

Public Document Pack

AGENDA FOR

CABINET

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To: All Members of Cabinet

Councillors : M C Connolly (Cabinet Member for Policy, Performance, Economic Development and Regeneration) (Chair), S Walmsley (Cabinet Member for Communities and Community Safety), T Isherwood (Cabinet Member for Environment), J Lewis (Cabinet Member for Leisure, Tourism and Culture), R Shori (Cabinet Member for Adult Care, Health and Housing), J Smith (Cabinet Member for Finance and Corporate Affairs), G Campbell (Cabinet Member for Children and Families), T Pickstone (Non portfolio holder) and I Gartside (Non portfolio holder)

Dear Member

Cabinet

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

| | |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date: | Wednesday, 18 September 2013 |
| Place: | Elms Community Centre, Green Lane, Whitefield, Bury, M45 7FD |
| 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 on any matters about the work or performance of the Council or the Council's services.

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

4 MINUTES (*Pages 1 - 6*)

To approve as a correct record the Minutes of the meeting held on 28 August 2013.

5 CONSULTATION ON THE DRAFT HOUSING STRATEGY 2013-2023 (*Pages 7 - 58*)

6 CARERS STRATEGY FOR BURY 2013-2018 - CARING FOR CARERS (*Pages 59 - 134*)

7 INDEPENDENT REVIEW OF CIVIC VENUES PROGRESS REPORT (*Pages 135 - 142*)

8 BUSINESS CASE FOR AN ENHANCED RECYCLING SERVICE THE AIMS TO ACHIEVE A HOUSEHOLD WASTE RECYCLING RATE OF 50% AND BEYOND (*Pages 143 - 162*)

9 CORPORATE PARENTING STRATEGY (*Pages 163 - 198*)

10 CORPORATE PLAN PROGRESS REPORT - QUARTER 1 2013-2014 (*Pages 199 - 224*)

11 MANCHESTER AIRPORT CITY ENTERPRISE ZONE: PROPOSED GOVERNANCE ARRANGEMENT AND LAND ASSEMBLY - TO FOLLOW

12 URGENT BUSINESS

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

13 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.

14 VARIATIONS TO THE LAND TENURE STRUCTURE TO SUPPORT DEVELOPMENT OF MANCHESTER AIRPORT CITY ENTERPRISE ZONE ON AIRPORT CITY SOUTH AND AIRPORT CITY NORTH - TO FOLLOW

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| Minutes of: | THE CABINET |
| Date of Meeting: | 28 August 2013 |
| Present: | Councillor M Connolly (in the Chair) Councillors G Campbell, I Gartside, A Isherwood, J Lewis, T Pickstone, J Smith and S Walmsley |
| Also in attendance: | Councillor S Southworth |
| Apologies: | Councillor R Shori (cl) |
| Public attendance: | 6 members of the public were in attendance |

CA.282 DECLARATIONS OF INTEREST

Councillor Connolly declared a personal interest for the reason that his partner is employed by Adult Care Services.

CA.283 PUBLIC QUESTION TIME

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

Topic: Draft Local Flood Risk Management Strategy – Nuttall Park

Question: The Local Flood Risk Management Strategy document refers to flood risk areas on the west bank of the River Irwell. There are other flood risk areas on the east bank of the river, which includes Nuttall Park. Will there be other measures included in the Strategy to mitigate the flood risk in these areas?

Response: If approved by Cabinet the Local Flood Risk Management Strategy document would form the basis of a consultation and members of the public will be invited to submit their concerns for consideration and inclusion in the final Strategy. The area referred to in the Strategy relates to a flood risk area in north Ramsbottom and Rossendale identified by the Environment Agency (which has responsibility to reduce flood risk) as requiring flood defences for the purpose of protecting properties in that area. There are other flood defences already in place on the east bank of the river.

Topic: Planning application for the construction and operation of an anaerobic digestion plant to be sited at the Fletcher Bank Quarry, Manchester Road, Ramsbottom.

Question: I am a local resident and have recently found out that there is a planning proposal for the Fletcher Bank Quarry site. Could you tell me at what stage this proposal is at?

Response: As this is an active planning application and is currently going through a formal process of consultation the Cabinet cannot comment for the reason that the matter is not within its jurisdiction. The public consultation will be open until 13 September 2013, and this will allow you to submit your concerns regarding the proposal. These will be included in the papers to be considered by the Planning Committee when the application is submitted to

Cabinet 28 August 2013

the committee meeting on 15 October. You will be provided with contact details for the Planning Department.

Topic: Core Strategy – Wind Energy Holcombe Moor

Question: In view of the information detailed in the Core Strategy, are there any plans to erect wind turbines on Holcombe Moor? Is the area protected against this kind of development?

Response: The Core Strategy provides information on areas of the Borough and following an 'area of search' process Holcombe Moor was identified as an area which had the potential to sustain wind turbines as a result of the wind speeds in that area. No planning application has been received for such a proposal. The Council has a policy regarding green belt land and there is a national policy for the promotion of sustainable energy.

CA.284 MINUTES

Delegated decision:

That the minutes of the meeting held on 10 July 2013 be approved and signed by the Chair as a correct record.

CA.285 CORPORATE PLAN PROGRESS REPORT QUARTER 4 2012-2013

The Leader of the Council submitted a report outlining the progress made during quarter four (2012-2013) for the corporate performance indicators and projects within the Bury Council Corporate Plan.

Delegated decision:

That the report be noted.

Reason for the decision:

The report provides a clear indication of the overall performance made against the Corporate Plan.

Other option considered and rejected:

To reject the recommendation.

CA.286 LOCAL FLOOD RISK MANAGEMENT STRATEGY

The Cabinet Member for Environment submitted a report seeking approval for Bury's first Local Flood Risk Management Strategy as a draft for consultation purposes.

It is proposed that the final Flood Risk Management Strategy will be completed by the end of December 2013 when it will provide a framework to deliver a prioritised programme of works and initiatives to manage flood risk in the area.

The draft Strategy has been produced in consultation with local partners and the designated "Risk Management Authorities" under the Flood and Water Management Act 2010. The focus of the Strategy is on flooding from surface water runoff, groundwater and smaller 'ordinary' watercourses.

Delegated decisions:

1. That approval be given to the Draft Local Flood Risk Management Strategy (LFRMS), as detailed in the report submitted.
2. That approval be given to authorise the proposed measures for it to be subject to a period of public consultation.

Reasons for the decisions:

Bury Council is a Lead Local Flood Authority (LLFA) under the Flood and Water Management Act 2010 and has a new statutory duty to develop, maintain apply and monitor a Local Flood Risk Management Strategy for the Borough.

Other option considered and rejected:

To seek revisions to the proposed contents of the Draft LFRMS prior to public consultation.

(An amended version of the Strategy will be circulated.)

CA.287 ADOPTION OF STATEMENT OF COMMUNITY INVOLVEMENT

The Cabinet Member for Environment submitted a report regarding the Statement of Community Involvement (SCI). The SCI sets out how the Council intends to involve the community in the preparation, alteration or revision of the various components of the Bury Local Plan, and in the decision-making process for planning applications. The Council's current SCI was adopted in December 2009.

Following a decision made under delegated powers on 18 June 2013 by the Cabinet Member for Environment for a 4-week consultation on the document (held between 24 June to 22 July 2013). Eleven representations were received and minor changes were made to the document where appropriate.

Delegated decisions:

1. That the consultation comments received as a result of public consultation on the Statement of Community Involvement and the minor changes made in response to those documents be noted.
2. That the Statement of Community Involvement document be adopted as council policy.

Reason for the decisions:

Following recent changes to Government guidance and Regulations a review of the SCI was considered necessary. The SCI must remain an effective tool for residents and developers and contain the most up-to-date information.

Other options considered and rejected:

Member to seek further revisions to the Statement of Community Involvement before it is adopted.

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CA.288 CORPORATE FINANCIAL MONITORING REPORT – APRIL 2013 TO JUNE 2013

The Deputy Leader of the Council and Cabinet Member for Finance and Corporate Affairs submitted a report informing Cabinet of the Council's financial position for the period to June 2013 and the projects the likely outturn at the end of 2013/14.

The report also includes Prudential Indicators in accordance with CIPFA's Prudential Code.

Delegated decisions:

1. That the financial position of the Council as at 30 June 2013 be noted.
2. That approval be given to the s151 officer's assessment of the minimum level of balances.

Reason for the decision:

The monitoring of the Council budget provides an early warning of any potential major overspends or underspends. This falls within the appropriate statutory duties and powers and is a requirement of the Council's Financial Regulations.

Other option considered and rejected:

To reject the recommendation.

CA.289 EXCLUSION OF 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 item of business as it involves the likely disclosure of information as detailed in the conditions of category 3.

CA.290 SITE OF FORMER BEECH GROVE ELDERLY PERSONS HOME, CHESHAM ROAD, BURY

The Deputy Leader of the Council and Cabinet Member for Finance and Corporate Affairs submitted a report providing options to sell the site of the former Beech Grove Elderly Persons Home.

Delegated decision:

That approval be given to sell the site SVHA for market value together with nomination rights.

Reason for the decision:

The sale of the site to SVHA provides the Council with more benefits than offering the site for sale on the open market.

Other option considered and rejected:

To offer the site for sale on the open market.

COUNCILLOR M CONNOLLY

Chair

(Note: The meeting started at 6.00 pm and ended at 6:45 pm)

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REPORT FOR DECISION



| | |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DECISION OF: | The Cabinet |
| DATE: | 18 September 2013 |
| SUBJECT: | Consultation on the Draft Housing Strategy 2013-23 |
| REPORT FROM: | Cllr Rishi Shori, Cabinet Member for Adult Care, Health and Housing |
| CONTACT OFFICER: | Marcus Connor – Head of Performance & Housing Strategy |
| TYPE OF DECISION: | CABINET (NON-KEY DECISION) |
| FREEDOM OF INFORMATION/STATUS: | This report is within the public domain |
| SUMMARY: | <p>Whilst it is no longer a Government requirement to submit a Housing Strategy for regulatory purposes, it remains good practice for local authorities to develop a Strategy which sets out local priorities and provides a guide to registered providers and developers on housing requirements within the Borough.</p> <p>Bury's current Housing Strategy was written 10 years ago and is outdated. The new draft strategy (attached) uses refreshed data from Bury's Housing Need & Demand Assessment (2011/12) and other sources to identify 5 key themes for action over the next 10 years. This Assessment was developed through extensive consultation with stakeholders and seeks to respond to their identified housing needs and demands.</p> <p>Some initial consultation has already been carried out to provide a reality check on the draft proposals. Approval is now sought to undertake wider consultation with Elected Members, the public, housing providers and stakeholders to:</p> <ul style="list-style-type: none"> • Highlight the issues • Seek consensus on the priorities • Produce a robust action plan to strengthen housing improvement in the Borough |

| | |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | The consultation would take place during October / November 2013, with a revised and final Housing Strategy being presented to Cabinet early in 2014. |
| OPTIONS & RECOMMENDED OPTION | <p>Option 1 – Agree to consult on the draft Housing Strategy. As reported above, it is good practice to have an up to date Housing Strategy for the Borough. It is better practice if stakeholders are able to contribute to the process.</p> <p>Option 2 - Do nothing. This would leave the Borough without an overarching strategy. Although not an essential requirement, a clear strategy assists decision making and enhances the prospects of external funding bids</p> <p>Option 1 is the preferred option and only commits the Council to consulting on the draft Housing Strategy.</p> |
| IMPLICATIONS: | The Housing Strategy will provide a guide to where housing should be provided in the Borough, helping to obtain a joined up approach and maximising the use of limited resources. |
| 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 Strategy is a critical document outlining the future direction of Housing in the Borough.</p> <p>The financial issues / options are outlined at section 6.0 of the Housing Strategy, along with considerations to be taken into account when developing new initiatives.</p> <p>The Strategy mitigates the risks of having an unstable supply of housing, and seeks to ensure best use of available resources.</p> |
| Statement by Executive Director of Resources: | |
| Equality/Diversity implications: | The Equality Analysis for the Draft Strategy shows that there will be a positive impact on people with the following Equality Characteristics: Race, Disability, Age, Religion or Belief, and Caring Responsibilities. It will enhance opportunity by seeking to meet the needs of those with specific characteristics and so avoid them being excluded from the housing options generally available in the Borough. It will also help to foster good relations between those with a protected characteristic and those who do not, such as the integration of schemes for older people into the wider community. |

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| Considered by Monitoring Officer: | Yes. Although not a statutory or regulatory requirement, a Housing Strategy is seen as best practice and is in line with the requirement for local authorities to be open and transparent in policy and decision making. The proposal to review will enable consideration of the Homes and Communities Agency’s Regulatory Framework and consultation with local stakeholders is also in line with the government’s localism agenda. When considering the Strategy, Members must have due regard to the Council’s equality duties (under the Equality Act 2010), must ensure that the consultation process is fair and thorough and that they have an opportunity to consider responses. |
| Wards Affected: | All Wards |
| Scrutiny Interest: | Overview and scrutiny |

TRACKING/PROCESS

DIRECTOR: Executive Director of Adult Care Services

| Chief Executive/ Strategic Leadership Team | Executive Member/Chair | Ward Members | Partners |
|--------------------------------------------------|---------------------------|--------------|----------|
| 2 September 2013 | | | |
| Scrutiny Committee | Committee | Council | |
| | 18 September 2013 | | |

1.0 BACKGROUND

- 1.1 Government Office used to require all local authorities to produce a Housing Strategy for their area that met set criteria. Bury's Strategy was last assessed in 2004 and successfully obtained a 'Fit for Purpose' rating. The burden of external assessment has since been lifted enabling strategies to be reflective of local needs and circumstances.
- 1.2 With changes in the housing, planning and economic climate over recent years, Bury's housing strategy has become outdated and needs to be refreshed. A Housing Need & Demand Assessment was commissioned in 2011/12 and the outcome of this report together with other data on the local housing market has been used to determine future housing trends, needs and demands. Responding to these issues is essential for effective decision making, guiding the actions of housing providers and ensuring that the Council and its partners maximise their use of resources.
- 1.3 As part of the strategy development process, it is important that the Council obtains the views of all stakeholders. Subject to any comments by Cabinet, it is proposed to undertake formal consultation on the draft Housing Strategy during October/November 2013 with a view to submitting a final version (together with the results of consultation) to Cabinet early in 2014.

2.0 DRAFT HOUSING STRATEGY

- 2.1 The primary aim of the strategy is to achieve sufficiency and suitability of housing within the Borough. This means influencing the market and looking to create conditions which encourage the right mix, of the right type, size and tenure of housing, in the right locations, to meet the needs of the Borough. Part of this is about increasing the number of dwellings available to meet a rising population. But it is not just about numbers. The Council also needs to take actions which promote quality housing that is both accessible and affordable to residents.
- 2.2 In the current economic climate this will be challenging. However it is expected that over the life of this strategy, conditions will change and the Borough needs to be in a position to respond and take advantage of any upturn. Bury is a popular place to live and the strategy looks to develop that unique selling point through:
- Encouraging responsible house building
 - Maintaining the balance between bought and rented properties – with owner occupation expected to remain the principle tenure type
 - Tackling the number of empty homes
 - Partnership working with partners to build decent and sustainable neighbourhoods
- 2.3 There is also recognition of the social aspects of housing in terms of:
- Supporting the 'Green Agenda' to maximise energy efficiency and reduce fuel poverty
 - Assessing affordability across the townships
 - Identifying the needs of specific groups such as older people, people with disabilities, homeless households

- 2.4 Through the data analysis and discussions around the findings with a sample group of stakeholders, certain themes emerge which can be categorised under five main headings:
- Objective 1: Delivering a sufficient and suitable supply of housing in the Borough
 - Objective 2: Affordability
 - Objective 3: Fewer empty properties
 - Objective 4: Good quality accommodation
 - Objective 5: Partnership development
- 2.5 The Council has some ideas on how these issues can be taken forward but, rather than dictate the outcome, it is proposed to test the strategy's findings through the consultation process and engage stakeholders in developing the action plan.

3.0 CONSULTATION

- 3.1 Subject to Cabinet approval, the views of a wide range of stakeholders will be sought using a variety of techniques:
- All Elected Members via email
 - Open consultation with the public via the Council's website
 - Consultation with housing providers operating in the Borough, landlords, interest groups and voluntary sector organisations
 - Focus Groups – this could include a session specifically for Elected Members
 - Feedback from the Joint Commissioning Partnership, Housing Association Liaison Group and Six Town Housing Board.
 - Homes and Communities Agency
 - Housing Strategy Programme Board
- 3.2 The methods of consultation will vary according to demand and to maximise participation. Full details will be sent out to providers, members and interested groups to allow them to comment. More generally, press releases and other media outlets including the Council website will be utilised to raise awareness and generate responses from the public and potential customers. Copies of the draft strategy will be available on the website and in the main Council offices and alternative arrangements will be made for people who have difficulty accessing the document.
- 3.3 The period of consultation will be from 1 October 2013 for 8 weeks. All responses will be collated and analysed in a report to be circulated alongside the revised final Housing Strategy to Cabinet in early 2014.

4.0 EQUALITY AND DIVERSITY

- 4.1 The strategy aims to provide a framework for housing provision which meets the needs of all residents in the Borough, being mindful of the need to maximise the acquisition and use of limited resources.
- 4.2 The equality analysis will be amended during and following consultation. The initial version is attached for information.

5.0 RISK

- 5.1 The main risk at this stage is that we will be raising expectations that cannot be fulfilled. It is accepted that much will depend on the prevailing economic situation but the strategy provides direction to housing providers, identifies the local needs and priorities and provides support to future funding bids. In these times, focus and cohesiveness take on greater significance in order to achieve better outcomes and an effective use of resources.
- 5.2 A subsequent risk is that the strategy will be ineffective and not shape the market as intended. To mitigate this risk, the Housing Strategy has been written to complement planning and other policies to ensure a consistent and coherent approach to housing in the Borough. Engaging stakeholders through consultation in the development of the strategy and action plan should also mitigate the risk of the strategy being ignored.

6.0 CONCLUSIONS AND RECOMMENDATIONS

- 6.1 Bury's Housing Strategy is old and needs refreshing. Consequently, work has been undertaken to update our knowledge of the local housing market, needs and demand to produce a new draft Housing Strategy which is intended to take the Borough forward into the next decade.
- 6.2 The strategy has identified a number of key issues which have been grouped under 5 key objectives. To obtain consensus on the issues and engage housing providers and other stakeholders in designing the solutions, it is proposed to undertake a comprehensive consultation programme. This programme will not only record people's views on the strategy but also make a major contribution to developing the action plan.
- 6.3 It is recommended that:
- (a) Cabinet considers and comments on the draft Housing Strategy;
 - (b) Cabinet agrees to a formal process of consultation with stakeholders during October/November 2013; and
 - (c) A report summarising the consultation responses together with the final version of the Housing Strategy 2013-23 is submitted to Cabinet in early 2014.

List of Background Papers:-

Housing Need & Demand Assessment 2011/12

Contact Details:-

Marcus Connor
 Head of Performance & Housing Strategy
 Telephone: 0161 253 6252
 Email: m.c.connor@bury.gov.uk

1.0 FOREWORD



Cllr Rishi Shori

Cabinet Member for
Adult Care, Health &
Housing

Housing is everybody's business. Having a roof over your head is one of those things that you expect in life but for increasing numbers of people it is becoming increasingly difficult to get onto – and then stay on – the property ladder.

At the time of writing, this country is going through a major housing crisis. Too few houses are being built, property prices remain high and the associated costs of accommodation, such as heating and repairs, are increasing rapidly putting a massive strain on household budgets.

It is against this background that we look to this Strategy to provide some hope and relief to local people. We cannot change the economic situation but by taking decisions and using our influence, we can help shape the local housing market and increase opportunities for our residents. With this in mind, the Strategy has twin aims:

- Sufficiency – increasing the amount of housing for purchase or let but in keeping with the needs of the Borough. It is not just a question of more properties. Regard has to be paid to the environment and protecting features that build better neighbourhoods and make Bury a great place to live.
- Suitability – houses that meet people's needs wherever possible in a location where they want, and can afford to live. This means decent homes, whether bought or rented, that are in reasonable repair, affordable and sustainable. Housing that meets these conditions promotes stable communities and decent neighbourhoods.

Delivering these aims will be extremely challenging but the housing market will pick up. We need to look ahead to promote regeneration, position the Borough to take advantage of opportunities that arise and be primed ready to support economic growth in the Greater Manchester City Region as and when that occurs.

I believe this Strategy does just that. It provides an excellent guide for us to respond to current and future housing pressures across all tenure types, and it gives me great pleasure to present our Housing Strategy 2013-23 – Building Bury's Future.

2.0 INTRODUCTION

The long term vision of our strategy is:

"To encourage a sustainable mix of quality housing in the Borough that is suitable and sufficient to meet the needs of our residents"

This means:

- Encouraging house building – to help meet the demand for accommodation whilst protecting the features that make Bury a great place to live.
- Promoting a balance between different tenure types (owner occupied, private rented, social housing) to maximise residents' choice in where and how they live.
- Promoting affordable housing.
- Working to reduce the number of empty homes in the Borough.
- Working with others to invest in housing, build decent neighbourhoods and improve the quality and sustainability of the housing stock.
- Influencing the market to recognise and support the specific housing needs of older people, people with disabilities and other groups within our communities.
- Supporting the 'Green Agenda' to maximise the energy efficiency of housing.
- Supporting individuals to access housing by providing good quality information, advice and guidance.

