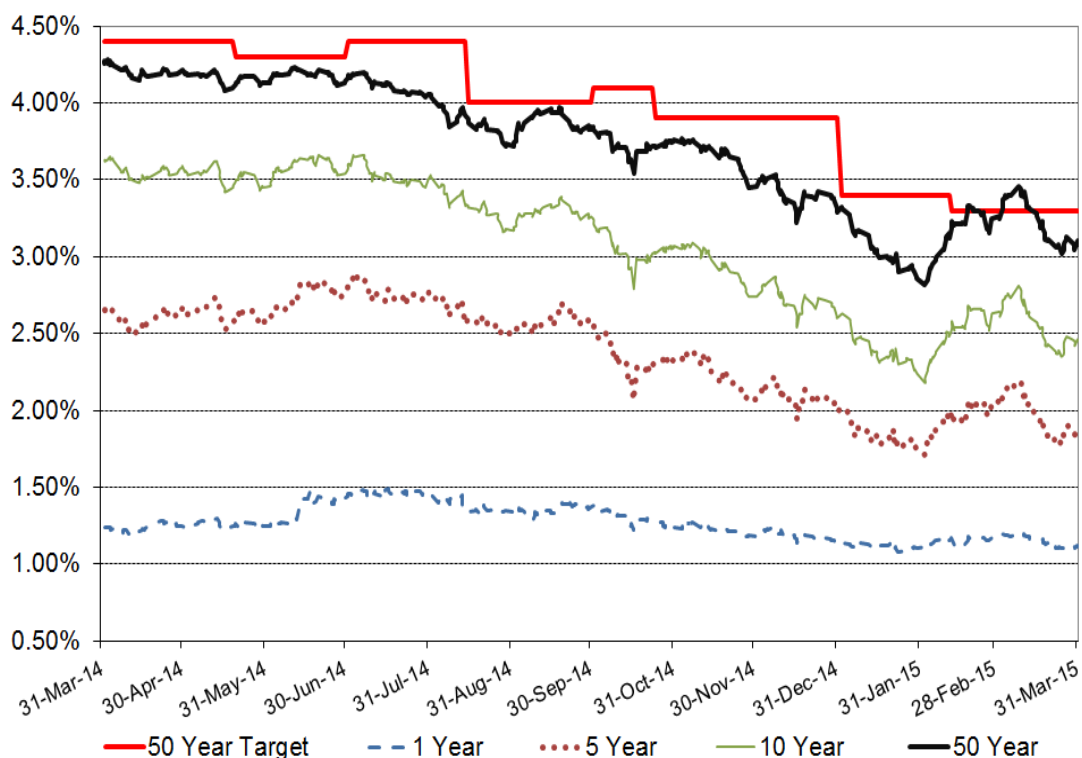
	Balance at 31/03/14 £000's	Loans raised £000's	Loans repaid £000's	Balance at 31/03/15 £000's
PWLB	146,362	0	(5,809)	140,553
Market	57,500	0	0	57,500
Temporary Loans	2,000	3,000	(5,000)	0
Other loans	3	0	0	3
Bury MBC Debt	205,865	3,000	(10,809)	198,056
Airport PWLB Debt	4,078	0	(770)	3,308
Total Debt	209,943	3,000	(11,579)	201,364

- 6.3 Due to low investment returns, no borrowing was undertaken during the year.
- 6.4 No debt rescheduling was undertaken during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.
- 6.5 In line with the strategy, the Council reduced borrowing by running down short term investments and cash balances were used to finance new capital expenditure. Therefore counterparty risk incurred on investments was minimised. This also maximised treasury management budget savings as investment rates were much lower than most new borrowing rates.

- 6.6 The active monitoring of the debt portfolio, the full year effect of previous rescheduling of loans, and the taking of new loans at historically low rates, have decreased the average Interest rate on the debt held over time:

Year	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2014/15
Average Interest Rate on Debt	5.33%	4.98%	4.81%	4.56%	4.43%	3.96%	3.96%

- 6.7 From 2008/09 the average interest rate falls over time due to rescheduling of loans to lower interest rates and the borrowing of new loans at historically low levels.
- 6.8 The Council's policy on the fall out of debt has been to establish a debt profile where the amount of debt due to be refinanced each year is stable and large scale financing in any one year avoided. Market LOBO (Lenders Option Borrower's Option) loans are recorded in accordance with the regulations set down in the Prudential Code which states "the maturity of borrowing should be determined by reference to the earliest date on which the lender can require payment".
- 6.9 PWLB certainty maturity borrowing rates - the graph below shows for a selection of maturity periods, the high and low points in rates, the average rates, spreads and individual rates at the start and the end of the financial year.