The housing picture is more complex than simply a case of supply and demand. With mortgage lending reduced, energy costs growing and income levels less assured, affordability is a big issue. This Strategy recognises these, and the other factors that are affecting demand, in setting out proposals.

The Strategy also takes account of the Council's desired outcomes for the Borough. The priorities identified are fully compliant with the Council's aims of:

- § Reducing poverty and its effects.
- § Supporting our most vulnerable groups.
- § Making Bury a better place to live.

The Housing Strategy has also been shaped by the Council's values. The priorities and action plan clearly:

- '*Put Residents First*' by understanding the needs of the population, identifying what matters to them and putting in place actions that meet their needs.
- '*Empower and Support Communities*' through increasing access to information, advice and guidance on housing resources – and encouraging greater resident involvement in housing projects.
- '*Support People in Greatest Need*' because we have a good understanding of housing need within our communities and the Strategy makes provision for groups (such as older people, people with disabilities) which have specific housing requirements.
- Demonstrate that the approach has been developed in an '*Open and Transparent Way*' through actively listening to people's views and building a robust evidence base to inform our decisions.

3.0 CONTEXT

3.1 National initiatives

National Housing Strategy

In November 2011, the Government launched 'Laying the Foundations: A Housing Strategy for England' which set out a package of reforms to:

- Get the housing market moving;
- Create a more responsive, effective and stable housing market;
- Support choice and quality for tenants;
- Improve environmental standards and design quality.

Key objectives within the strategy included:

- Support to deliver new homes and support aspiration;
- The ability to tackle empty homes; and
- Ensuring better quality homes, places and housing support.

Localism Act 2011

A number of the National Housing Strategy reforms were included in the Localism Act 2011. In seeking to shift power towards local people, the Act included new freedoms and flexibilities for local government; new rights and powers for communities and individuals; reform of the planning system and the devolution of some housing powers.

Much of the housing-related issues within the Localism Act 2011 are addressed in Bury Council's Strategic Tenancy Policy 2013-16; the key issues being:

- **Reform of Social Housing Allocations** to allow local authorities greater flexibility on who should qualify to go on their housing waiting lists.
- **Reform of Social Housing** to enable social landlords to offer fixed term tenancies where an increased flow of customers through the sector would assist in meeting local demand and the prevailing housing conditions.
- **Reform of Homeless Legislation** to allow local authorities to use suitable housing in the private rented sector to discharge their homelessness duties.
- **Reform of Council Housing Finance** to end the subsidy system for rent collection and giving local authorities greater freedoms and flexibilities on income received.
- **Establishment of a National Home Swap Scheme** to encourage greater mobility of tenants to move between areas in order to secure employment.

Affordable Rent

Affordable Rent was introduced as part of the Homes and Communities Agency's 2011/15 Affordable Housing Programme funding round. This form of tenure, where providers can charge up to 80% of the market rent, is intended to shift the balance between grant support and rental income as the means of financing projects. As a result, affordable rent has replaced social rents (which are around 60% of market rents) on future Government-sponsored schemes or projects designed to bring forward affordable housing. Over time, it is also expected that there will be a higher occurrence of conversions from social to affordable rent on existing registered provider stock within the Borough, which will put further pressure on finding accommodation for lower income households.

Welfare Reform

Welfare Reform and its impact on things such as restrictions on Housing Benefit payable to those under 35 years of age, and under-occupancy charges for those claiming Housing Benefit and living in properties deemed larger than their needs, have both had a significant impact on landlords and tenants. There is increasing demand for smaller properties, placing strain on landlords' abilities to meet the requirements of those in the housing greatest need. At least for the short term, this could lead to a change in the size and type of accommodation that is needed.

Empty Homes

Empty homes damage communities. Visually, they impact on the environment and give a poor impression of the neighbourhood, often attracting anti-social behaviour and a lack of investment in surrounding properties. Due to the housing shortage, vacant dwellings have become a national priority with funding available through the Homes and Communities Agency to make individual empty properties suitable for occupation, tackle clusters of empty dwellings and convert empty commercial dwellings into residential units. Successful bids have been submitted by Greater Manchester authorities, including Bury, for the early funding rounds and further bids can be expected should additional money become available.

Green Initiatives

With energy prices rising, 'green' initiatives continue to be championed by Government. This can be seen in terms of a push towards more renewable energy and increased energy efficiency of new housing. The major framework in this respect is 'Green Deal' and energy company obligation (ECO). 'Green Deal' loans have been launched to help households fund energy efficiency measures with costs being recovered through agreed payments attached to electricity bills. Low income households or difficult to heat homes can get extra assistance through the energy company obligation (ECO). Other initiatives including Feed-in Tariff, Renewable Heat Initiative and Energy Performance Certificate requirements will also assist. Living at low temperatures contributes to ill-health, excess winter deaths and a wider range of problems, such as social isolation and poor outcomes for young people. With fuel poverty at a high level (18.6% nationally and 21.7% in Greater Manchester) and projected to rise, principally due to rising energy prices, the message, however, is simple; more needs to be done to enable everybody, particularly our more vulnerable residents, to obtain affordable warmth.

Within Greater Manchester, authorities are actively pursuing energy efficiency measures as part of a commitment to become a low carbon conurbation. These initiatives include a Greater Manchester version of 'Green Deal' in which Bury has invested over £1 million, improving energy efficiency of homes and 'energy switching' whereby residents are assisted to participate in energy auctions to get cheaper energy deals.

No Second Night Out

With homelessness growing nationally, No Second Night Out is the Government's response to the problem of persistent rough sleepers. Whilst a larger issue for inner cities, all Greater Manchester authorities have signed up to a programme to ensure that no new homeless rough sleeper will be without some form of temporary accommodation after their first night on the street.

Support for Older People

Supporting increasing numbers of older people, particularly those with dementia, is a major concern for society. With national policy favouring independent living rather than institutional care, new forms of accommodation and services are required to help people to live in their own homes for longer. The Care and Support Specialised Housing Fund was introduced in 2012 to provide local authorities, registered providers and private developers with the opportunity to access funding to develop such housing with care

facilities, particularly for people with dementia. This will enable residents to retain their independence by running their own, self-contained homes but with the reassurance of having support close by if needed.

The lack of specialist housing is, however, only one of the demographic pressures created by an ageing population. Other factors that need to be addressed include:

- **Under occupancy.** As children grow up and leave the family home, older people frequently live in property that is larger than they need. With changes to the benefits system, this will cause some residents hardship and require them to 'downsize'. This assumes that there are sufficient numbers of smaller properties available to them.
- **Affordability.** Often linked with under occupancy, the cost of running a home continues to rise and hits those on low or fixed incomes hardest. Many of these individuals are older people who, whilst protected from many of the initial welfare reforms, still face rising prices.
- **Mobility.** Ageing often brings health issues such as restricted mobility or long term conditions which makes living in older, less energy efficient property more difficult to manage. There is an increasing need for self contained, single storey dwellings to meet this demand. There is also a need to make best use of existing stock by providing appropriate cost effective adaptations, improving intelligence around already adapted stock and more effective matching and allocation of adapted properties to people in need of these.
- **Inter-generational living.** Lifestyles of older and younger residents are different and have led, in some parts of the country, to segregation as 'villages' for older people and 'gated' communities have developed. This polarisation is not conducive to building strong and vibrant neighbourhoods. Balanced communities, which respect the differing needs and expectations of its residents, are essential to protect the character and health of our townships.

3.2 Regional Considerations

In April 2011, the 10 councils within Greater Manchester (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan) created a 'Combined Authority' to co-ordinate key economic development, regeneration and transport functions which includes:

- Delivering the objectives and priorities in the Greater Manchester Strategy and the Greater Manchester Housing Strategy 2010 to drive economic growth
- Delivering the objectives identified in the Greater Manchester Local Investment Plan. This document sets the direction for the delivery of key aspects of the 'Creating Quality Places' strategic priority of the Greater Manchester Strategy
- Overseeing and prioritising funding programmes, including the Affordable Homes Programme and bids to address empty homes
- The GM Domestic Retrofit programme to improve the energy efficiency of homes

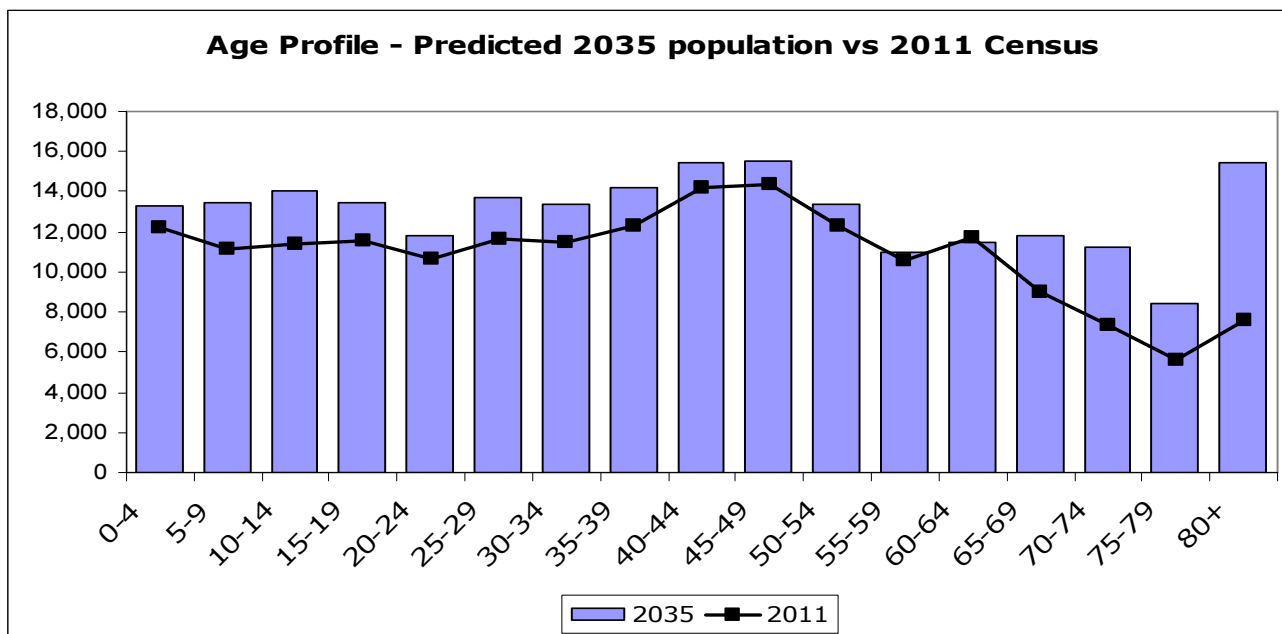
Housing and construction generally plays a key part in the drive for economic growth. The Greater Manchester Strategy highlights the need to ensure the continuing economic development of the region, supported through the provision of adequate housing of the right types, sizes, tenures and location. Bury's Housing Strategy contributes positively to this approach by presenting a thorough analysis of local issues and understanding the needs of our residents.

3.3 Key Local Issues

Context

Situated just to the north of Manchester, Bury covers an area of 9,919 hectares (24,511 acres). The population of 185,060 is located within six township areas each with their own character and history that the Council is keen to preserve. Overall, Bury is one of the more prosperous districts within Greater Manchester although the 2010 Index of Multiple Deprivation (IMD) shows a mixed picture across the Borough. Some parts of East Bury, inner Radcliffe, Whitefield and Prestwich are within the 10% most deprived areas nationally. This is also reflected in public health where the Borough's Joint Strategic Needs Assessment shows a 10 year gap in male life expectancy between the most deprived areas and parts of the Borough which are least deprived.

The Borough's population has grown at a steady pace over the years and is set to rise from 185,060 to around 221,000 (or 20%) in a generation. However, this hides a major shift in the age profile. The proportion of older people will increase from 15% to over 20% of the population with particular emphasis on the very elderly where there is expected to be 8,000 (60%) more people over the age of 80 than the 2011 Census.



Age seldom comes alone. This is confirmed by the Joint Strategic Needs Assessment which suggests that nearly 1 in 5 people will have a limiting long term condition – conditions which account for 52% of GP appointments, 65% of out patient appointments and 72% of hospital in-patient bed days. The links between health, social care and housing are strong; more appropriate accommodation would make a significant impact on health and social care budgets.

Another demographic factor requiring consideration is that the Housing Need and Demand Assessment 2011/12 estimates that over 25,000 people are in single households. This equates to 30% of Borough’s housing stock being sole occupied.

In the 2011 Census, 89.2% of the Borough’s population is white, with Pakistani being the single largest ethnic group at 4.9%. This ethnic mix is set to change in the coming years as the school census showed the proportion of non-white children increasing from about one in seven to one in five between 2006 and 2012. The Borough also has a mix of religious groups. Christians make up 63% of the population, followed by Muslims (6.1%) and Jewish (5.6%).

The changing demographics have major implications in terms of both the sufficiency and suitability of homes. In addition to normal supply and demand pressures the ageing population will require more accessible accommodation and housing with care; a growing population requires more homes to be built – some of which will need to be of a size and

in geographical locations to match the needs of ethnic and faith communities; whilst the anticipated increase in single person households raises questions of under occupancy and affordability especially with the introduction of welfare reforms from 2013.

Housing profile

The 2011 Census recorded 81,423 residential dwellings in the Borough of which 78,113 were occupied by one or more resident. Of the total housing stock, 8,188 of these were Council-owned, social rented housing and 4,225 belonged to housing associations. 69,907 dwellings or 85.8% of the total housing stock are houses or bungalows, with most occupied properties being either 2-bedroom (23,682) or 3-bedroom (34,249) in size. Given that there is an estimated 25,000 single person households in the Borough, under occupancy could soon become an issue as housing costs and the impact of welfare reform increases demand for smaller properties. With only 7,042 (9.0%) 1-bedroom, occupied dwellings identified, of which 3,257 are Council-owned rented dwellings, major pressures on the market are anticipated unless a greater number of smaller units – at affordable cost – become available. At the other end of the spectrum, the demand for larger dwellings from the BME and Jewish communities is likely to put pressure on the 13,140 (16.8%) 4-bedroom plus dwellings; a problem further highlighted by the fact there are only 98 Council-owned dwellings of this size in the Borough.

In addition to under-occupation, under use is an issue. The Census records 3,310 vacant dwellings at the time of the survey and, whilst it is a snapshot, we need to get a better understanding of these properties and the circumstances behind why they are vacant.

As regards stock condition, the local authority and housing association accommodation is of a high quality, with all dwellings meeting the decent homes standard. Conditions in the private sector are more varied as the LAHS (Local Authority Housing Statistics) return 2012/13 indicates that there are 14,526 dwellings with Category 1 hazards as measured by the Housing, Health & Safety Rating System (HHSRS). Improving the quality of private sector housing – which makes up over 80% of the Borough's housing stock – is critical to well-being and promoting the Borough as being the place to live.

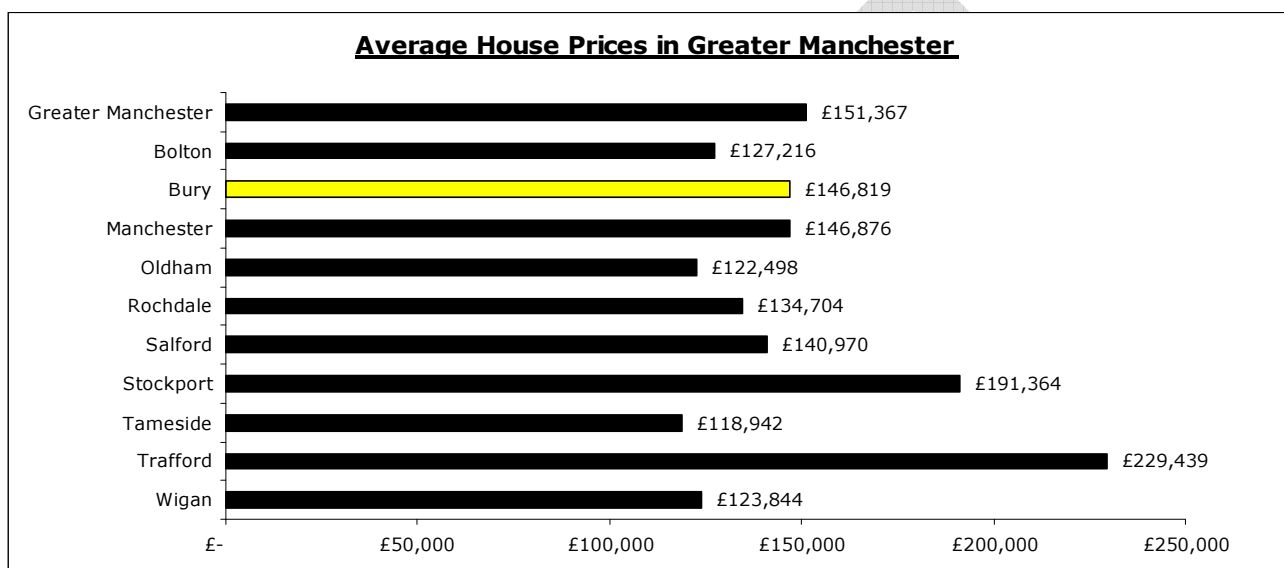
How these issues impact at local level and how we intend to use the evidence to shape the future housing market is considered in more detail in the following sections.

4.0 HOUSING NEED AND DEMAND

4.1 Sufficiency of Housing

Housing market demand

Bury is a popular place to live and this drives house prices in the Borough. Compared to the other ten local authorities in Greater Manchester, Bury has the fourth highest average house price and ranks third highest in terms of the number of properties sold as a proportion of population in 2011/12 (Quarter 3).



Source: Land Registry

In terms of where people want to live, the Housing Need and Demand Assessment 2011/12 indicated a high level of parochialism and self containment in each township. Closeness to family and friends, employment, amenities, quality of area and types of housing available are frequently cited as the reasons for future location preference.

| Area of Residence | Location Preference | | | | | | |
|--------------------|---------------------|------------|-------|-----------|------------|-----------|--------|
| | Ramsbottom | Tottington | Bury | Radcliffe | Whitefield | Prestwich | Total |
| Ramsbottom | 413 | 160 | 86 | 32 | 117 | 32 | 840 |
| Tottington | 126 | 247 | 188 | 0 | 104 | 40 | 705 |
| Bury | 146 | 606 | 1,385 | 223 | 610 | 102 | 3,072 |
| Radcliffe | 245 | 306 | 285 | 827 | 619 | 264 | 2,546 |
| Whitefield | 51 | 255 | 471 | 72 | 925 | 203 | 1,977 |
| Prestwich | 90 | 66 | 275 | 31 | 607 | 1,104 | 2,173 |
| Local moves | 49.2% | 35.0% | 45.1% | 32.5% | 46.8% | 50.8% | 11,313 |

Source: Bury Housing Needs and Demand Assessment 2011/12

The survey also suggested that contrary to conventional wisdom, not everybody aspired to live in the north of the Borough. Whilst feedback showed that Tottington remained popular, the majority of respondents saw the townships of Bury and Whitefield being the key locations. Accessibility, property choice and transport links to the city region appearing to be prime factors in the decision.

| Location | Existing Households | | Concealed Households | |
|------------|---------------------|--------------|----------------------|--------------|
| | Nos. Implied | % households | Nos. Implied | % households |
| Ramsbottom | 732 | 20.0 | 227 | 28.6 |
| Tottington | 1,118 | 30.6 | 126 | 15.9 |
| Bury | 1,798 | 49.2 | 221 | 27.8 |
| Radcliffe | 596 | 16.3 | 138 | 17.4 |
| Whitefield | 1,493 | 40.9 | 384 | 48.4 |
| Prestwich | 1,083 | 29.6 | 311 | 39.2 |

Source: Bury Housing Needs and Demand Assessment 2011/12

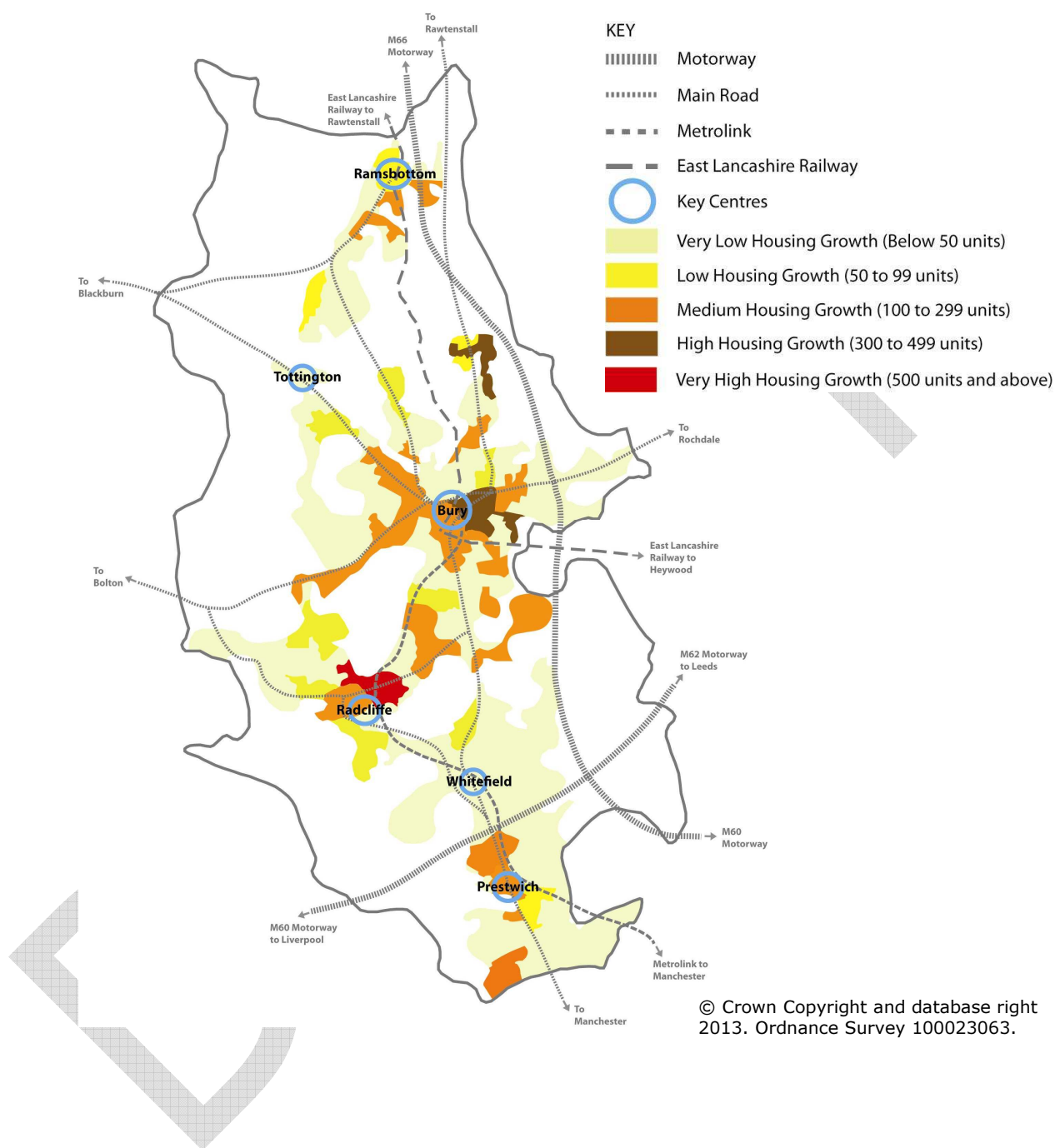
Housing supply

Bury's emerging Local Plan recognises the need for housing growth and proposes an increase of 6,800 dwellings (net) between 2012/13 to 2028/29 (an average of 400 dwellings per annum). Sufficient land has been identified for this purpose.

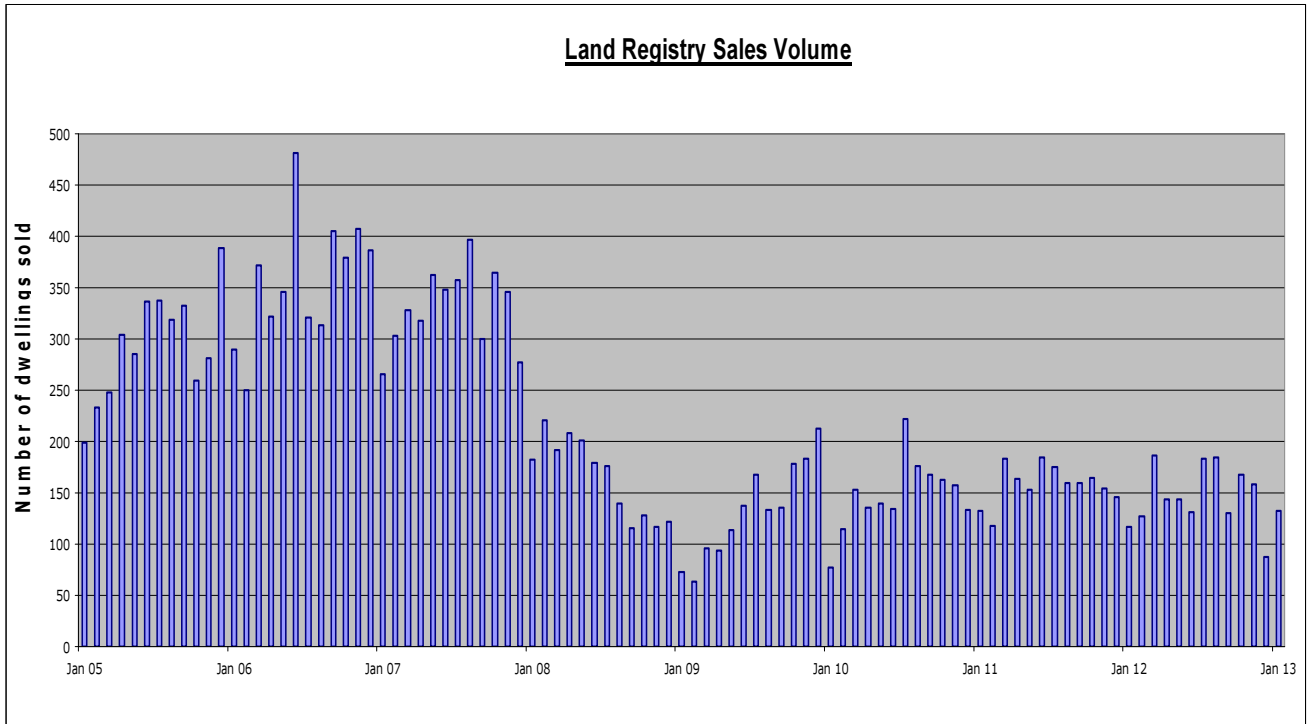
The vast majority of these additional housing units are likely to be delivered by the private sector and the Spatial Strategy allows for housing growth across all the urban areas. The focus on development however is on townships where housing land is already available or where the Council wants regeneration. The distribution of housing development as set out in Figure 1 reflects this ambition with 'very high' housing growth concentrated in the townships of Bury and Radcliffe. Areas of 'medium to high' housing growth are also prominent in the immediate areas around these two centres.

The lowest areas of growth are focused in Tottington in the north and Whitefield in the south of the Borough. Whilst these are preferred areas for people to live, it is important that they are not over developed, and housing growth in these areas is constrained by the Green Belt boundaries. The Council needs to ensure that the features which make the areas popular are protected and issues facing other areas of the Borough such as Radcliffe and Prestwich are addressed in order for the Borough to achieve its goal of becoming a prosperous, sustainable Borough fit for the future.

Figure 1 – Anticipated Distribution of Housing Growth as at April 2013.©

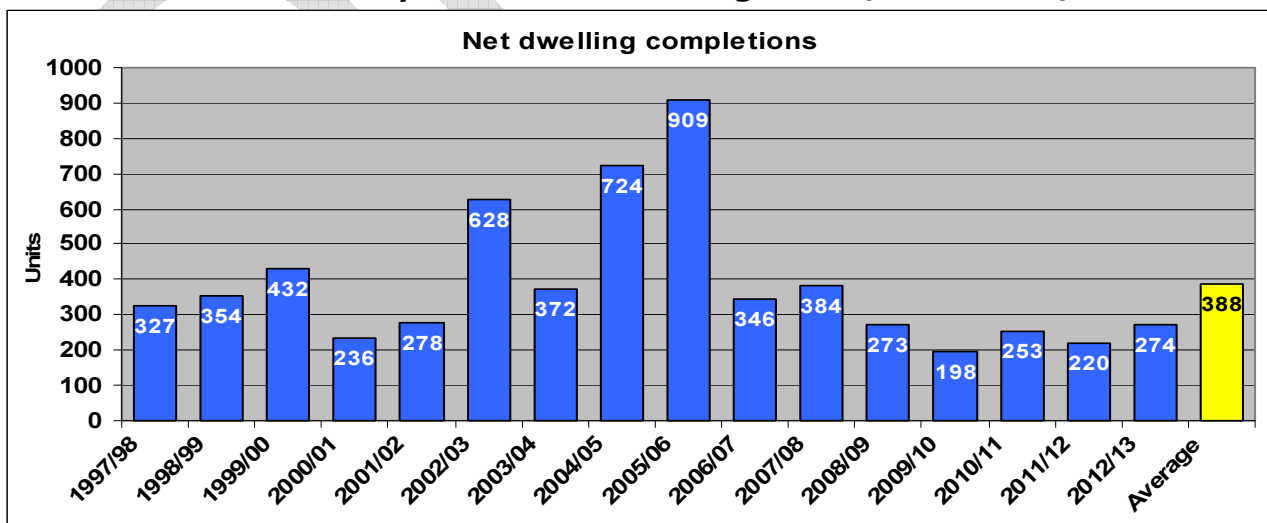


The market however is slow. Fewer buyers, coupled with tighter mortgage conditions, has seen activity fall since 2008, as can be seen in Land Registry sales statistics:



Although there is demand for housing, the lack of affordable finance for both developers and potential purchasers has resulted in a marked reduction in the number of new homes being built in the Borough (which is reflective of the housing market across much of the country). Only 274 units were completed in 2012/13 compared to 384 in 2007/08 before the banking crisis and the emerging target of 400. The difference is even greater when compared to the peak of 909 in 2005/06.

Net Completions in the Borough 1997/98 to 2012/13



At the 1st April 2013, there were extant planning permissions on 148 sites within the Borough that could accommodate 3,166 housing units. Some of these sites are currently under construction and others are showing signs that they are coming forward imminently. It is likely that the other sites, together with new sites, will be brought forward as the housing and financial markets improve. It is considered that the recent fall in house completions has been a result of economic reasons rather than land availability.

| Availability | No. of Sites | No of Units |
|--------------------------------|---------------------|--------------------|
| Site Under Construction | 51 | 801 |
| Sites with Planning Permission | 97 | 2,365 |
| Total | 148 | 3,166 |

Government initiatives have provided finance to developers to complete stalled sites ('Kickstart') and prospective purchasers ('Homebuy') but these have yet to significantly stimulate growth in the sector. The 2013 Budget has also put forward a further range of options aimed at supporting house buyers, the details and impact of these initiatives will be seen in the future. It is thought that these new measures will help to stimulate the housing market as finance will become more affordable to a greater number of potential purchasers, thus enticing developers to build their sites. However, there are some concerns that these measures could increase house prices resulting in a growing disparity between prices and household incomes. Guaranteeing lending and/or subsidising borrowing costs is not sustainable and risks a return to sub-prime lending - which created the banking crisis in the first place.

Key Issues

- Finding ways to unlock stalled sites
- Improving the ability to access housing in a way that is affordable and sustainable for residents
- Maintaining a supply of land availability for housing for when the market improves

Empty Properties

It is anticipated that over 95% of the housing that will exist in 30 years time has already been built. Satisfying demand is therefore not just an issue of building more; we also have to make best use of what already exists.

According to the 2011 Census, 3,300 homes in the Borough were vacant. There are many reasons for this from properties in the process of being sold or let to those that have been vacant for many years because of legal issues or the high cost of repair. Whatever the cause, properties that are vacant for any length of time have to be tackled to remove the negative impact they have on individuals and communities. Some schemes, including the Council-led pilot project in Radcliffe, are in place to bring more houses back into occupation and further schemes are needed to maintain this momentum. Empty properties will represent a high risk issue for many years until the economic situation improves and confidence returns.

Key Issues

- Reducing the number of properties that are empty, or are at risk of becoming empty to maintain vibrant and attractive townships
- Encouragement for owners to maintain properties
- Exploring innovative solutions and external funding sources to reduce the number of empty properties and regenerate parts of the Borough

Affordability

Finding affordable housing – to rent or buy – is a challenge for many households. House prices are high compared to local wage rates as earnings have remained static (or fallen) for many people in recent years.

Average cost for property purchases in the six townships (as at August 2011) is set out in the following table of entry level sales.

| Property Type | Ramsbottom | Tottington | Bury | Radcliffe | Whitefield | Prestwich | Borough wide |
|---------------|------------|------------|---------|-----------|------------|-----------|--------------|
| 1 bed flat | 79,950* | 105,000* | 79,950 | 64,950 | 72,950 | 69,950 | 74,950 |
| 2 bed flat | 80,000 | 130,000* | 80,000 | 84,950 | 94,950 | 89,950 | 89,950 |
| 2 bed terrace | 109,950 | 115,000 | 94,950 | 82,500 | 110,000 | 102,000 | 99,750 |
| 3 bed terrace | 130,000 | 129,950 | 10,000 | 96,999 | 114,950 | 122,500 | 109,995 |
| 2 bed semi | 124,950 | 109,950* | 95,000 | 109,950 | 100,000 | 107,500 | 105,000 |
| 3 bed semi | 144,950 | 139,950 | 134,000 | 132,000 | 134,950 | 137,500 | 134,950 |

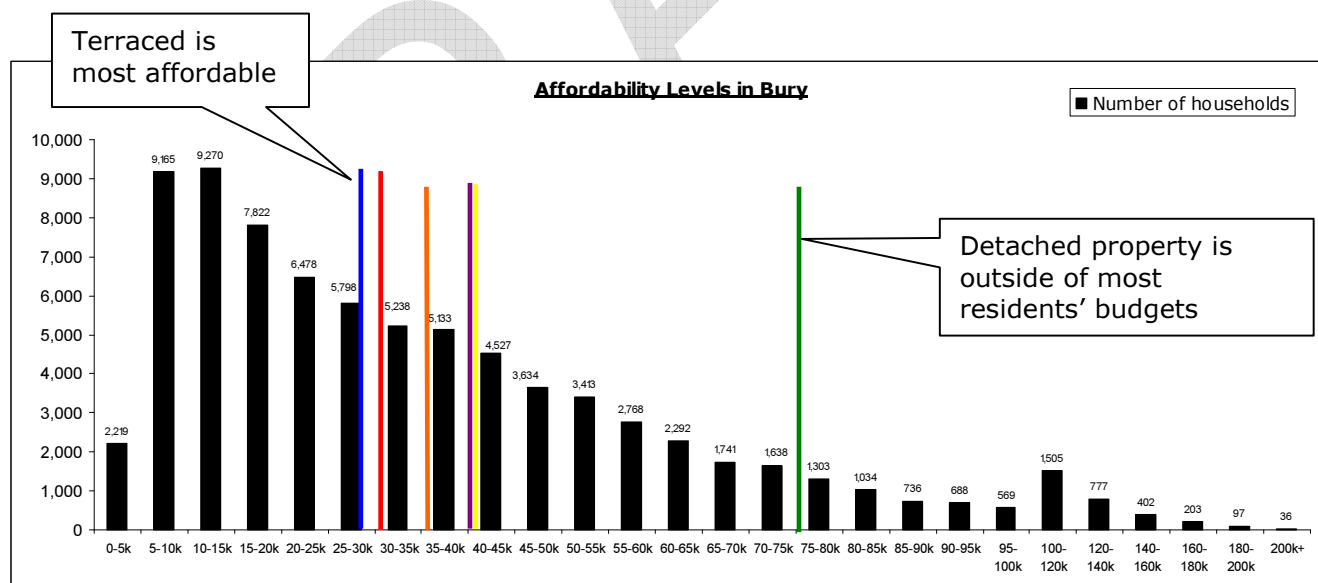
* Low sample

Source: DCA House Price Survey August 2011

Based on CACI 2012 data, average gross income in the Borough is £28,045 although there are dramatic local variations from £20,678 in Moorside Ward to £33,764 in North Manor. In addition it is estimated that over 60% of households have less than £5,000 in savings.

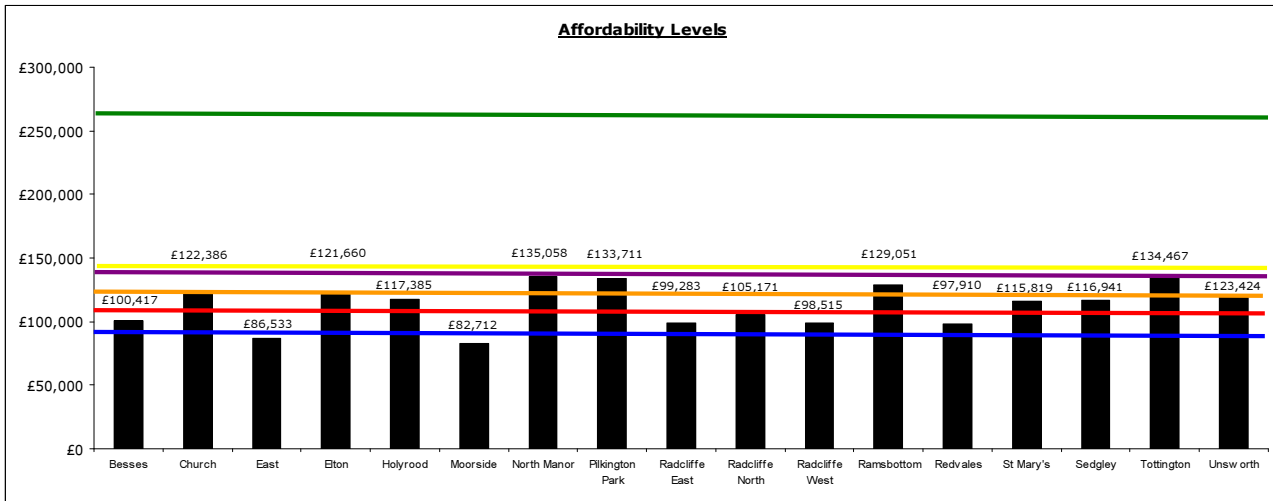
Low earnings coupled with mortgage lenders requiring deposits of up to 25% of the value of the property are pricing many residents out of the market. The data suggests that up to 52% of residents cannot afford to get on the property ladder and that most purchasers will be restricted to terraced property, flats or new build accommodation in that order.

| Type of property | Average Price (Bury) | Household income needed to obtain a mortgage at 3.5 times wages | Deposit Required (15%) |
|------------------|----------------------|-----------------------------------------------------------------|------------------------|
| Overall | £ 146,819 | £ 41,948 | £ 22,022 |
| Terraced | £ 95,867 | £ 27,391 | £ 14,380 |
| Flat | £ 106,806 | £ 30,516 | £ 16,020 |
| New Build | £ 129,985 | £ 37,139 | £ 19,497 |
| Semi-detached | £ 143,463 | £ 40,989 | £ 21,519 |
| Detached | £ 264,661 | £ 75,617 | £ 39,699 |



Source: CACI 2012 and Land Registry

The pattern is replicated across the Borough indicating that most housing types in nearly all wards are unaffordable.



To help address this situation, the Council introduced a planning policy in 2004 where 25% of units on larger developments have to be made available at affordable levels. In most cases this means at a discounted sale price. Since 2004, 215 affordable units have been built although in recent years, the slow down in the market has resulted in fewer large schemes being built (and therefore fewer affordable housing units are becoming available).

Demand for these properties is high with 946 live applications as at December 2012. Around two thirds of applicants would prefer to buy although 50% would settle for rent / shared ownership properties. On balance most people are looking for smaller properties as demonstrated in the following table:

| Size of property required | Numbers on the Affordable Housing waiting list (December 2012) |
|---------------------------|----------------------------------------------------------------|
| 1 bed property | 123 |
| 2 bed property | 465 |
| 3 bed property | 300 |
| 4 bed property | 57 |
| 5 bed property | 1 |

Source: Bury Council Affordable Housing Database

In terms of property type, houses remain the first choice for many. Some applicants will however consider more than one type which is reflected in the figures below:

| Property Type Applied for | Numbers on the waiting list (December 2012) |
|---------------------------|---------------------------------------------|
| House | 854 |
| Flat | 382 |
| Bungalow | 239 |
| Maisonnette | 98 |

Source: Bury Council Affordable Housing Database

But it is not just those starting out on the property ladder that can have affordability issues. Repossessions are running at 271 per year. Where the lender is in agreement, the Council can intervene under the Mortgage Rescue Scheme – a process that has supported 33 eligible households to remain in their home since 2009.

Neither is affordability restricted to owner occupation. Private sector rent levels are also out of reach for many households in Bury and changes in Government policy to require 'affordable' rents (up to 80% of market rent) in all new public sector schemes as opposed to the more traditional 'social' rent (at around 60% of market rent) is pushing up the cost of social rented housing to households. With market rents being generally higher than the Local Housing Allowance, many low earners are effectively being priced out of the rental market (because the benefit levels are less than the cost of housing). For this reason, private rented property cannot be seen as a substitute for a reducing social housing stock.