7.0 INVESTMENT OUTTURN FOR 2014/15

- 7.1 The Council's investment policy is governed by CLG guidance, which was been implemented in the annual investment strategy approved by the Council on 19 February 2014. This policy set 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.).
- 7.2 The Council manages its investments in-house (with advice from Capita Asset Services) with the overall objective to balance risk with return and the overriding consideration being given to the security of the available funds.
- 7.3 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.
- 7.4 The strategy recognised that the Council's funds would be mainly cash-flow driven. The Council would seek to utilise business reserve accounts and short dated deposits in order to benefit from the compounding of interest.
- 7.5 Detailed below is the result of the investment strategy undertaken by the Council.

	Average Investment	Rate of Return	Benchmark Return *
Internally Managed	£62,687,589	0.62%	0.35%

* the benchmark return is the average 7-day London Interbank Bid (LIBID) rate sourced from Capita Asset Services

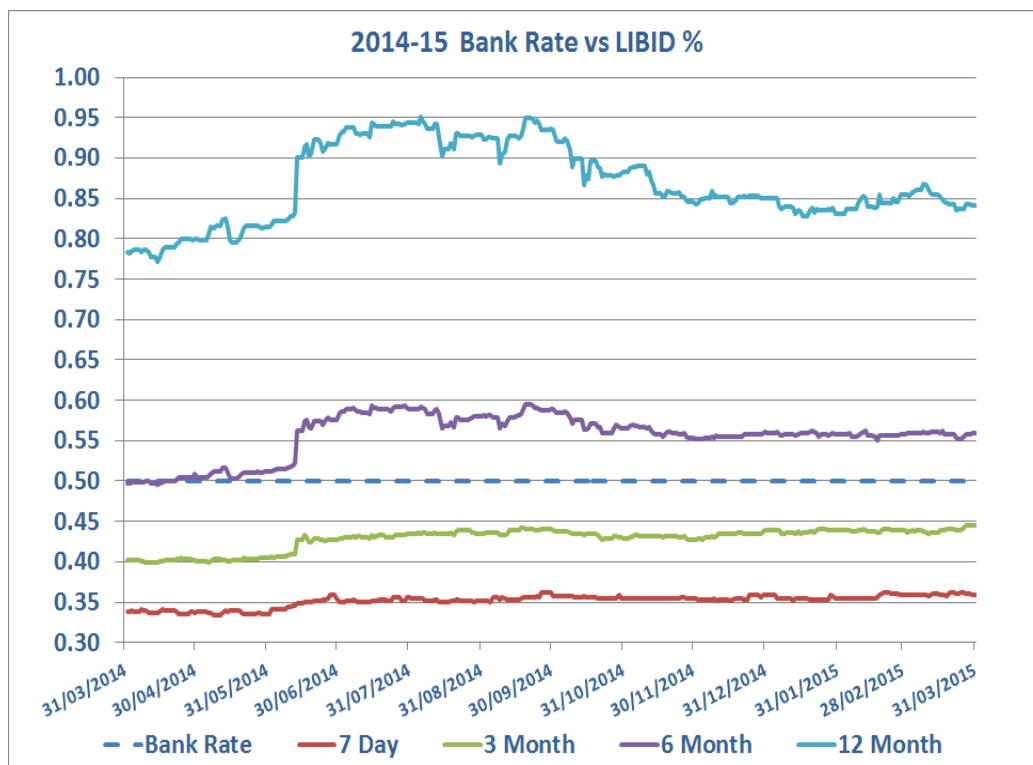
- 7.6 Investments at 31 March 2015 stood at £32.322 (£44.277m at 31 March 2014).

	Investment at 31/03/14 £000's	Amount Invested in year £000's	Investments realised in year £000's	Balance at 31/03/15 £000's
Fixed Rate Investments				
Nationwide Building Society	0	32,000	(22,000)	10,000
Bank of Scotland	19,600	14,000	(19,600)	14,000
Coventry Building Society	0	22,000	(22,000)	0
Barclays Bank	0	16,000	(10,000)	6,000
Lancashire CC	1,200	0	(1,200)	0
Total - Fixed rate	20,800	84,000	(74,800)	30,000
Call Accounts				
Barclays Bank - Flexible Interest Bearing Current Account	0	15,037	(14,115)	922
Bank of Scotland - Call Account	0	184,050	(182,650)	1,400
NATWEST bank - Call Account	23,477	93,750	(117,227)	0
Total Investments	44,277	376,837	(388,792)	32,322

- 7.7 The table below gives details of the fixed rate investments made during the year.