This shift towards rented property comes at a time when welfare reform is seeking to cap housing costs and introduce measures which have the effect of penalising under-occupancy. As 87% of public rented stock (including Council housing) consists of one or two bedroom houses, the impact of welfare reform in the Borough compared to other districts is to some extent mitigated – although this is no comfort to over 900 people affected by the introduction of the new rules. Efforts will be made to support those households, prioritising those that need to find more affordable accommodation as a result of changes in benefits. The Council will also support households in the future whose benefit position becomes altered as a result of a change in circumstances.

The inability of people to afford housing in the Borough risks creating a more transient population and an increase in the number of 'concealed' households – people that would otherwise live as separate households but because of mainly financial reasons are forced

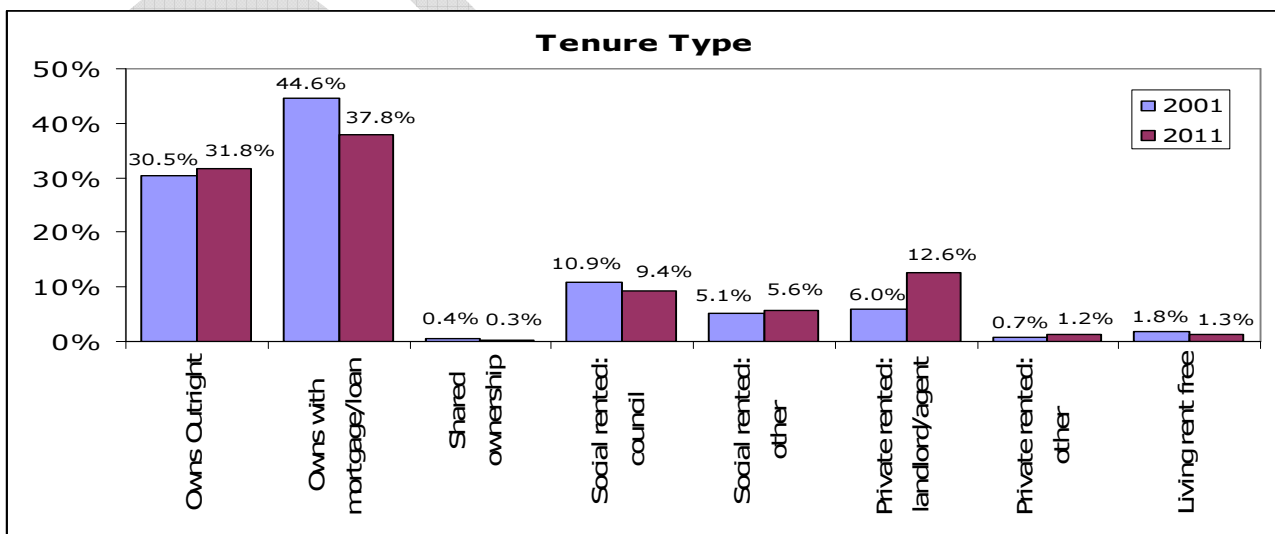
to live with family or friends. There is some evidence that it has become a reality for some young, single people who cannot afford to leave home but the scale of the problem, and the impact it will have on future housing needs (and property size), is unknown. The Housing Need and Demand Assessment 2011/12 recommended a 40/60 split between larger and smaller properties respectively on future developments but it is an area for further research.

Key Issues

- Working with developers to increase the number of affordable houses built
- Matching housing provision with household needs to avoid over crowding and under occupancy
- Research into the longer term implications of affordability on housing needs, house sizes and well being

Tenure mix

Compared to other metropolitan areas, the Borough has a higher than average share of private sector ownership. Owner occupation remains the single most popular tenure type and whilst actual numbers are down on 2001, 91% of the estimated 4,500 households looking to move still aspire to purchase a property. The significant movement in tenure since 2001 has been in rented property with a 14% fall in Council housing over shadowed by a 100% increase in private rented accommodation. This growth reflects the mortgage situation although there are also indications that it is supporting younger households whose personal circumstances or employment patterns are more flexible.

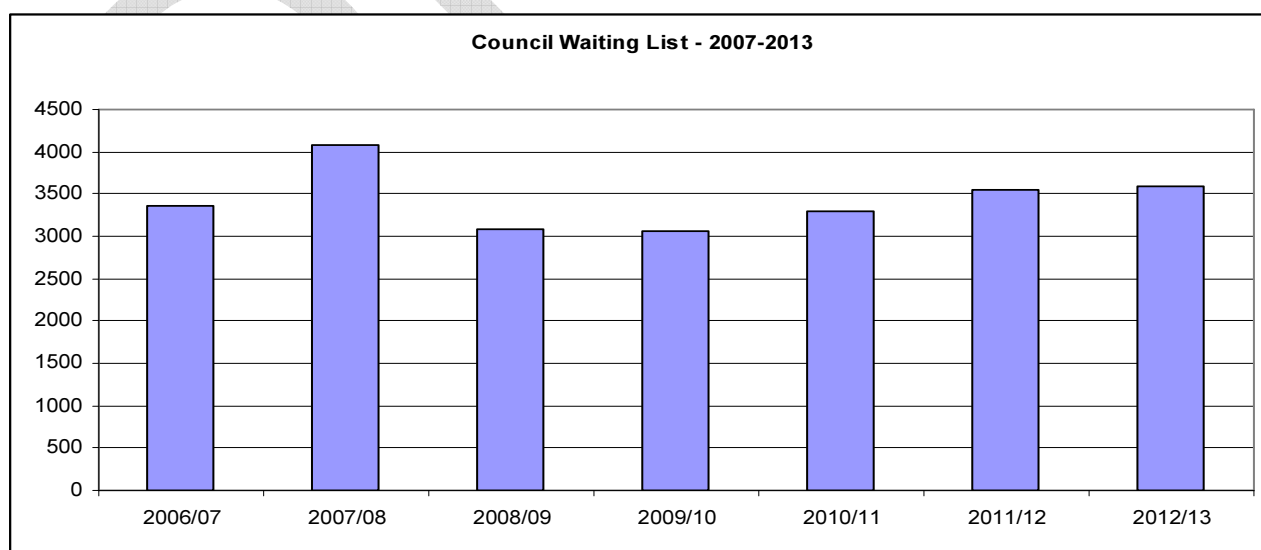


Source: ONS Census 2011

Overall, an increase in private rented property is a positive addition to the range of housing options although it also carries some risks. In addition to the affordability issue referred to earlier, tenancies in the private sector are less secure than social housing and this can result in a higher turnover of tenants. This lack of continuity coupled with downward pressure on rental income can tempt some landlords to scale back on repairs and other obligations. The Council will not tolerate breaches in housing regulations. We will work with landlords by providing advice and promoting good practice including accreditation but enforcement powers will be used as required to ensure tenants are treated correctly and that houses are maintained to the proper standards. We will also work with private sector landlords and bring forward initiatives which help ease the pressure on social housing and provide viable alternatives through the private rented sector. Additionally, we will seek to influence development of the sector where possible to help meet housing need and the Council’s wider economic objectives.

To create a better balance between affordability, flexibility and security, a wider range of products (e.g. shared ownership, low cost housing, self build opportunities, rent to buy, etc) needs to be developed. This segment of the market is under represented in the Borough at 0.3%, whereas a figure of between 1-2% (approximately 1,000 properties) would be more in keeping with the scale of affordable housing opportunities needed to reflect the different circumstances and needs of the population.

At just under 10% of tenure type, Council housing remains a popular choice and demand continues for this type of housing as evidenced in Council house waiting list figures:



These figures show a slight rise in recent years although overall numbers have remained fairly constant around 3,000 - 3,500. With only 800 properties let each year, people in the lower bands can expect to spend some time until obtaining an offer of a property although those in greatest need (Band 1) are housed relatively quickly spending an average 9 weeks on the waiting list.

The Allocation Policy approved by the Council in March 2013 recognised the need to focus scarce resources on those that need – rather than would like – the Council to help them with housing. As a result, the waiting list is expected to reduce in future years as most enquiries will be met with information and advice rather than offers to join the Council waiting list. Also to be determined is the amount of stock that the Council wants to hold. With increased Government efforts to promote a tenant's Right to Buy, Council housing numbers are reducing and, unless replaced by new stock, there will come a point when it is no longer viable to operate as a separate entity. In the interests of tenants and the Council, the future holding has to be determined before the housing management contract is renewed in 2017.

Key Issues

- Maintaining the balance between ownership and renting
- Working with private landlords on meeting housing needs, rent levels and property standards
- Future size and organisation of the Council's housing stock

4.2 Suitability of Housing

Quality

Quantity of housing is not enough; residents also want quality. It is known that the condition of Council housing is generally good. All Council housing has met the 'Decency Standard' since December 2010 and an asset management strategy is in place to maintain that level and work towards a higher 'Bury Standard' as and when resources permit.

The picture in respect of the private sector and stock held by other registered social housing providers is less comprehensive. The last house condition survey indicated that about half the stock required some form of remedial action to address issues of disrepair, energy efficiency shortcomings or potential hazards (such as steep stairs, trip hazards, etc). As building regulations and modern expectations continue to change, the survey needs to be updated on a regular basis to ensure that efforts are targeted effectively.

Key Issues

- Maintaining decent standards of social housing
- Improving our intelligence of private sector housing
- Working with communities, housing providers and landlords to promote decent neighbourhoods
- Investigate opportunities to improve the quality of private sector housing through regeneration and partnership working

Affordable Warmth

All authorities within Greater Manchester are committed to reducing carbon emissions. As housing is a major contributor to carbon levels through developing land, production of construction materials and heating methods, a number of projects have been initiated to cut emissions and reduce costs. At national level, the major focus has been renewable energy and reducing dependence on fossil fuels. Locally, and across Greater Manchester, the approach has been to improve the energy efficiency of property. This has led to projects to raise awareness of measures (Toasty, AWARM), subsidised insulation for hard to treat properties through ECO (the Energy Companies Obligation) and 'Green Deal', whereby residents in suitable properties can access a loan to pay for energy efficiency measures which is then paid back through a levy on electricity bills.

Efficient heating improves the well-being of all residents. Apart from added comfort in cold weather, warm homes reduce the health risks associated with limiting long term conditions and safeguard other vulnerable people, especially the elderly, from the severe cold. Well insulated homes are also more cost effective by saving money on fuel bills.

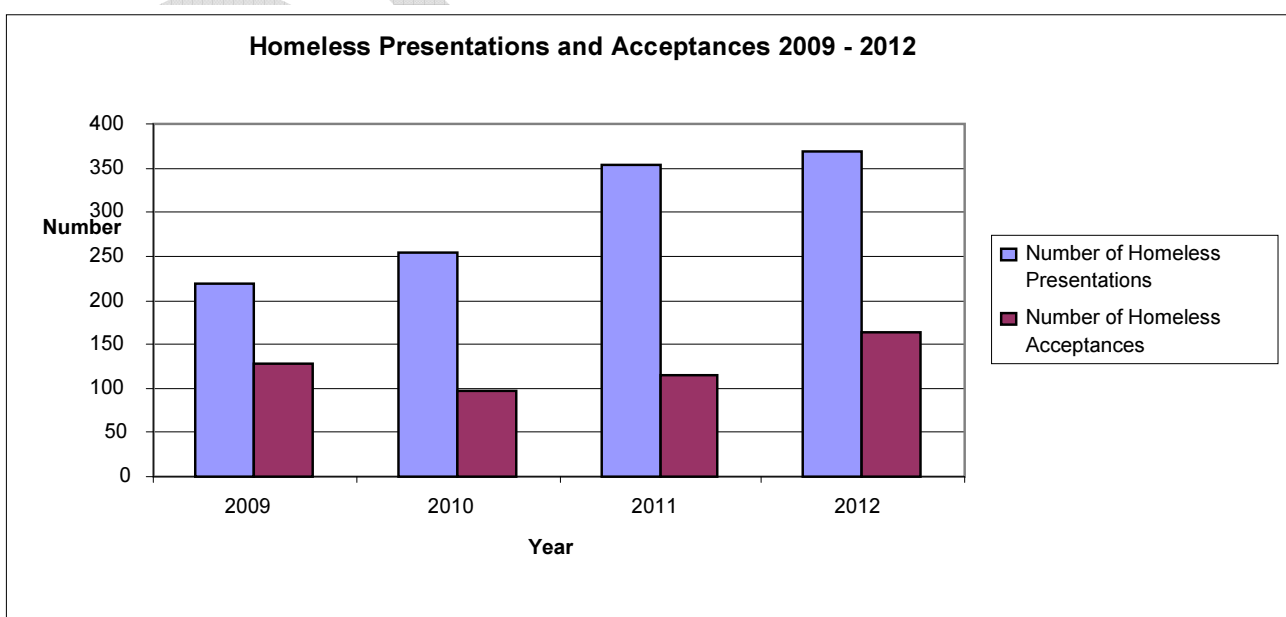
With energy prices rising, more people are at risk of falling into fuel poverty (whereby the cost of heating is in excess of 10% of household income). In addition to driving initiatives to improve the energy efficiency of the housing stock, the Council has become involved in energy switching schemes which help residents to access lower energy costs. Early indications have been positive with participating residents saving around £250 per annum on average retail prices but more needs to be done to focus efforts on lower income neighbourhoods and houses that are less energy efficient. This requires better knowledge, particularly around private sector house conditions, to enable such targeting to take place.

Key Issues

- Supporting measures that make homes more energy efficient
- Working with public health and other agencies to reduce the health effects of poor housing
- Improving intelligence on private sector house conditions

4.3 Homelessness

Homeless presentations have increased significantly in recent years. The number of cases being accepted is also showing signs of growth, reflecting the economic situation but also improvements in data recording.



People find themselves without accommodation for many reasons. Affordability, health problems and changes in personal circumstances all have a part to play although the single biggest cause of homelessness in the Borough is relationship breakdown with a number of these cases being accompanied by domestic violence.

The aspiration for the Borough is to end homelessness – primarily through prevention but, where it does occur, to provide a prompt, quality pathway back into housing. To this end, nobody is placed in bed and breakfast accommodation, hostel living has been replaced by community resettlement and cold weather provision offers rough sleepers a temporary, warm place to stay whilst establishing contact with a traditionally hard to reach group so that their health and housing needs can be assessed.

Priority at national and Greater Manchester level has been to tackle rough sleeping. The Council supports this approach although locally the issue is less about people on the streets (regular rough sleeper counts put this in low single figures) rather than people with no fixed abode. 'Sofa surfing' and staying with friends is perceived to be a bigger problem although the hidden nature of this activity makes it difficult to get an accurate picture.

With welfare reform and a growing housing shortage, different patterns of living are expected to develop as children stay at home with parents for longer and house sharing becomes more prevalent. Affordability remaining an issue for many years to come, the risk of overcrowding, falling property standards and increases in the number of relationship breakdowns, all add pressure to existing typical causes of homelessness.

The Homelessness Strategy will include further analysis of these issues and detail the actions to be taken around:

- Preventing homelessness
- Accommodating people who are homeless or who are at risk of homelessness
- Providing a range of support for people to help them through homelessness
- Avoiding rough sleeping
- People with no priority need such as the young, single homeless
- Developing relationships with partner agencies to provide this support
- Expanding the range of housing options available to homeless applicants

Key Issues

- Supporting homeless people across the Borough in line with the Council's statutory duty
- Temporary accommodation to be of a good standard; no bed and breakfast
- Create options for all homeless people including those with no priority need
- Improving intelligence around homelessness and living patterns in Bury

4.4 Specialist housing

A common theme running through this strategy is that no 'one size fits all'. Location, cost and size are primary considerations but individual needs can also play a major part in determining suitability. Demographic data highlights four specific client groups that will require some form of specialist housing:

Older people

The resident population is ageing; as well as there being more people over the age of 65, these individuals are also living longer with significant growth anticipated in those aged over 80 in future years. In addition, the Housing Need and Demand Assessment 2011/12 predicts that more older people will be moving into the Borough to be closer to family, particularly as their care needs increase.

Age seldom comes alone and older people can face other factors such as frailty, long term health conditions and under occupation caused by children leaving the family home. Addressing these issues will take time, although some good work has already taken place. Between 2010 and 2013, more affordable housing units for older people have been built, sheltered accommodation has been upgraded and new schemes such as the Red Bank extra care facility have opened. These are helping to cater for older people's needs but more needs to be done to meet current and future demand particularly as dementia is expected to rise by 50% over the next 10-15 years.

The demographic challenges from this customer base and the actions required are set out in the Housing Strategy for Older People.

People with disabilities/health issues

As medical science develops, more people with limiting long term conditions are looking to live independently. With nearly one in five people falling into this category, demand for accessible housing can be expected to increase. Traditionally the solution has been to adapt properties if possible but with many older properties lacking the space needed, alternative solutions will be required to meet growing demand. Areas to be explored include assisting people to relocate to more suitable properties, encouraging lifetime homes which are designed to be more flexible and commissioning affordable homes for people with disabilities.

Difficulty in accessing housing is not always about physical layout. Mental health issues, learning disabilities or substance misuse can give rise to problems around managing a tenancy, controlling finances or looking after the home. Settled accommodation for such individuals can only occur with support otherwise the risk of these individuals becoming homeless or institutionalised increases. Efforts are needed to improve co-ordination across health, housing and social care to deliver a more holistic service and reduce the human and financial cost of failure.

Travelling communities

The Council has a specific responsibility to meet the accommodation needs of travelling communities and show people. Council provision is through a travellers' site (currently at Fernhill). Although the travelling community is small, the Council will continue to maintain a site and monitor future needs by participating in Greater Manchester-wide research.

BME/faith groups

The Borough is becoming more diverse with sizeable Asian and Jewish communities in the east and south of the Borough respectively. Geographical and cultural preferences feature strongly within these communities and the Council needs to continue meeting with representative groups to understand these needs so that appropriate provision can be made in future housing plans.

Key Issues

- Increasing the housing stock suitable for older people
- Meeting the needs of people with disabilities
- Better co-ordination of health, housing and social care services
- Recognising the needs of all sectors of society

4.5 Decent Neighbourhoods

The emphasis of this strategy is on housing needs and supply but property does not exist in a vacuum. Quality housing is inter-dependent on the quality of the neighbourhood and surrounding environment.

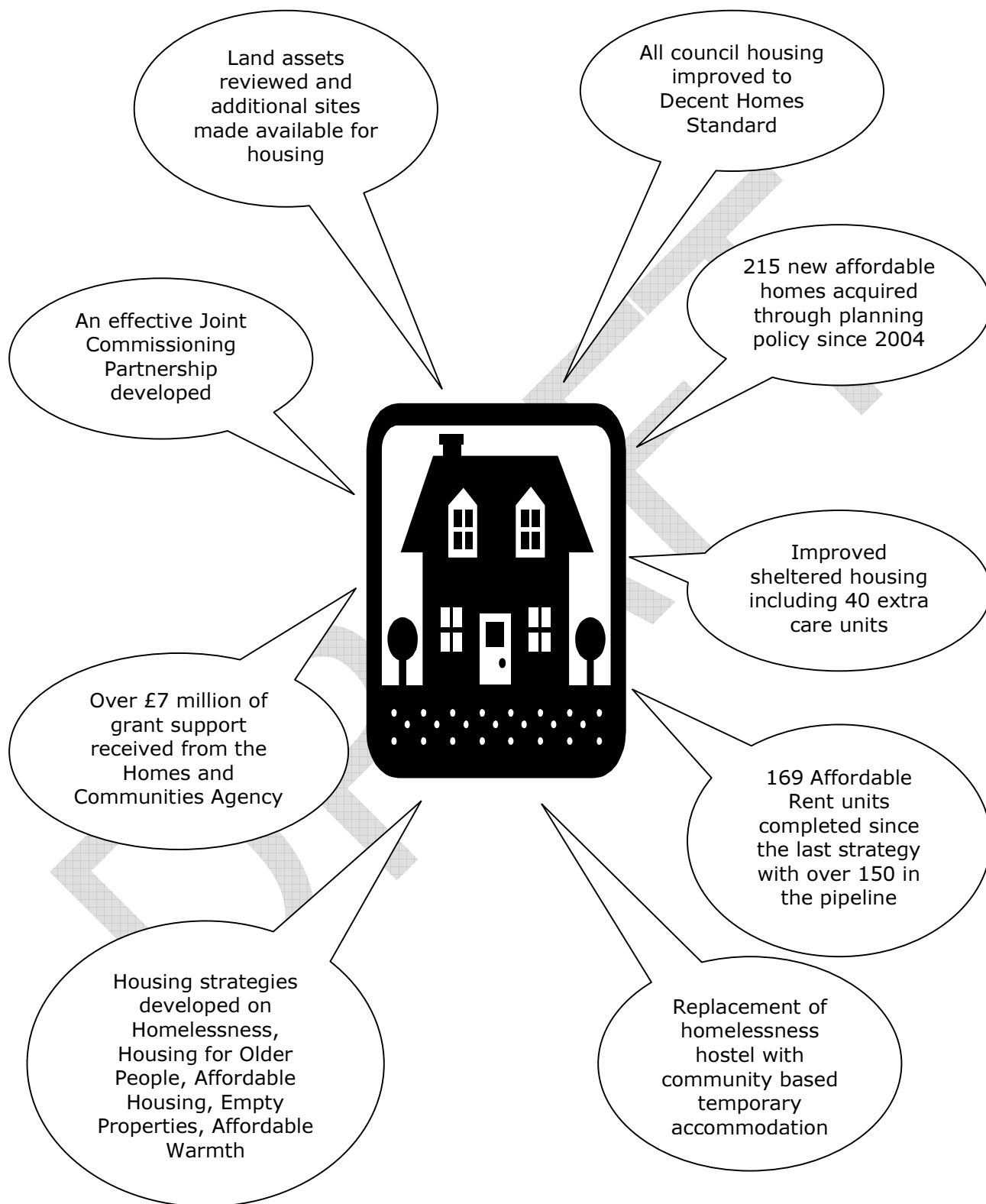
The Council will seek to protect the environment by using regulatory powers provided by planning and public health legislation as appropriate. It will also tackle contraventions and illegal/undesirable activity across the Borough within available resources.