	Rate	Amount £000's	Start Date	End Date
Bank of Scotland	0.95%	5,000	10/04/2014	01/04/2015
Nationwide	0.47%	2,000	17/04/2014	17/07/2014
Nationwide	0.49%	8,000	12/05/2014	12/08/2014
Coventry Building Society	0.45%	5,300	03/07/2014	03/10/2014
Coventry Building Society	0.45%	4,700	07/07/2014	07/10/2014
Nationwide	0.54%	2,000	17/07/2014	17/11/2014
Barclays	0.59%	8,000	06/08/2014	06/01/2015
Nationwide	0.54%	8,000	12/08/2014	12/12/2014
Barclays	0.48%	1,000	15/08/2014	17/11/2014
Coventry Building Society	0.45%	5,000	03/10/2014	05/01/2015
Coventry Building Society	0.45%	3,000	07/10/2014	07/01/2015
Bank of Scotland	1.00%	2,000	17/11/2014	01/04/2015
Barclays	0.51%	1,000	17/11/2014	16/02/2015
Nationwide	0.66%	8,000	12/12/2014	01/04/2015
Barclays	0.61%	5,000	06/01/2015	01/04/2015
Nationwide	0.46%	2,000	06/01/2015	06/03/2015
Coventry Building Society	0.43%	4,000	07/01/2015	09/03/2015
Barclays	0.48%	1,000	16/02/2015	01/04/2015
Bank of Scotland	1.00%	5,000	27/02/2015	01/04/2015
Nationwide	0.46%	2,000	06/03/2015	01/04/2015
Bank of Scotland	1.00%	2,000	19/03/2015	01/04/2015
Total		84,000		

- 7.8 Total interest earned on investments in the financial year was £0.379 million compared to £0.418 million in 2013/14. This reflects the fact that investment returns were poor throughout the year. The Council is seeking to redress this through it's Property Investment Strategy.
- 7.9 The Bank Rate remained at it's historic low of 0.5% throughout the year; it has now remained unchanged for six years. Market expectations as to the timing of the start of monetary tightening started the year at quarter 1 2015 but then moved back to around quarter 3 2016 by the end of the year. Deposit rates remained depressed during the whole of the year, primarily due to the effects of the Funding for Lending Scheme.



8.0 COMPLIANCE WITH TREASURY LIMITS

- 8.1 During the financial year the Council operated within the treasury limits and Prudential Indicators set out the Council's Treasury Policy Statement and annual Treasury Management Strategy Statement.

9.0 EQUALITY AND DIVERSITY

- 9.1 There are no specific equality and diversity implications.

10.0 FUTURE ACTIONS

- 10.1 Treasury Management Updates and Prudential Indicators for 2015/16 will be presented on a quarterly basis to the Cabinet and the Overview & Scrutiny Committee.

11.0 CONCLUSION

- 11.1 It is recommended that Members note the treasury management activity that has taken place during the financial year 2014/15.

Councillor Rishi Shori

Deputy Leader of the Council and Cabinet Member for Finance and Housing

Background documents:

Unaudited Final Accounts Bury MBC 2014/15

CIPFA Treasury Management Code of Practice in the Public Services

CIPFA The Prudential Code for Capital Finance in Local Authorities

Capita Asset Management Treasury Management Report 2014-15

Financial markets and economic briefing papers

For further information on the details of this report and copies of the detailed variation sheets, please contact:

Mr S. Kenyon, Interim Executive Director of Resources & Regulation, Tel. 0161 253 6922, E-mail: S.kenyon@bury.gov.uk,

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GREATER MANCHESTER COMBINED AUTHORITY**MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY MEETING
HELD ON FRIDAY 29 MAY 2015 AT LEIGH SPORTS VILLAGE**

BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jim McMahon
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	Ian Stewart
STOCKPORT MBC	Councillor Sue Derbyshire
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith (in the Chair)

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

Police and Crime Commissioner	Tony Lloyd
GMP	Sir Peter Fahy
TfGMC	Councillor Guy Harkin
GMFRS	Councillor David Acton

OFFICERS IN ATTENDANCE

Howard Bernstein	GMCA Head of Paid Service
Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Paul Najsarek	Bolton Council
Mike Owen	Bury Council
Carolyn Wilkins	Oldham Council
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Sandra Stewart	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Andrew Lightfoot	GM Director of Public Service Reform
Adam Allen	Office of the Police and Crime Commissioner
Simon Nokes	New Economy
Mark Hughes	Manchester Growth Company
Jon Lamonte	TfGM
Peter O'Reilly	GMFRS
Julie Connor) Greater Manchester

Sylvia Welsh
Kerry Bond

) Integrated Support Team
)

65/15 APOLOGIES

Steve Rumbelow, Steven Pleasant and Councillor Andrew Fender.