More direct action will be taken in respect of Council housing. The asset management plan for Six Town Housing will contain environmental improvements so that all Council estates become desirable places to live. Better use will be made of local lettings policies to promote community cohesion. Action will also be taken to reduce the impact of problem tenants with the tenancy agreement in particular addressing issues around anti social behaviour. 'Troubled families' and 'Family Intervention Tenancy' initiatives will also be considered as a means of maintaining tenancy standards, promoting well being and obtaining a better use of resources.

Key Issues

- Paying attention to the environment
- Improving the quality of council estates
- Addressing anti social behaviour and other activities that are detrimental to a decent neighbourhood

4.6 Achievements



5.0 HOUSING CHALLENGES AND PRIORITIES

The last few years have been particularly successful in terms of our strategic response to the development and provision of housing in response to local needs. This has seen the delivery of the previous Housing Strategy and the introduction of a number of new and exciting initiatives.

The current strategy must build on these achievements whilst recognising the trends identified in previous sections, the financial situation and demographic challenges ahead. The key issues that have emerged have been evaluated and translated into 5 priority objectives that will place Bury in a strong position to respond to the housing needs of the Borough:

Objective 1: Delivering a sufficient and suitable supply of housing in the Borough

The Housing Need & Demand Assessment 2011/12 demonstrated the need for additional housing in the Borough across all tenure types. Implicit within the aim to deliver 400 new homes (net) per annum, is a requirement to ensure the right type of housing is built in the right locations. There is a gap in the market for properties with fewer bedrooms but there is still demand for traditional family accommodation and larger properties in specific areas to meet the needs of ethnic and faith communities. Anticipating future demographic needs, household formations and preferred living styles will go a long way to improving the quality of the housing offer in the Borough.

The policy framework is already aligned with Planning Policy and the Housing Strategy has shared priorities and targets. Work is now required, in partnership with housing providers, to translate these plans into actions. How we use resources is a key factor to making this happen. Capacity and funding will be at a premium and we need to ensure that efforts are applied to projects that deliver the required outcomes at best value. This means engaging in projects that produce a return on investment, take the form of 'invest to save' or generate a pre-defined level of social value to the Borough.

Maintaining a balanced market will be a prime consideration. Whilst owner occupation should remain the predominant form of tenure, we will support initiatives that offer residents a choice of accommodation (including properties for rent) providing such

schemes meet the Government's suitability criteria and create decent homes that are affordable to local residents. It is only through enabling different forms of provision and tenure types that we are likely to close the gaps that are emerging in terms of house size and affordability.

Objective 2: Affordability

Providing sufficient housing that people can afford – and keep – represents a major challenge. It is essential that the Council continues in its role as 'enabler' to respond to future demand particularly as the Housing Need & Demand Assessment 2011/12 highlighted the need for 2,414 affordable housing units over the next 3 years.

This increasing demand also needs to be set in the context of the current economic and housing climate. The potential for a reduced social housing stock due to increased incentives to tenants to exercise their Right to Buy; increased numbers of applicants for social housing due to reducing accessibility of home ownership and increasingly volatile job markets; and stalling of many housing developments offering affordable home ownership have increased pressure of social housing waiting lists.

As a Borough, Bury has been successful in attracting external funding to develop sites for affordable rent. However, with tightening Government budgets, grants available to support these schemes are uncertain. The Council therefore needs to work up a range of initiatives with housing providers to extend the range of products on offer to residents and be able to take advantage of opportunities that may be presented. How this may be achieved – and how the Council could better use existing assets and regulatory powers will be explored through other strategies and initiatives including, an updated Affordable Housing Strategy.

Objective 3: Fewer empty properties

Empty properties blight neighbourhoods. The actual costs of the environmental damage, anti-social behaviour and security are high whilst the emotional cost and negative impact on the appearance of those communities is even higher.

Creating decent neighbourhoods and regenerating areas is essential to underpinning the Borough's future and economic prospects. It is therefore essential to build on previous

successes in obtaining funding to address the problem. It is equally important to work with owners and landlords to reinforce their personal responsibility to maintain property (education) and focus state intervention (enabling or enforcement) where there is no other option. Non-occupation will be monitored across the townships and the intelligence used to target interventions where there is the greatest economic or social return. Further details will be set out in an updated Empty Property Strategy.

Objective 4: Good quality accommodation

A prosperous, sustainable Borough is one where people want to live and decent housing is one of the main criteria. A majority of houses in the Borough fall into this category but there is a large minority which have issues because of their design and/or age. The biggest concern is energy efficiency where the level of heat loss in those properties puts many of our residents into fuel poverty and places the health of our population at risk.

To address this issue – and contribute to Greater Manchester’s commitment to becoming a low carbon economy – we will support energy efficiency and cost reduction initiatives such as Green Deal and energy switching which benefit our residents. Further details will be laid out in our Affordable Warmth Strategy.

We will also improve our intelligence on property, particularly within the private sector, to understand where the greater problems lie so that we can improve the targeting of effort and resources. This includes the private rented sector where we will encourage Landlord Accreditation to promote better standards and work to promote such properties to our residents. We will also take action against those landlords that wilfully fall below what is acceptable and seek to exploit their tenants.

Council housing met the Decent Homes Standard on time by 31 December 2010 and Six Town Housing (the Council’s Arms Length Management Organisation) is charged with maintaining that standard. Through Six Town Housing’s Business Plan / Annual Delivery Plan, the Council will look to extend the standard to the wider environment so that tenants are able to live in decent neighbourhoods as well as decent homes.

The demographic patterns are increasing demand for specialised properties whether due to age, health or family circumstances and these trends are set to continue. Responding

to these changes will take time although the issues are already here. Accordingly, the Council will have to adopt a range of solutions which will include some new build, some conversion of existing properties and better matching of properties to need. Identifying adapted properties across the Borough is essential so that customers can be redirected where appropriate rather than committing scarce resources to adaptation works that could be avoided.

Objective 5: Partnership development

This strategy can not be delivered by the Council alone. Experience shows that success depends on organisations in the public and private sector coming together to pool expertise, commitment and resources. With national and local budgets under increasing pressure, it is essential that like-minded partners continue to work together to provide the collective benefits.

In 2013, the Council has refreshed its Housing Joint Commissioning Partnership, providing the opportunity for organisations to demonstrate their support for the Borough. It is important that the successes of previous years are built on, but also that new ideas are identified and supported by members of the new partnership.

In 2017, the Council's Housing Management Contract is due for renewal. This provides an opportunity to review operating and structural arrangements for the management and maintenance of around 8000 social houses. There will a number of options available:

- Inviting bids for a single Arms Length Organisation operating to the same or similar contract conditions
- Bring the function back into the Council
- Voluntary transfer of the function to a Housing Association out of Council control
- Fragmentation – breaking the stock into segments to allow bids from communities to self manage their estates or neighbourhoods as Housing Associations or Tenant Management Organisations

For affordability reasons, there is a need for social housing. The issue is whether the stock should be retained under the direct control of the Council. There are advantages. By retaining a housing stock the Council influences key aspects of housing management including rent levels, allocation policy and repairs strategy. With that comes day to day

responsibility for tenant liaison, scheduling repairs and operating within a finite budget which may be inadequate to achieve everything that is needed or expected by tenants.

Retaining the housing stock also carries with it the risk of Right to Buy. Whilst the Council is committed to owner occupation and a vibrant private sector market, reducing the social housing stock is not in the long term interests of the Borough. Sizeable discounts coupled with the costs of new build are insufficient to replace properties sold on a one for one basis. A key consideration for the next contract therefore will be the numbers of properties needed to sustain an independent Council housing stock, the likelihood of maintaining that level of stock and options/ability/resources available to add more properties to the stock should it be required.

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6.0 MAKING IT HAPPEN – MAXIMISING OUR RESOURCES

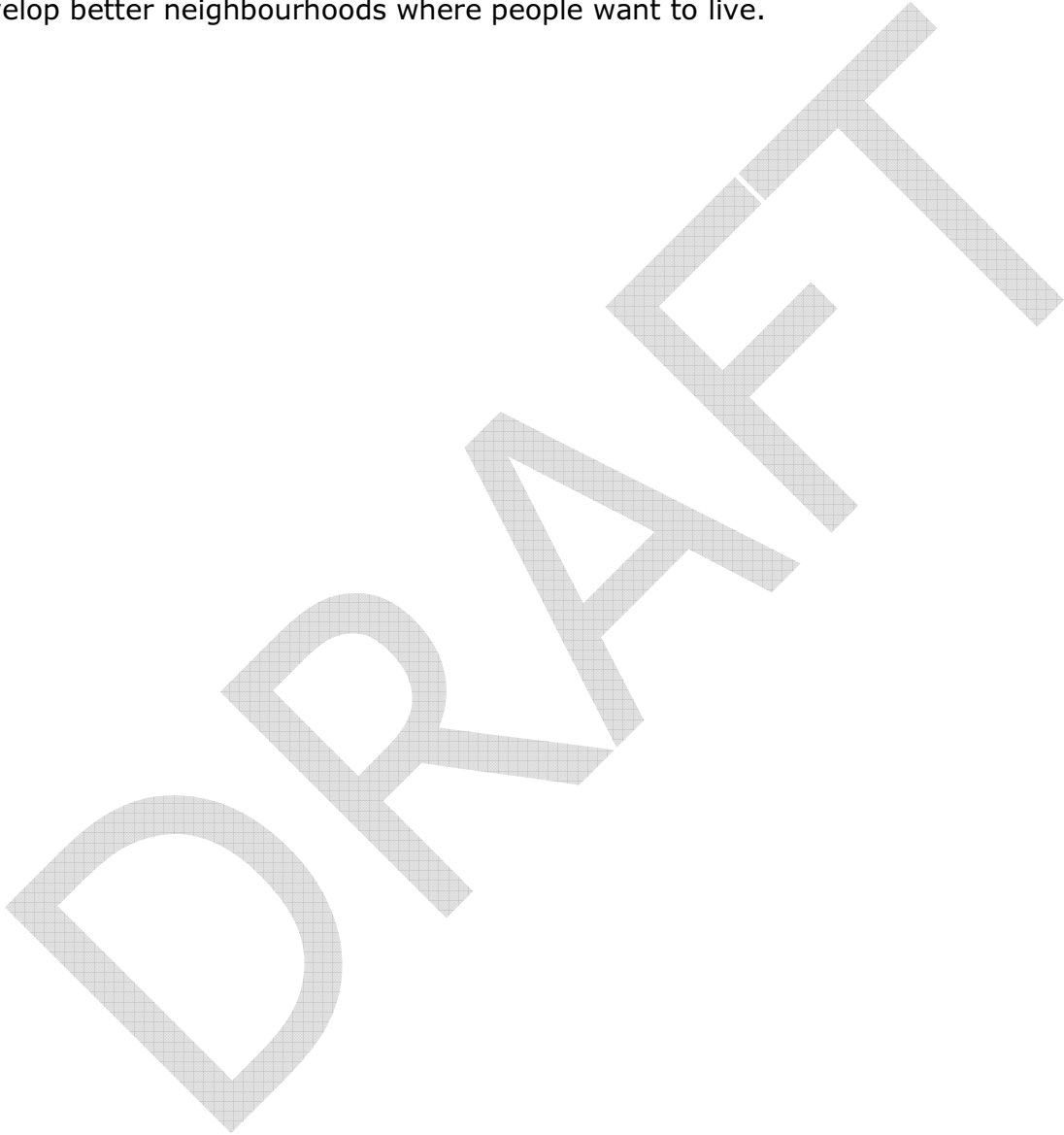
Delivering the strategy cannot be achieved by any one single agency; a partnership approach is required involving all sectors of the community if the Borough is to get the housing it needs.

The local authority has an important role in enabling and driving delivery. Excellent relations have been maintained with private developers, registered housing providers and lending institutions to build confidence in the housing market. To date, interest in the Borough has remained comparatively high with housing associations investing in projects to deliver over 180 affordable housing units by 2017, few private developments stalling and finance being available for people wishing to access affordable housing options. Having planning permission for over 3,000 housing units already approved and in the system, the Borough is well placed to benefit when market conditions improve. Maintaining and developing these partnerships are critical to future success. The Council needs to continue its work with this range of partners to actively seek development and related funding opportunities. Working flexibly and strategically will place the Council and these organisations in strong positions to respond more effectively and flexibly to any opportunities that arise, rather than being in a continually reactive situation.

The Council will also review the use of land and property to support the development of housing and employment within the Borough. Under-utilised assets, and land that is surplus to requirements, will be released and opportunities sought to put the resources to a more productive use.

New build alone however is not the answer. A balance has to be struck between the new and the old. Some funding for existing homes maybe available through the Homes and Communities Agency and bids will be made where there is a business case to secure this investment. Occasionally, Council priorities will not reflect national funding criteria and, in these cases, alternative approaches will be required. Some outcomes can be achieved through the use of legislative powers (such as section 106 arrangements) or by using the Council's influence to enable projects to go ahead. Others may be facilitated at an opportunity cost (through use of land or in kind support from staff) whilst others such as bringing empty properties back into use, improving the quality of accommodation or mitigating the impact of welfare reform will require the application of money.

The Council continues to make a significant financial commitment to the provision of housing services in the Borough with around £12 million per annum being channelled into Six Town Housing to manage the Council’s housing stock. Through the Management Agreement and delivery mechanisms post 2017, the Council will seek to maximise its return on this investment to improve the suitability and sufficiency of social housing to develop better neighbourhoods where people want to live.



7.0 ACTION PLAN

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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 | Adult Care Services | |
| Service | Performance & Housing Strategy | |
| Proposed policy | Housing Strategy 2013-23 | |
| Date | 26 th July 2013 | |
| Officer responsible for the 'policy' and for completing the equality analysis | Name | Marcus Connor |
| | Post Title | Head of Performance & Housing Strategy |
| | Contact Number | 0161 253 6252 |
| | Signature |  |
| | Date | 26 th July 2013 |
| Equality officer consulted | Name | Mary Wood |
| | Post Title | Principal Officer – Equalities |
| | Contact Number | 0161 253 6795 |
| | Signature |  56/2013 |
| | Date | 16 th August 2013 |

2. AIMS

| | |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is the purpose of the policy/service and what is it intended to achieve? | <p>The Housing Strategy 2013-23 is intended to provide direction to organisations working in the Borough on housing priorities for the next ten years. This is currently a draft document subject to extensive public and stakeholder consultation.</p> <p>It will help focus where all resources available will need to be used, maximising the benefits to customers and the Council.</p> <p>The Strategy covers the provision of all housing types, sizes and tenures in the Borough. As such, it is an important tool for a number of Council service areas, such as Planning, Urban Renewal and Assessment and Care Management, to support their policies and decision-making processes.</p> |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | |
|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>The Strategy looks at delivering against five key objectives: Delivering a sufficient and suitable supply of housing in the Borough; Affordability; Fewer Empty Properties; Good Quality Accommodation; and Partnership Development.</p> |
| <p>Who are the main stakeholders?</p> | <p>Residents of the Borough Tenants in the Borough Elected Members Strategic Housing Planning Adult Care Services Legal Services Joint Commissioning Partnership Housing Association Liaison Group Registered Providers Private Developers Department of Communities & Local Government Homes and Communities Agency Service Users</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 | Yes | No | The Strategy will seek to provide housing options to meet specific housing needs. This will include looking at the size, design and location of housing to meet the needs of different BAME groups. |
| Disability | Yes | No | The Strategy will seek to provide housing options to meet specific needs, by looking at supporting the provision of housing that is both adapted and adaptable, allowing people to remain in their homes and be independent as long as possible. |
| Gender | No | No | |
| Gender reassignment | No | No | |
| Age | Yes | No | The Strategy will consider the need to provide specific housing to meet both older and younger persons' needs, such as through associated minor strategies like those dealing with young people (currently in production) and the Housing Strategy for Older People (HSOP) The HSOP aims to keep people living independently and in their own homes longer, and provide a range of housing options which meet current expectations. |
| Sexual orientation | No | No | |
| Religion or belief | Yes | No | In particular, the needs of the Muslim and Jewish communities in the Borough will be addressed, for example through appropriate design, size and location of housing. |

| | | | |
|-------------------------------|-----|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Caring responsibilities | Yes | No | The Strategy will seek to provide housing options to meet specific housing needs, by giving direction on housing matters to any strategies looking at meeting the needs of carers. |
| Pregnancy or maternity | No | No | |
| Marriage or civil partnership | No | No | |

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 Strategy will seek to meet the specific housing needs of customers from the identified equality characteristics, thus, avoiding them from being excluded from accessing housing due to the design or accessibility. |
| 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 | Some of the initiatives contained in the Strategy will help to promote good relations. For example, sheltered / extra care housing schemes will seek to become an integral part of the community by making services they provide more widely available and encouraging relationships with the local 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.

| |
|--|
| |
|--|

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 |
|--------------------------------------------------------------|-----------------------------------|--------------------------|
| Housing Need & Demand Assessment 2011/12 | | |
| Strategic Housing Land Available Assessment | | |
| Housing Waiting List | | |
| Affordable Housing Waiting List | | |
| Private Sector Stock Condition Survey | | |
| National Housing Strategy | | |
| CACI data | | |
| Census 2011 data | | |
| Housing Strategy for Older People | | |
| Affordable Housing Strategy | | |
| Homelessness Strategy | | |

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

| |
|-------------------------------------------------|
| Identified within the Strategy. |
|-------------------------------------------------|

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>What will the likely overall effect of your policy/service plan be on equality?</p> | <p>The Strategy will help to ensure equality of access to housing for all customers. It will look to ensure that there is a balance of housing provision in the Borough to meet the needs of all residents. It recognises the specific housing needs of a number of customer groups, including BAME, older people and people with disabilities.</p> |
| <p>If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?</p> | <p>Not applicable.</p> |
| <p>Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.</p> | <p>Schemes, such as the extra care facility at Redbank, have become integral to the community, with the services offered there, such as the bistro and hairdressers, available to the wider community. This model can be rolled out where communal facilities exist.</p> |
| <p>What steps do you intend to take now in respect of the implementation of your policy/service plan?</p> | <p>At the present time, this is a draft Housing Strategy. Subject to Cabinet approval, a wider consultation programme with stakeholders will be undertaken during October and November. This will influence the final draft of the Housing Strategy, which should be available later in 2013/14, at which point the Strategy and Action Plan can be implemented.</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.

Not applicable at the present time until the final version of the strategy is approved by Cabinet.

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: | Health Scrutiny / Cabinet |
| DATE: | 28 th August 2013 / 18 th September 2013 |
| SUBJECT: | Carers Strategy for Bury 2013-2018 - Caring for Carers |
| REPORT FROM: | Councillor Rishi Shori, Cabinet Member for Adult Care and Wellbeing |
| CONTACT OFFICER: | Tracy Minshull, Head of Commissioning and Strategy, Adult Care Services |
| TYPE OF DECISION: | Cabinet - key decision |
| FREEDOM OF INFORMATION/STATUS: | This report is within the public domain |
| SUMMARY: | <p>This report seeks approval for the draft Carers Strategy 2013-2018 and the supporting Equality Analysis. The strategy is owned jointly by the local authority and NHS Bury.</p> <p>Bury's Carers Strategy 2013-2018 has been written in response to the national Carers Strategy (Recognised, Valued and Supported: Next Steps for the Carers Strategy, 2010). It pays particular regard to the four key areas prioritised by the Government and identifies how we will develop and improve services for carers within each.</p> <p>The Carers Strategy 2013-2018 supersedes Bury's Carers Strategy 2009-2012 and has been written by members of the Carers Strategy Group.</p> |
| OPTIONS & RECOMMENDED OPTION | <ol style="list-style-type: none"> 1. Approval of the Bury Carers Strategy 2013-18. The Carers Strategy Group will monitor the implementation of the action plan. This is the recommended option. 2. Approval of the Bury Carers Strategy 2013-18 with amendments. Any proposed changes would need to |

1.0 BACKGROUND *[brief]*

1.1 The Government published Recognised, Valued and Supported: Next Steps for the Carers Strategy in 2010. The main vision for the national strategy is that carers are identified, acknowledged and supported to balance their caring role with other responsibilities.

1.2 The four main priorities cited within the national strategy are:

Identification and recognition

Supporting those with caring responsibilities to identify themselves as a carer at an earlier stage and to recognise the value of their contribution.

Realising and releasing potential

Enabling those with caring responsibilities to fulfil their educational and employment potential.

A life outside of caring

Personalised support both for carers, and those they care for, enabling them to continue their family and community life.

Supporting carers to stay healthy

Supporting carers to remain mentally and physically well.

2.0 ISSUES *[brief]*

2.1 Consultation for this strategy took place over a three month period and included the following events/carers groups:

- § Questionnaires sent to 3,320 known carers (known to the Carers Centre and Bury Council's Carers Services Team. 397 questionnaires were completed and returned);
- § Consultation events in Bury, Prestwich and Whitefield;
- § Substance Misuse Carers Support Group;
- § Bury Carers Forum;
- § Rethink Mental Health Group;
- § Pinfold Lane Carers Group;
- § Carers Services Officers;
- § Male Carers Support Group;
- § Federation of Jewish Services;
- § Black and Asian Minority Ethnic (BAME) carers;
- § GP Practice Managers.

2.2 The Bury Carers Strategy 2013-2018 has been developed in collaboration with a range of stakeholders and has sought to capture the range of views expressed. The following priorities will be developed in line with these views:

Information and advice

The range of information required includes: information on the condition of the person they care for, advice about the support carers can access in their community, support on retaining employment and details on the Carers Assessments available.

Identification and referral

Professionals do not always understand the caring role and what it means. Some carers felt they were not acknowledged by health and social care professionals and that they were not consulted on the care of the person they cared for.

Respite

Time away from the caring role was an issue that was discussed widely. We were told that current opportunities within day services and respite are not flexible enough. More opportunity to spend time away from the person cared for, whilst knowing that person is receiving high quality care, is an issue that requires a lengthy discussion.

Data

There are gaps in the data we hold about identified carers in Bury (this includes ethnicity and age). We have agreed an action within the carers strategy action plan to collect this data. We will be working with commissioned services to ensure this happens.

- 2.3 The outcome of the Equality Analysis shows that carers (current and future) will benefit from an increased awareness of the caring role and how it can support the person being cared for. The strategy will have a positive impact on carers by assisting their identification, ensuring they are aware of their rights and being signposted to appropriate services. 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.

Bury's Carers Strategy aims to create opportunities for creating robust partnerships with existing groups and services to help develop support networks for carers.

- 2.4 Any risk will be managed by the Carers Strategy Group. Although there is no new funding attached to the implementation of this strategy, the majority of the actions in the action plan will be achieved by greater partnership working and identifying new ways of working. Any financial implications will be discussed as part of the development of the action plan. It is important to note, however, that any financial implications would be managed within the carer's existing budget, but with no negative impact on assessed service provision.

3.0 CONCLUSION *[brief]*

- 3.1 The Bury Carers Strategy 2013-2018 aims to ensure that carers are respected, that they have access to good quality information, they receive the services and support they need to care for their relative or friend and that they have a life of their own. A detailed action plan is currently being developed to underpin the delivery of the strategy. This will be monitored by the Carers Strategy Steering Group.

List of Background Papers:-

1. Bury Carers Strategy 2013-2018
2. Action plan
3. Equality Analysis

Contact Details:-

Tracy Minshull
Head of Commissioning and Strategy
Telephone: 0161 253 6844
E-mail: t.m.minshull@bury.gov.uk

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Bury Adult Carers Strategy

Caring for Carers

2013 - 2018



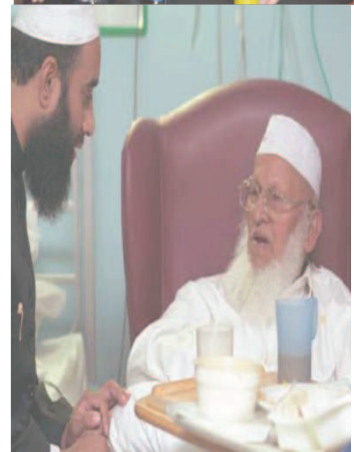
This Strategy acknowledges the huge amount of work undertaken by carers in Bury. Through consultation you have given us an understanding of your caring role and have worked tirelessly to ensure we recognise the value of this. You offer incredible support to the people you care for and for that we are truly grateful and we thank you.



Contents and quick read guide

We want to make this strategy easy to read. By explaining below what each of the main sections contains, you can go straight to the part you want.

| Main heading | Page | What it contains |
|------------------|------|---------------------------------------------|
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| Introduction | 4 | Our vision |
| | 4 | Our aims for this strategy |
| Where we are now | 7 | Where are we now? |
| | 7 | Who are Bury's carers? |
| Our priorities | 15 | Identification and recognition |
| | 21 | Realising and releasing potential |
| | 25 | A life outside of caring |
| | 29 | Supporting carers to stay healthy |
| Finance | 34 | Bury Council |
| | 37 | Bury Clinical Commissioning Group |
| The next steps | 42 | The next steps |
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| Appendices | 45 | Appendix 1: Young carers transition pathway |
| | 46 | Appendix 2: Details of carers consultation |



Welcome to the adult Carers Strategy for Bury

Foreword

We are delighted to publish the Adult Carers Strategy for Bury 2013-2018 as part of our commitment to carers within Bury.

The number of unpaid carers is increasing steadily throughout the UK. In Bury alone, we currently know of 3,320 adult carers but we acknowledge that there may be many more who do not receive any support to undertake their caring role.

The Government recognises and values the contribution of carers and has pledged to personalise support on key areas such as employment, information and respite. Bury Council and Bury's Clinical Commissioning Group have written this strategy in response to these priorities whilst ensuring it aligns with the needs of carers within Bury.

We acknowledge that caring for another person can be a rewarding, as well as a difficult, time. Supporting carers through the difficult times is one of the main priorities within this strategy.

This strategy has been written using the expertise of carers and service providers and we are very grateful to them for their valuable contributions.

Councillor Rishi Shori

Executive Member, Adult Care and Wellbeing, Bury Council

Dr Audrey Gibson

Clinical lead, Bury Clinical Commissioning Group

April 2013



Introduction



Introduction

Our vision

This strategy is an important document and will be used by Bury Council and Bury CCG to understand how to work with and support local carers. It will also support us to define priorities and responsibilities for the future, identify potential gaps in services and illustrate how we will work towards them. This strategy will enable us to coordinate the vast range of partner organisations required to achieve these priorities.

Our vision for this strategy is 'to recognise, enable and support carers of all ages from the whole community to have a quality life of their own'. This vision has been agreed by Bury Carers Strategy Group and illustrates our commitment going forward.

Our aims for this strategy

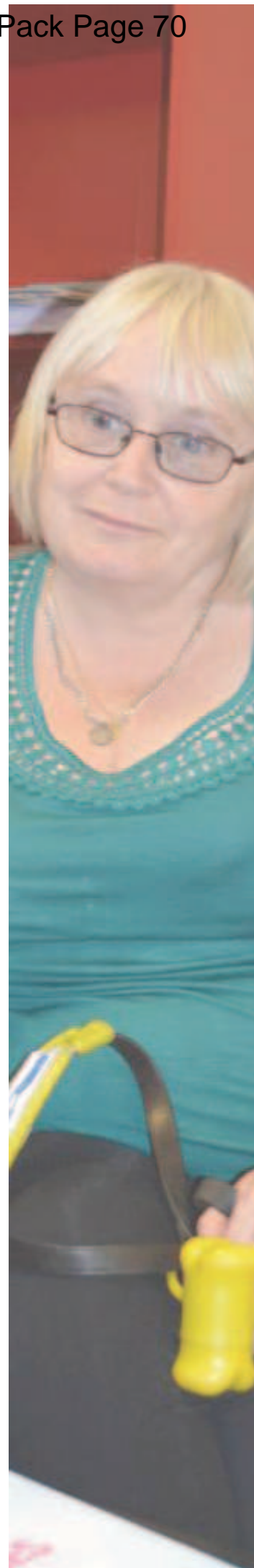
The current Government has paid tribute to carers and has promised to support them within their caring role. This support is defined within the national carers strategy: '*Recognised, Valued and Supported, the next steps for the Carers Strategy*'¹. This strategy aims to ensure that carers are respected, that they have access to good quality information, that they access the services and support they need to care for their relative or friend and that they have a life of their own. The Government's strategy sets out four main priorities agreed as part of its consultation:

1. Identification and recognition;
2. Realising and releasing potential;
3. A life outside of caring;
4. Supporting carers to stay healthy.

The priorities of Bury Council and Bury CCG are aligned with the four national priorities and include a clear description of how we will know these priorities have been achieved.

There are other pieces of local and national strategy, policy and legislation which will affect this strategy. These include²:

Living well in Bury: Making it happen together, our vision for health and wellbeing. The DRAFT Bury Health and Wellbeing Strategy (2013-2018)



Introduction

This joint draft strategy is Bury's overarching plan to deliver its vision for the health and wellbeing of the people who live and work in Bury. The draft strategy focuses on improving health and wellbeing across a person's whole life cycle. This includes increasing support for carers.

Carers (Recognition and Services) Act (1995)

Under this Act, individuals who provide or intend to provide a substantial amount of care on a regular basis are entitled to request an assessment of their ability to care and to continue caring (at the time the person they care for is being assessed for community care services). This assessment looks at the carers ability to provide care and the sustainability of this. This Act applies to carers of all ages.

The Carers and Disabled Children Act (2000)

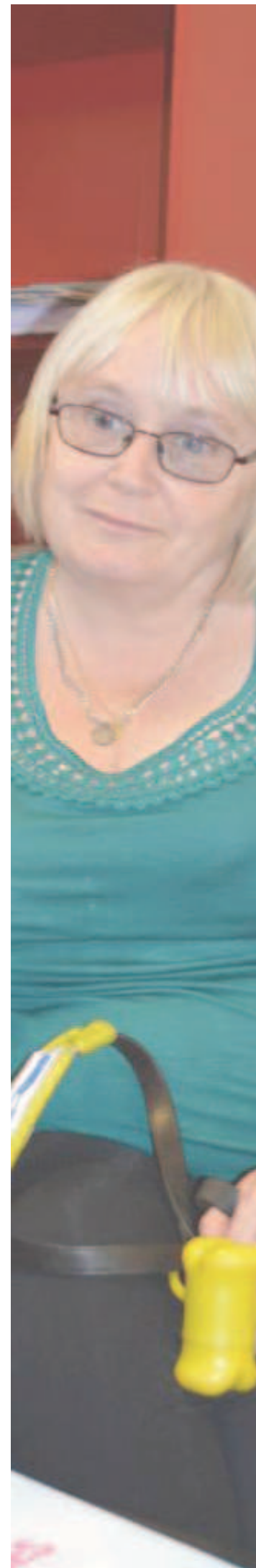
The Carers and Disabled Children Act (2000) made four principal changes to the law, with the objective of enabling local authorities to offer support to carers to help them maintain their own health and wellbeing. It gives carers the right to an assessment independent of the community care assessment for the person they care for. The Act applies to carers aged 16 and over and people with parental responsibility for disabled children.

Carers Equal Opportunities Act (2004)

This act legislates that local authorities have a duty to inform carers of their right to an assessment of their needs. It also promotes better joint working between local authorities and the health service to ensure support for carers is delivered in a more joined up way.

Caring for our Future White Paper (2012)

This white paper sets out how people will be supported to stay independent for as long as possible. This includes improving support for carers, providing better information so people can make informed decisions about their care and improving the quality of that care.





Part 1

Part 1: Where we are now?

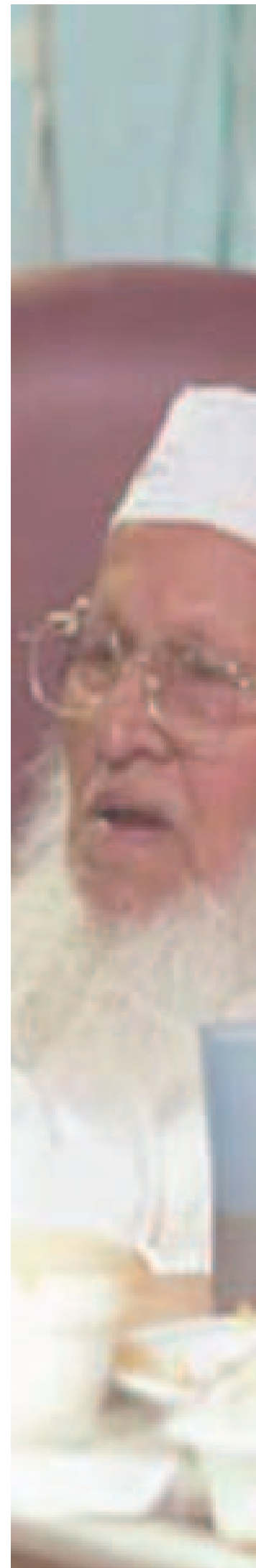
Where are we now?

This Carers Strategy for Bury replaces *Caring Together: the Carers Strategy for Bury 2009-2012* (a joint strategy between Bury Council and Bury CCG) and builds on the achievements already made. These include:

1. Bury Council continue to fund a Carers Services Team. This team provides strategic and operational support to carers, carer groups and local providers. The team also commissions services for carers to support them to maintain their caring role within the community;
2. Bury Council and Bury CCG continue to fund the Gaddum Centre to provide a Carers Centre on its behalf. This centre opened in 2008 and offers a wide range of information and support to carers;
3. 567 people in receipt of a Carers Personal Budget (a pilot scheme in place since April 2011). This pilot not only meets the national requirement of *Putting People First*³ but means that carers have the flexibility to choose their own support services;
4. All 33 GP practices in Bury have an identified lead for carers;
5. Bury Council including the caring role in its protected characteristics under the Equalities Act 2010⁴ (this was a local decision to illustrate the value of carers);
6. Since the implementation of Carers Personal Budgets, Bury Council has held a range of workshops with local care providers, day centres and residential care homes to ensure closer partnership working to support carers receiving a service.

Who are Bury's carers?

The Carers Trust defines a carer as 'someone of any age who provides unpaid support to family or friends who could not manage without this help. This could be caring for a relative, partner or friend who is ill, frail, disabled or has mental health or substance misuse problems'⁵. In response to this, this strategy does not identify someone who provides care as part of a contract of employment as a carer. The role of carer is rarely chosen and is often an expression of love, respect and affection for another person⁶ (although this is not always the case). It will frequently come as a result of an illness or someone becoming older and needing more support.



According to the 2011 census, there are 185,100 people living in Bury, making it the 16th largest borough within the North West⁷. There is an almost even split between males (49%) and females (51%) and 85.3% of the population is recorded as White British⁸.

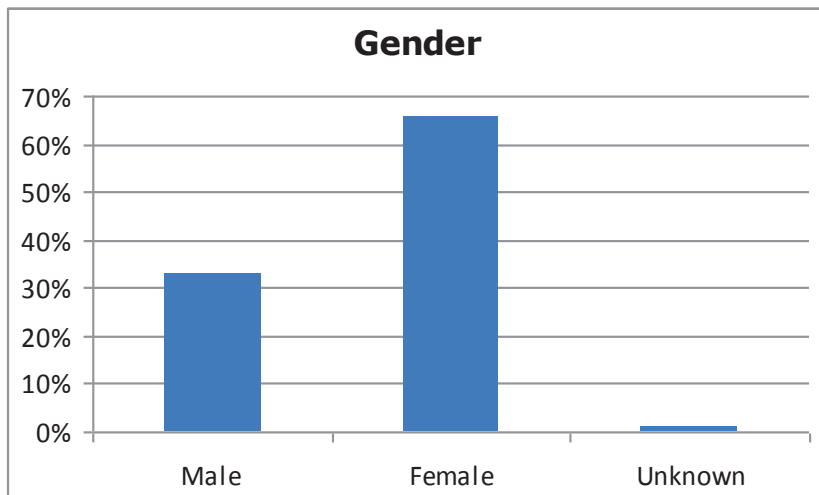
The census also tells us that the number of people who state they provide unpaid care in Bury is 19,954 (11% of our population). This is an increase of 723 individuals in the last 10 years. On a national level, the Carers Trust states that there are almost six million carers in the UK⁹. This equates to approximately one in ten people, which illustrates that the numbers in Bury are comparable with the national average.

The best source of information about carers in Bury is a register of 3,320 carers held by the Carers Services Team and the Carers Centre. Considering we have a population of 19,954 people currently providing unpaid care in Bury, it is clear that more work needs to be undertaken to identify carers.

The register of 3,320 known carers tells us the following information:

66% (2,208) of unpaid carers, of whom we are aware, are female. The Carers Trust states that 58% of carers in the UK are women¹⁰ so this female majority is something we would expect to see.

Figure 1: Gender of Bury Carers



Source: Carers register 2012

We know the ages of 64% (2,114) of known carers. Of this, 30% (1,009) are aged between 55 years and 74 years.

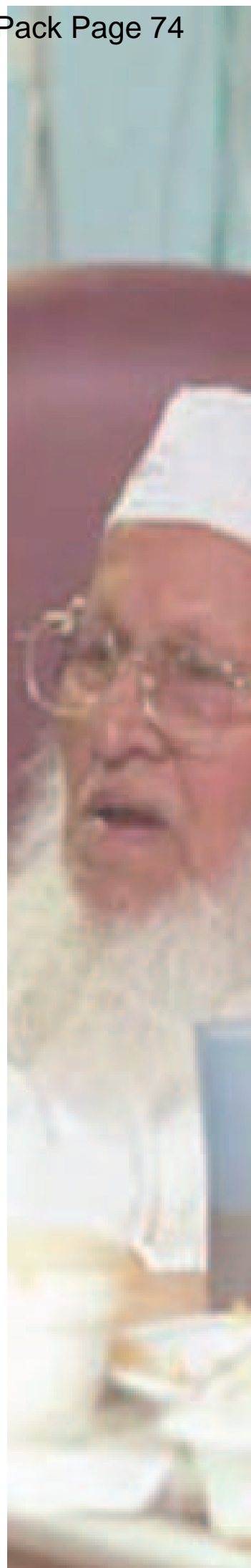
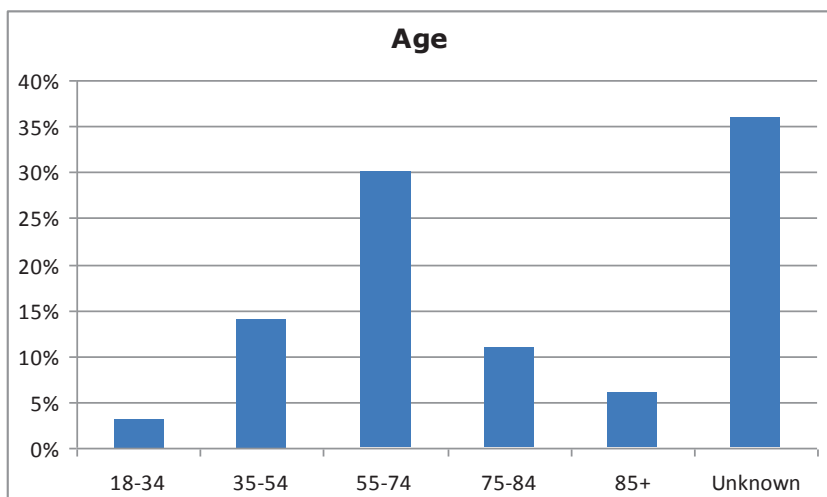


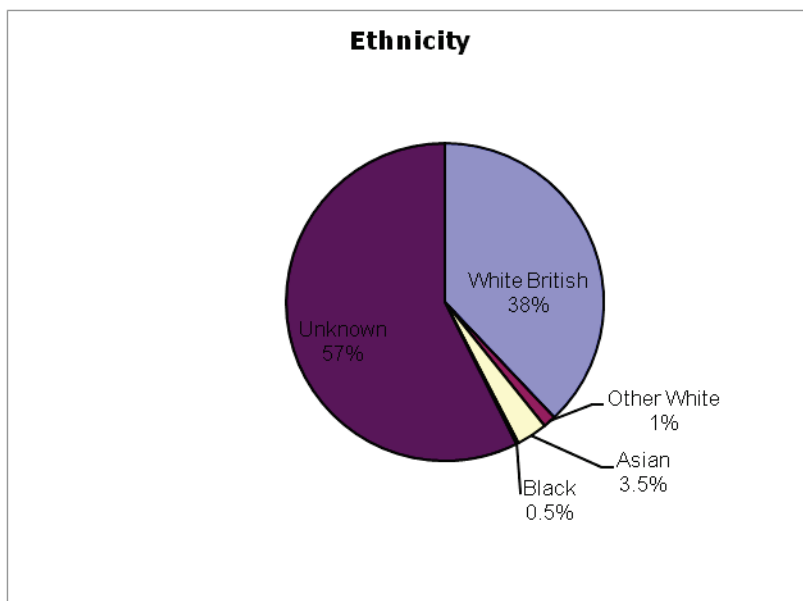
Figure 2: Age of Bury Carers



Source: Carers register 2012

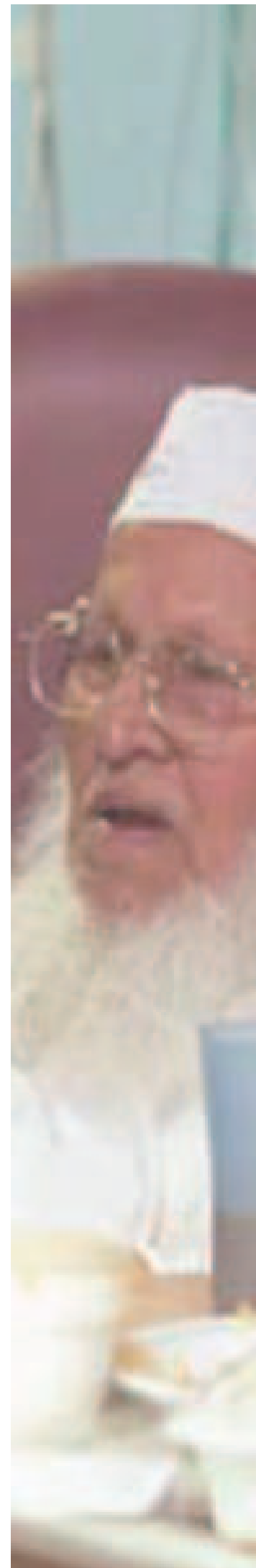
The majority of unpaid carers (1,259) in Bury are White British. (57% have not given this information.)