66/15 DECLARATIONS OF INTEREST

Declarations of interest were received from Councillors Richard Leese, Richard Farnell, Kieran Quinn, Sean Anstee and Mayor Ian Stewart as members of the Manchester Growth Company Board, in relation to Item 9 - Greater Manchester Growth Deal Skills Capital Business Case Recommendation report.

67/15 MINUTES OF THE GMCA MEETING ON 24 APRIL 2015

RESOLVED/-

To approve the minutes of the GMCA meeting held on 24 April 2015 as a correct record, with the inclusion of Cllr David Acton, GMFRS as an attendee.

68/15 FORWARD PLAN OF STRATEGIC DECISIONS

RESOLVED/-

To note the Forward Plan.

69/15 FUTURE FUNDING OF THE BUSINESS GROWTH HUB AND BUSINESS GROWTH SERVICES

The Combined Authority considered a report from Richard Paver, GMCA Treasurer, and Eamonn Boylan, Chief Executive, Stockport MBC, detailing funding issues over the 2015-18 period for business growth support in Greater Manchester, and proposing that Combined Authority funding forms part of the funding of business growth and in doing so provides and underwrites associated European Regional Development Fund match funding.

The Chair of the GMCA requested that longer term view of funding requirements going forward needs to be established.

RESOLVED/-

To agree that the Combined Authority provides for three years £5.8M and underwrites (for ERDF bidding purposes) £5.8M of funding for the Business Growth Hub.

70/15 MINUTES OF THE GREATER MANCHESTER LOCAL ENTERPRISE PARTNERSHIP BOARD 18 May 2015

The Combined Authority received the minutes from the GM LEP Board held on 18 May 2015 and were asked to approve the decision at minute 15/43 - European Structural and Investment Funds for 2014/20 to provide funding of £5m of GM's Local Growth Funding to ensure that the Graphene Engineering Innovation Centre project can be brought forward without delay.

RESOLVED/-

1. To note the minutes of the GM LEP meeting held on 18 May 2015.
2. To approve the GM LEP recommendation to provide £5m of Local Growth Funding to support the Graphene Engineering Innovation Centre.

71/15 EXCLUSION OF PRESS AND PUBLIC

RESOLVED/-

That under section 100 (A)(4) of the Local Government Act 1972 the press and Public should be excluded from the meeting for the following item of business on the grounds that this involves the likely disclosure of exempt information, as set out in paragraph 3, Part 1, Schedule 12A, Local Government Act 1972 and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

72/15 GREATER MANCHESTER GROWTH DEAL-SKILLS CAPITAL BUSINESS CASE RECOMMENDATION

The Combined Authority considered a report presented by Theresa Grant, Chief Executive, Trafford Council, seeking approval to make an offer of grant to Manchester Growth Company for the refurbishment of various training centres across Greater Manchester. The scheme was identified in the Growth Deal announced by Government in 2015, and the grant will be funded from Skills Capital funding included within Greater Manchester's Local Growth Fund and is in line with the recommendation of the sub-group of the GM Chief Executives Investment Group.

RESOLVED/-

1. To approve an offer of grant of £215,744, subject to the following conditions:
 - o satisfactory outcome to financial and state-aid due diligence;
 - o lease with a minimum of 5 years unexpired term is to be in place for each training centre prior to the drawdown of grant for works to that training centre;
 - o a detailed schedule of works and equipment to be funded with the grant is to be agreed for each training centre prior to the drawdown of the grant against those works and equipment.
2. To approve the submission of the proposed grant offer to the GM LEP for endorsement.
3. To delegate authority to Richard Paver, GMCA Treasurer, and Liz Treacy, GMCA Monitoring Officer, to review further due diligence information and to complete funding agreement documentation in relation to the grant.