Figure 3: Ethnicity of Bury Carers



Source: Carers register 2012

It is clear from the data provided that important demographic details are missing or incomplete. For Bury Council and partners to have a full understanding of the carers in this Borough we need to have access to more detailed information, including age, gender and ethnicity. This will



enable us to identify packages of care and services to suit their individual needs. The Carers Centre and Bury Council's Carers Services Team do collect demographic information but acknowledge that historic information was not always complete. The database will be updated to ensure we have the best possible information on Bury carers.

Figure 4 (geographical spread of Bury carers) details where our known carers live. It clearly illustrates that a higher concentration of carers live in Bury East, Bury West, Whitefield, Unsworth and Radcliffe. It is vital that commissioners in Bury Council, Bury CCG and Public Health understand the geographical spread of carers to know if services are being targeted in the right locations.

Comparing the number of carers cited in the census with the register, it is clear that there are many carers in Bury who are yet to be identified. Reasons for this could include individuals taking on a caring role without realising it (for example, caring for a spouse during an illness or being a parent to child with a disability), not being identified by a health and social care professional or being unable to attend services which are specific to carers (for example, the Carers Centre).

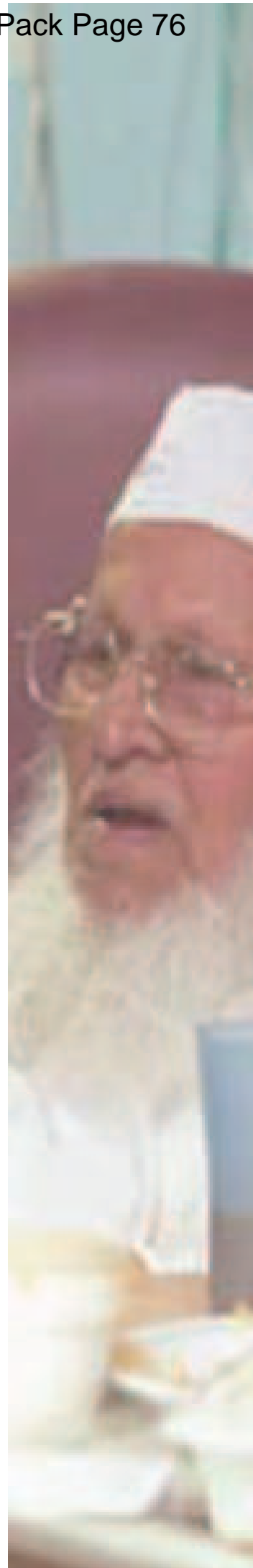
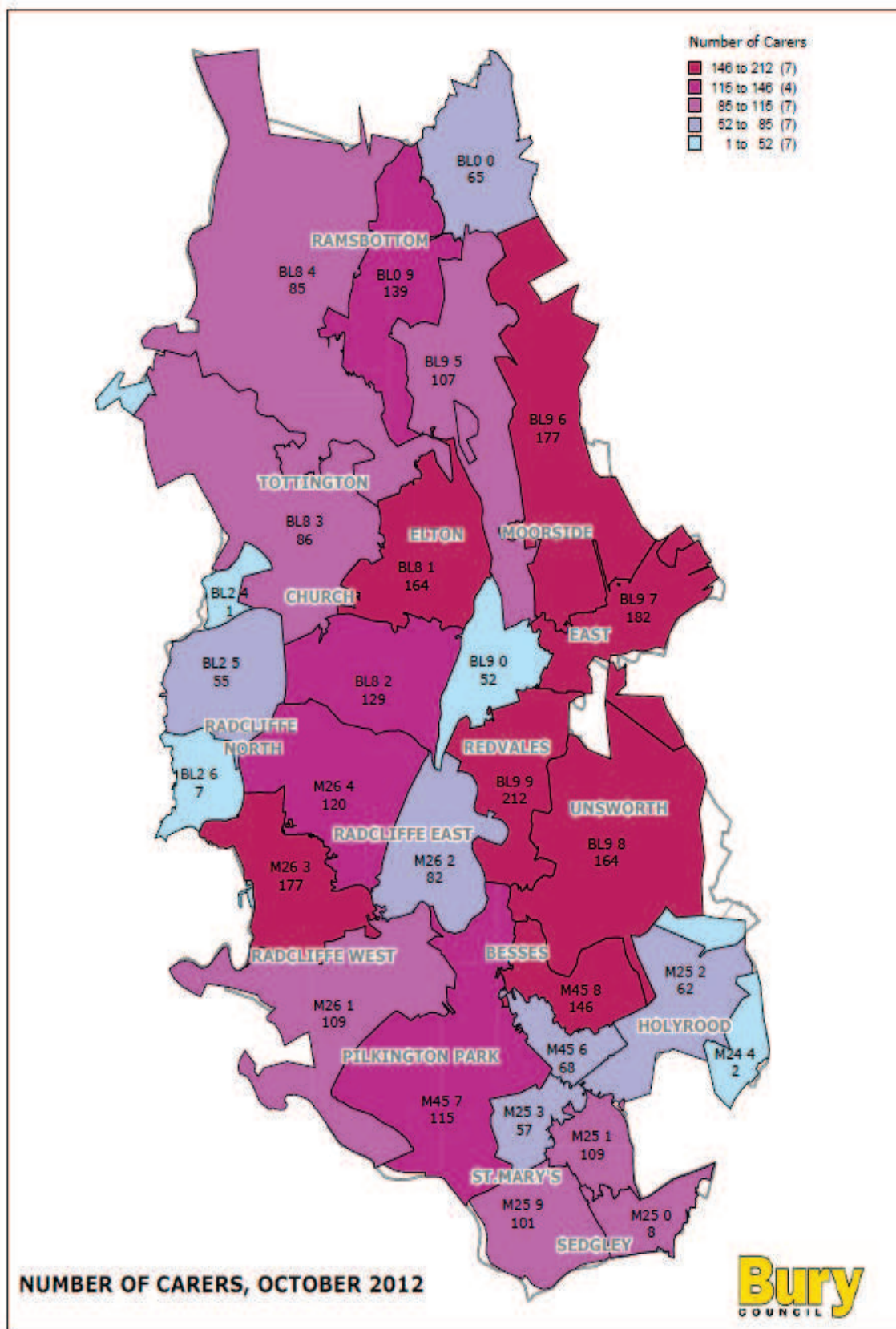
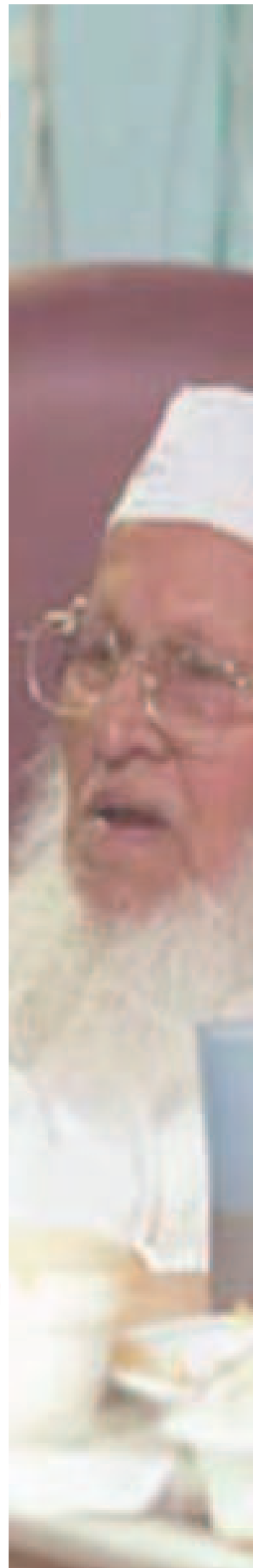


Figure 4: Geographical spread of known Bury Carers



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Source: Bury Council Carers Register 2012



Culture and Ethnicity

This Strategy recognises and respects the full diversity of Bury's population. Although carers from diverse backgrounds face the same challenges as all carers, they also encounter additional barriers (for example stereotypes and cultural barriers) which can increase ill health and social isolation. The following quotes from Bury carers reinforce this:

"As a daughter-in-law, there is a cultural expectation that you will care for your mother-in-law or father-in-law." (Bury Carer)

"Being an Asian carer can feel even lonelier when you have a different language and culture to work with." (Bury Carer)

To ensure we are offering services specific to the needs of all carers in Bury, it is vital we have a clear understanding of the ethnicity and religion of known carers. This highlights the need for complete demographic data to be collected.

Working Carers

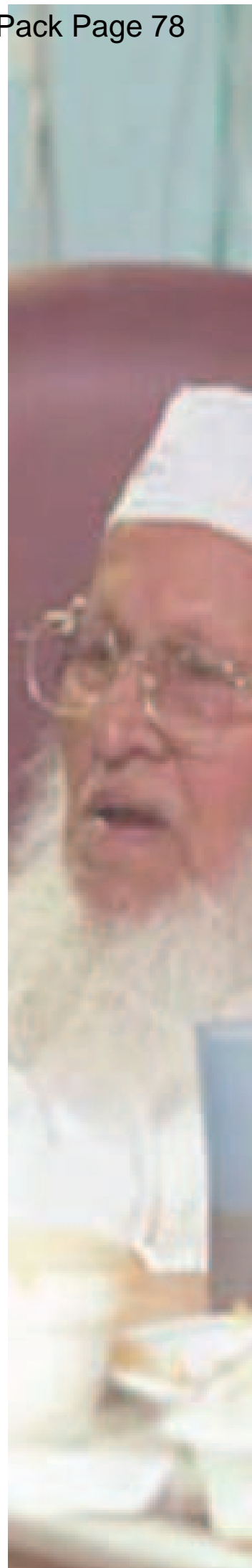
The Carers Trust states that there 'are currently over three million working carers in the UK'¹¹. For many carers, sustaining their working role is a vital way of maintaining income and sustaining social contact. Carers now have the right to request flexible work patterns and leave entitlements. Employers are encouraged to offer flexibility to support carers to balance their working life with their caring role.

The right to request flexible working was introduced in 2003 for parents of young and disabled children. Since April 2007, the Work and Families Act 2006 has given carers, as well as parents, the right to request flexible working. The request can cover changing hours, times or place of work. A flexible working pattern might make the difference between a carer continuing to work or having to resign; flexible working opportunities benefit everyone – employers, employees and their families.

Evidence has shown that a flexible working approach attracts and retains staff, reduces stress and sick leave, increases productivity, improves service delivery, produces cost savings and improves people management.

Young Carers

Bury Council Children's Services department offers a service specifically for young carers aged between 7 years and 18 years. The team consists of a Lead Family Intervention Practitioner and two part time workers. Currently they are working with 80 children and young people, providing initial visits following referrals, a weekly drop-in and a holiday activities

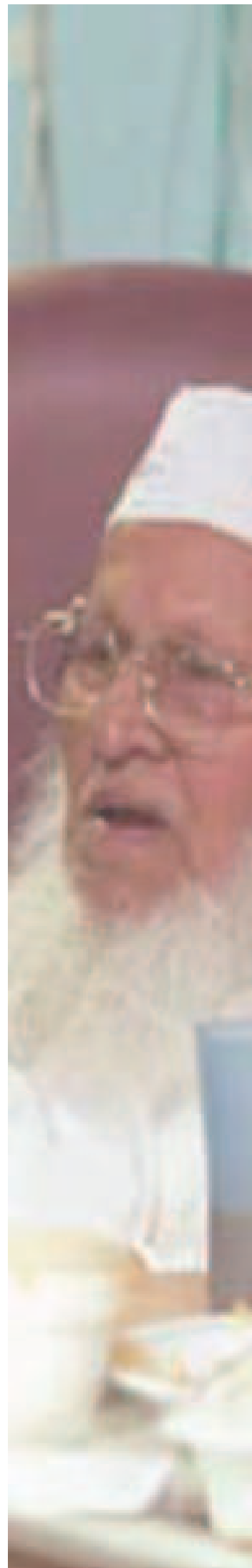


programme (all held outside school hours).

From the age of 16, the Young Carers Team develops a transition plan to introduce them to adult services (see appendix 1 for the Transition Pathway). A *Local Memorandum of Understanding between Statutory Directors for Children's Services and Adult Care Services* is also being developed in Bury. This is a practitioners support tool which aims to ensure an effective response to young carers and their families during transition to adulthood.

Unidentified Carers

Bury Council's Carers Services Team, the Carers Centre and partners (including the private and voluntary sector) continue to identify unknown carers by working on an outreach basis with carers support groups, GPs, health centres, libraries and supermarkets. This ensures that as many carers as possible are identified and represented at strategic meetings, service reviews and consultation events.





Part 2

Part 2: Our priorities

Each of the following four sections have been aligned with the national carers strategy: '*Recognised, Valued and Supported, the next steps for the Carers Strategy*'. Within each section we will detail what services are available for carers in Bury (at the time of publishing), what carers in Bury have told us about them¹² and how we will develop these over the term of this strategy. The agreed priorities at the end of each section will form the basis of an overarching Commissioning Intentions document.

Identification and Recognition

Within *Recognised, Valued and Supported, the next steps for the Carers Strategy*, the Government has acknowledged that carers do not always identify with the term 'carer' and that health and social care professionals are not always recognising the carer's role in relation to the person being cared for. As a result, many carers currently miss out on the support, including emotional support and financial assistance, to which they may be entitled.

What is available in Bury?

Carers Assessments

In line with the *Carers Equal Opportunities Act (2004)*, each local authority has the duty to inform all carers that they have the right to have their needs assessed in line with their caring role. The needs assessment is carried out by health and social care professionals and looks at the emotional, physical and practical impact of caring. The following teams carried out 1436 Carers Assessments during 2012-2013 (the number relates to the number of assessments by that team):

Hospital Social Work Team (9)

Assessment and Reintegration Team (678)

Federation of Jewish Services (39)

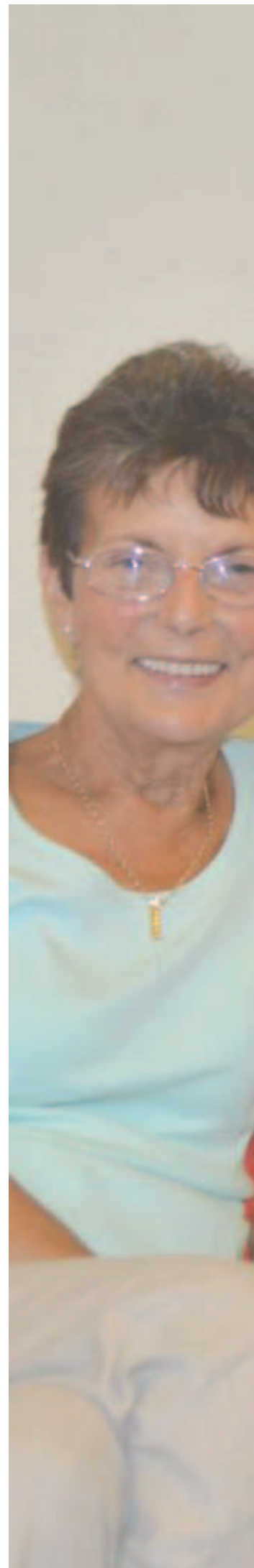
Learning Disability Team (149)

Older Peoples Mental Health Team (167)

Community Mental Health Team (86)

Vulnerable Adults Team (290)

Adult Triage Team (18)



Carers Centre

The Carers Centre provides a hub for all carers over the age of 18 years who live in Bury (even if the person they care for lives elsewhere). It provides many opportunities for carers, including the following:

1. General advice and information including signposting and advocacy;
2. Emotional support;
3. Focused workshops on a range of issues including pensions;
4. A place for carers to meet new people;
5. An allotment space for growing vegetables;
6. A space for complementary therapy treatments.

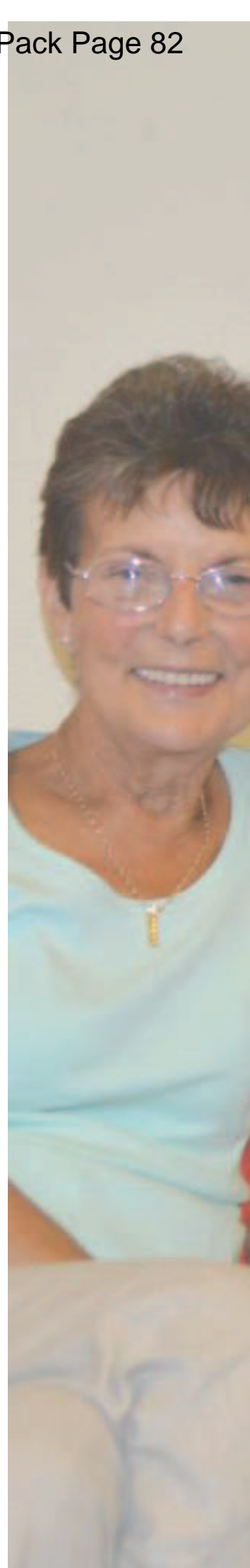
A Carers Forum is also held which provides carers with an opportunity to raise their concerns, issues or recommendations about services in Bury. This forum includes a number of support groups which focus on the specific conditions of the person being cared for, for example, substance misuse carers support group, stroke carers support group and cerebral palsy carers support group. A male carers group and a group for Black and Asian and Minority Ethnic communities also run to ensure that their needs are voiced and considered.

Federation of Jewish Services

There are specialist carers support officers who work within the Jewish community, offering individual emotional support and practical advice. They can assist carers to complete an assessment of their needs to enable them to access financial and emotional support if necessary. A number of social activities are also offered, including:

1. An annual pampering day;
2. An annual Chanukah celebration;
3. Monthly 'coffee and chat' sessions.

These activities are held during the daytime and in the evening to fit in with work and caring schedules. Bury Council provides part funding to the Federation of Jewish Services for a volunteer carers break service (called 'Time for You') for Jewish carers. It enables carers to have a few hours break from their caring role.



The Dementia Café

Making Space currently runs five Dementia Cafés in Bury. Each Café provides a unique support group for both the carer and the cared for and provides information and signposting to both specialised dementia services and community activities. The Dementia Cafés have a vibrant set of volunteers who offer a befriending scheme, ensuring that both carers and the cared for can access social opportunities. At the time of publishing, there were 30 volunteers befriending 84 individuals.

NHS Quality Outcome Framework

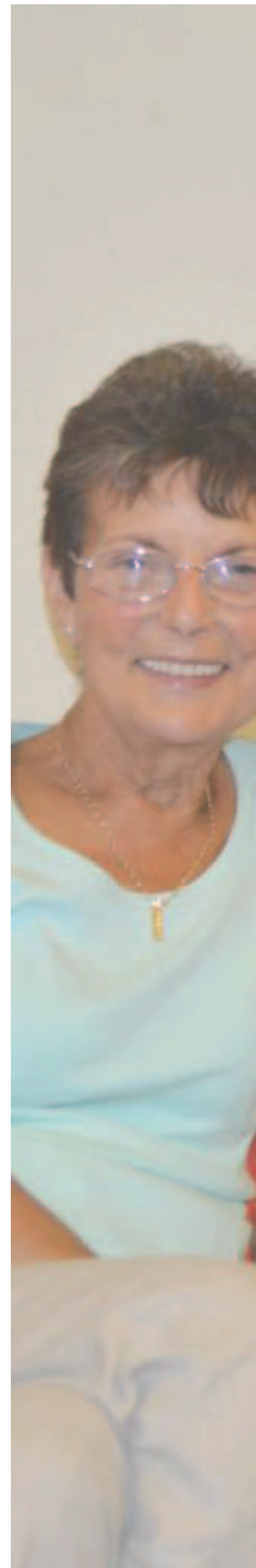
The Quality Outcome Framework (QOF) states that each GP practice 'has a protocol for the identification of carers and a mechanism for the referral of carers for a social services assessment'¹³. We will continue our focus on raising awareness of carers issues with GPs and will support them as necessary.