Chair

**MINUTES OF THE JOINT MEETING OF THE
GREATER MANCHESTER COMBINED AUTHORITY AND THE
AGMA EXECUTIVE BOARD HELD ON 29 MAY 2015
AT LEIGH SPORTS VILLAGE**

BOLTON COUNCIL	Councillor Cliff Morris
BURY COUNCIL	Councillor Mike Connolly
MANCHESTER CC	Councillor Richard Leese
OLDHAM COUNCIL	Councillor Jim McMahon
ROCHDALE MBC	Councillor Richard Farnell
SALFORD CC	Ian Stewart
STOCKPORT MBC	Councillor Sue Derbyshire
TAMESIDE MBC	Councillor Kieran Quinn
TRAFFORD COUNCIL	Councillor Sean Anstee
WIGAN COUNCIL	Councillor Peter Smith (in the Chair)

JOINT BOARDS AND OTHER MEMBERS IN ATTENDANCE

Police and Crime Commissioner	Tony Lloyd
GMP	Sir Peter Fahy
TfGMC	Councillor Guy Harkin
GMFRS	Councillor David Acton

OFFICERS IN ATTENDANCE

Howard Bernstein	GMCA Head of Paid Service
Liz Treacy	GMCA Monitoring Officer
Richard Paver	GMCA Treasurer
Paul Najsarek	Bolton Council
Mike Owen	Bury Council
Carolyn Wilkins	Oldham Council
Jim Taylor	Salford CC
Eamonn Boylan	Stockport MBC
Sandra Stewart	Tameside MBC
Theresa Grant	Trafford Council
Donna Hall	Wigan Council
Andrew Lightfoot	GM Director of Public Service Reform

Adam Allen
Simon Nokes
Mark Hughes
Jon Lamonte
Peter O'Reilly
Julie Connor
Sylvia Welsh
Kerry Bond

Office of the Police and Crime Commissioner
New Economy
Manchester Growth Company
TfGM
GMFRS
) Greater Manchester
) Integrated Support Team
)

27/15 APOLOGIES

Steve Rumbelow, Steven Pleasant and Councillor Andrew Fender.

28/15 DECLARATIONS OF INTEREST

None received.

29/15 MINUTES OF THE JOINT GMCA AND AGMA EXECUTIVE BOARD MEETING – 24 APRIL 2015

RESOLVED/-

To approve the minutes of the Joint GMCA and AGMA Executive Board meeting held on 24 April 2015 as a correct record, with the inclusion of Cllr David Acton, GMFRS as an attendee.

30/15 FORWARD PLAN OF STRATEGIC DECISIONS

RESOLVED/-

To note the Forward Plan.

31/15 GREATER MANCHESTER TRANSFORMATIONAL CHALLENGE AWARD ALLOCATION

The Joint meeting of the Combined Authority and AGMA Executive Board considered a report from Andrew Lightfoot, GM Strategic Director, GM Public Service Reform, updating members on the Transformation Challenge Award received from Department for Communities and Local Government to support reform in Greater Manchester, and proposing allocations for the funding to be split between supporting locality exemplar projects, delivery of enablers in particular data and information sharing and the scale up requirements of the GM Devolution agreement.

RESOLVED/-

1. To agree the overarching split of the £12.4m between locality exemplars (£4m), enablers (£4m) and supporting delivery of the devolution agreement (£4.4m).

2. To agree the allocation of the locality element of the Transformational Challenge Award funding based on population proportions.
3. To agree to retain £1.4m of the devolution element of the allocation to support potential further requirements as the detailed delivery plans become clearer.

32/15 PROPOSAL TO CREATE A GREATER MANCHESTER AGEING HUB

The Joint meeting of the Combined Authority and AGMA Executive Board considered a report presented by Simon Nokes, Interim Chief Executive, New Economy, seeking approval for Greater Manchester to adopt a leadership role on ageing, and outlining the forthcoming opportunity for Greater Manchester to work with the Centre for Ageing Better.

Members highlighted the need to review the language and terminology used, particularly from a Communications and Engagement perspective, to be more aspirational and to reflect the extended working life of the population.

RESOLVED/-

1. To note the substantial opportunity for Greater Manchester in adopting a leadership role on the ageing agenda.
2. To endorse the concept and development of a Greater Manchester Ageing Hub.
3. To delegate to New Economy and Public Service Reform authority to explore the possibility of a strategic partnership between Greater Manchester and the Centre for Ageing Better.
4. To agree that the terminology describing the work of the Greater Manchester Ageing Hub be reviewed.

Chair

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