Joint Working

Bury CCG and Bury Council work in partnership with the voluntary, private and independent sectors to develop further the carers agenda. To facilitate this, Bury CCG has identified a lead member who will ensure that GPs identify new carers and signpost them to support as necessary.

Future Developments

We acknowledge that there are a number of agencies within Bury which offer bespoke services or support to carers in Bury. This includes projects already in existence and those which are currently being developed. Examples of these include market place events, supermarket initiatives, events throughout Carers Week and a new project called 'Musical Memories' which will be run by Crossroads¹⁴.



What have carers told us?

“I am a carer now, not a wife. I struggle with this.” (Bury Carer)

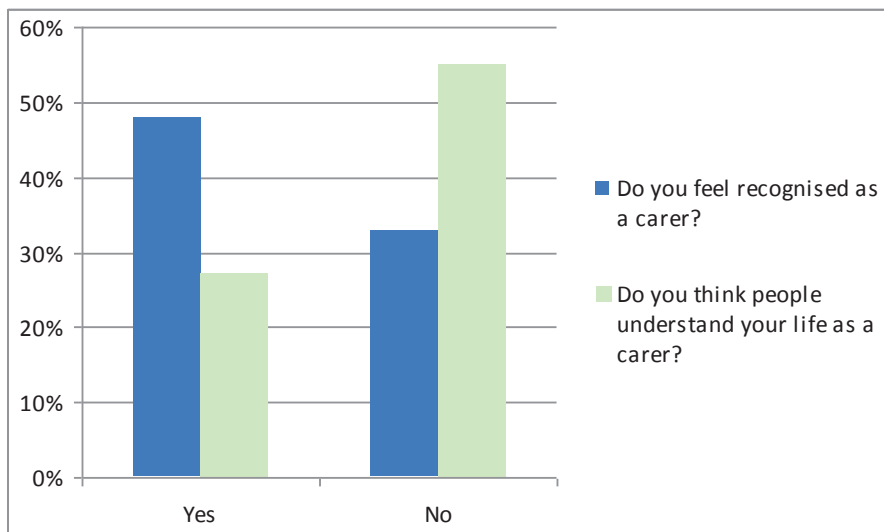
“Dad doesn't have to go into a home. He has a home with me.” (Bury Carer)

“The Carers Centre is a lifeline.” (Bury Carer)

“It means a great amount getting love back from my wife for all the things I do for her, mainly keeping her well with medication.” (Bury Carer)

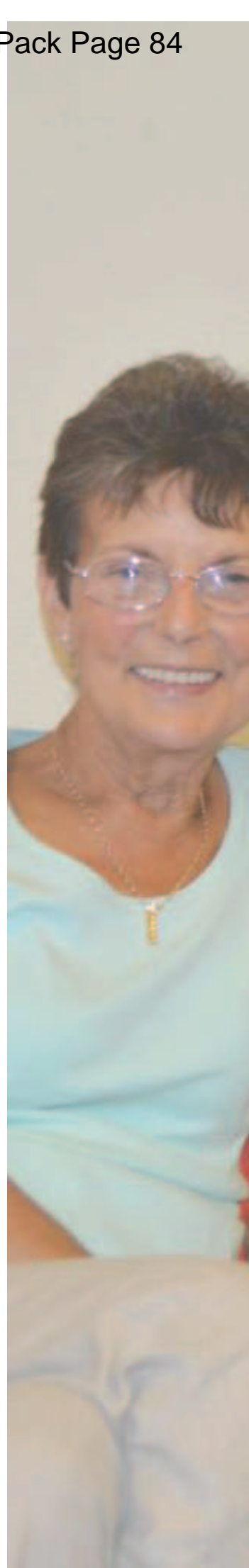
Figure 5 (Recognition) illustrates that only 48% (184) of the carers who responded during the consultation felt recognised as a carer and only 27% (101) believed that other people understood what this meant to them. It is interesting to note that carers do not always tell family and friends of the activities they undertake within their caring role, preferring to keep some aspects confidential between themselves and the person they care for.

Figure 5: Recognition



Source: Carers Consultation 2012

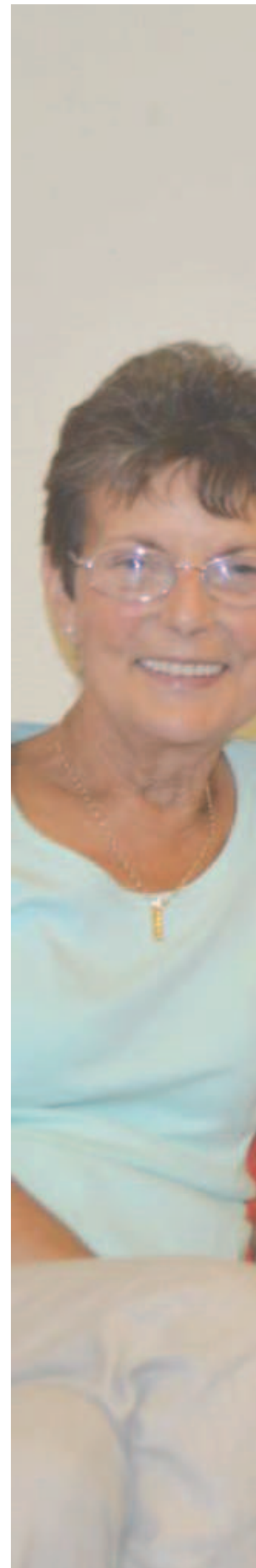
59% (221) of respondents felt that it was easy to get the information they needed to support them. 56% (208) stated that the information they received was either excellent or good. There were some respondents, however, who told us that information on Bury Council’s website and in GP surgeries was difficult to access and they preferred to talk to other carers or go to the Carers Centre.



Throughout the consultation, carers were asked what they valued in their caring role and what worked well for them. The main response we received throughout the consultation was that carers were satisfied that, for the most part, they cared for the person they love and managed to keep them in their own home for longer.

The following table identifies further comments raised by carers within this first priority: identification and recognition.

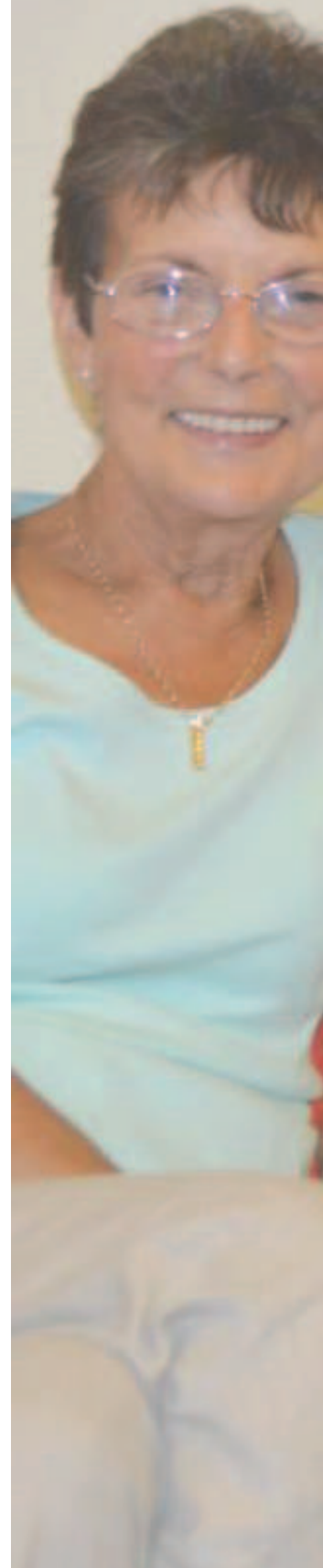
| Subject | What have carers told us? |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Understanding | <p>Professionals do not always understand the caring role and what it means. Some carers felt they were not acknowledged by health and social care professionals and that they were not consulted on the care of the person they cared for.</p> |
| Identification | <p>Professionals do not always identify carers. A number of the carers we spoke to told us that signposting to carers services was not routinely done.</p> |
| Information and support | <p>GP surgeries were cited as a vital source of information but we were told that this information was not always available. Where information was available, it was often out of date.</p> <p>Although the Carers Centre is a much valued resource, we were told that carers do not always know about it. Carers have also told us that they were not always able to travel to the centre of Bury to access it.</p> <p>Some carers and professionals felt that the activities offered at the Carers Centre were not appealing to the young carers or male carers who needed advice and support. In addition to this, current opening hours do not always support carers who work or who are in full-time education.</p> <p>Information on the services available is needed by all carers. Some self funders do not receive good quality information and are left to research options themselves.</p> |



Our priorities

Looking at the comments received during the consultation, a number of priority areas to be developed have emerged. The priorities below illustrate how we will identify and recognise carers in Bury:

| Our priority | How will we know this has been achieved? |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Collect essential demographic information about carers in Bury and analyse effectively. | We will understand the demographic trends of known carers in Bury. This will support the commissioning process by identifying a particular need. |
| Carers are identified and supported appropriately. | <p>There is improved access to information. This is to include information for carers on the condition of the person being cared for.</p> <p>Self funders have access to good quality information and can make informed decisions about the support they purchase.</p> <p>Increased awareness of health and social care staff (to include GPs) on the role of a carer.</p> <p>Carers are identified and an assessment is undertaken.</p> <p>We will review the accessibility of existing services and consider options to ensure that resources have the greatest impact.</p> <p>Health professionals will identify a carer on diagnosis of the cared for and signpost effectively.</p> |



Realising and Releasing Potential

In the national strategy, the Government states that individuals with a caring responsibility need to be supported to continue with their career and/or educational attainment. Too many carers stop working as they believe there is no other option available to them. In April 2003, the Employment Act (2002) introduced the right to request flexible working patterns for all working parents and this was extended, in 2007, to include employees who care for an adult. Despite this, the Carers Trust states that 'one in five carers gives up employment to care'¹⁵.

What is available in Bury?

Jobcentre Plus

Work Preparation Support for Carers provides help and support to carers to make a successful move into work, including access to training and advice on job hunting and applications. Carers might be able to get help with the cost of replacement care while they take part in training or attend interviews.

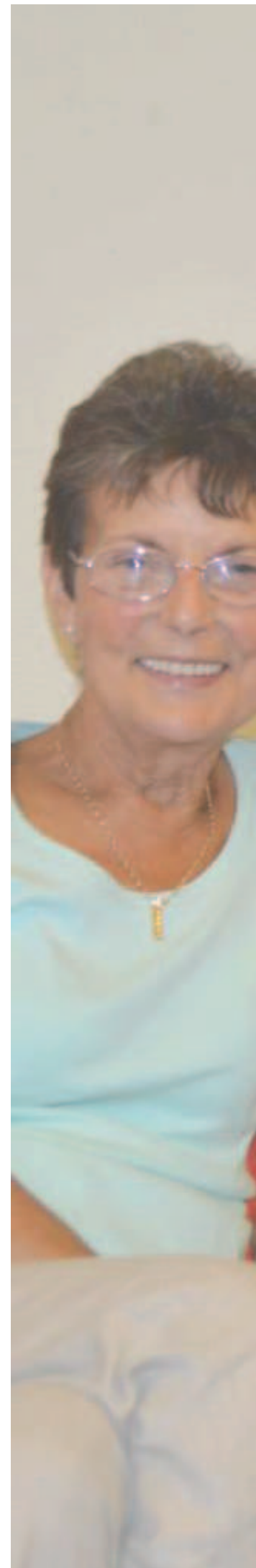
Citizens Advice Drop-in

The Citizens Advice Bureau provides information to carers on a range of subjects. It holds a number of satellite clinics across Bury, including a fortnightly drop-in at Bury's Carers Centre.

Universal Offer

Bury has a wealth of education establishments including Bury's Adult Learning Centre and local colleges which support further education for carers. The Carers Centre also offers courses from its premises.

To support working carers further, the Carers Centre opens late one evening per month and additional flexible support arrangements can be agreed. In addition to this, staff can support employers to develop carer friendly policies and procedures.



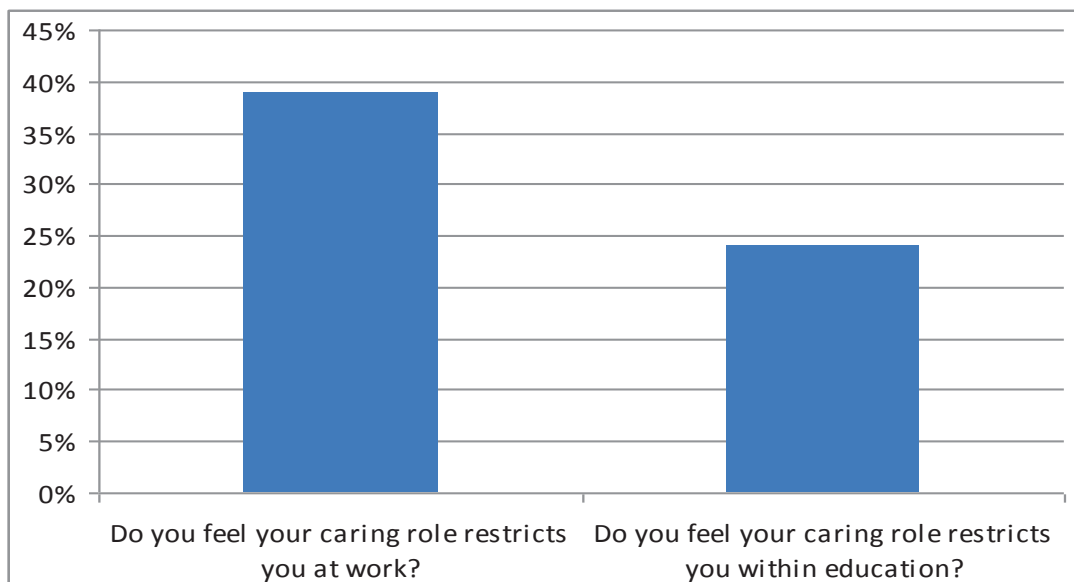
What have carers told us?

“I cannot work as my partner needs full time care.” (Bury Carer)

“I am unable to do any educational courses as I am at home looking after my partner’s needs.” (Bury Carer)

We asked carers if they felt restricted either in the work place or in an educational setting. Figure 6 (restrictions in work/education) illustrates that 39% (115) felt they were restricted at work and 24% (70) felt they were restricted within education. At first look, you may have expected to see a higher percentage (particularly within work) but we need to remember that the majority (207) of respondents were aged between 55-74 years¹⁶ and therefore are of retirement age.

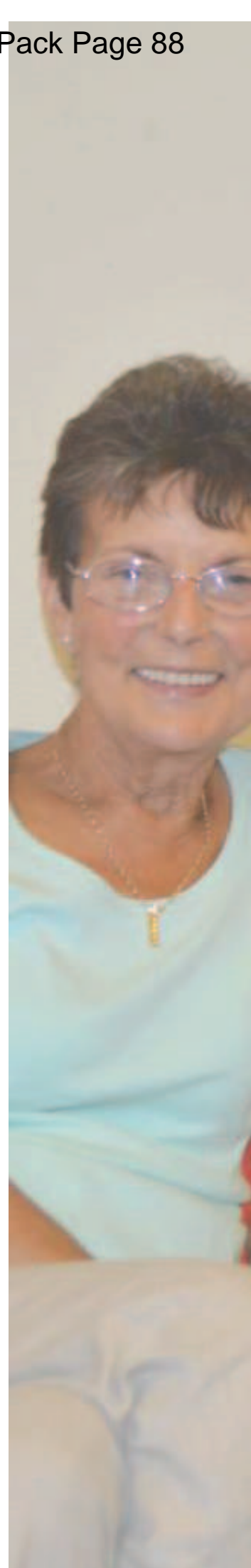
Figure 6: Restrictions in work/education



Source: Carers Consultation 2012

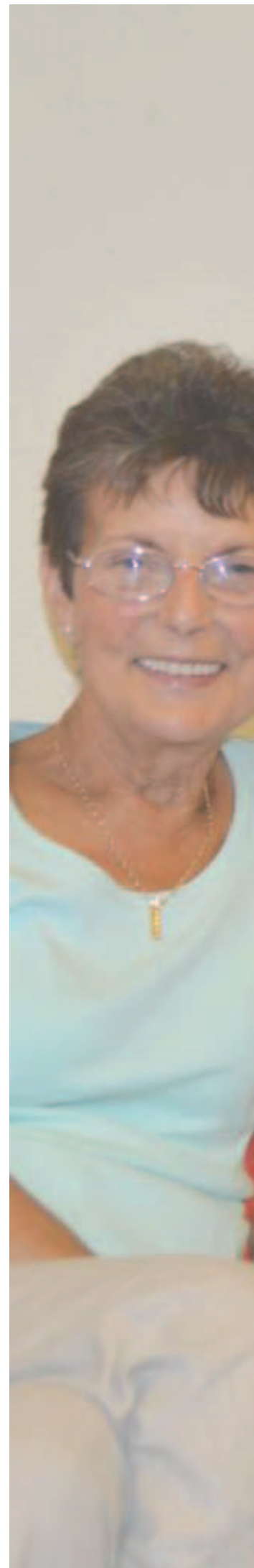
Of those carers who answered the question, some did not tell their employer they were caring for someone because they feared repercussions. Those who did inform their employers felt their employers were not as understanding as they could be regarding time off for medical appointments and being called home at a moments notice. Some carers thought employment was not a realistic option for them.

Finance was discussed at length throughout the consultation period and many people felt that this was one of biggest strains of being a carer. Although some financial support is available to carers, some felt it was not enough. For the carers who work, the need for day opportunities for the person being cared for became more apparent. Daytime respite care, enabling carers to work, was paramount to sustaining their role.



The following table identifies the themes raised by carers within this second priority: realising and releasing potential.

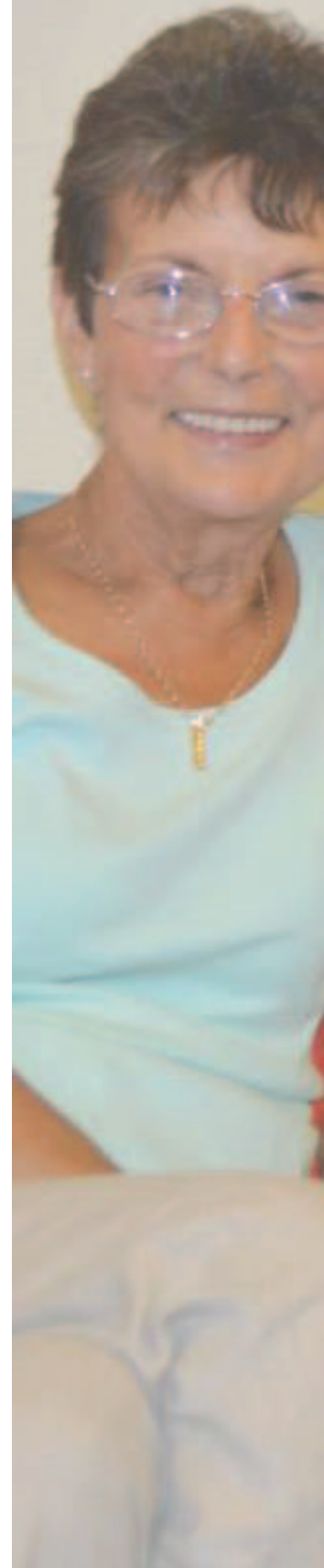
| Subject | What have carers told us? |
|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education | <p>Employers (particularly the private sector) do not always understand the dual role of the working carer.</p> <p>Carers told us that they valued the opportunity to learn new skills (e.g. computer skills) but could not always find the time to access courses available.</p> |
| Legal rights | <p>Carers do not always know their legal rights regarding employment and are not aware that there is legislation in place to support them.</p> |
| Information | <p>Carers are not always aware of the financial assistance to which they may be entitled.</p> |



Our priorities

Looking at the comments received during the consultation, a number of priority areas to be developed have emerged. The priorities on the next page illustrate how we will realise and release carers potential:

| Our priority | How will we know this has been achieved? |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| Raise awareness of the role of the caring role with employers and education providers to ensure they understand the need to support carers. | Carers feel they are supported to balance their work/education with their caring role. |
| We need a greater understanding of the issues faced by carers currently in the education system and how agencies can support them. | A focus group on balancing caring with education will be held to understand issues experienced by carers in education. |
| Promote the Personal Advisors at Jobcentre Plus in preparation for a carer finding work. | Carers will be informed of the Personal Advisors and access them as appropriate. Carers will feel supported at work. |
| Carers are offered financial advice and support as appropriate through signposting. | Carers will be aware of financial support to which they may be entitled. |
| There will be a better link to universal services to support carers with the opportunity to learn new skills for their own personal development. | Carers will be satisfied that their learning needs are supported. |



A Life Outside of Caring

The Government tells us that we must offer personalised support both for carers and those they care for to enable them to continue their family and community life. A break from caring was an issue that was discussed at length during the consultation and one that carers identified as important to them.

What is available in Bury?

Carers Personal Budgets

Carers Personal Budgets are a new model of social care. If a carer has been assessed as needing a budget, they can use this to manage and direct their own support needs. Bury Council implemented a pilot on Carers Personal Budgets on April 1st 2011. Since this time, 567 Carers have been issued with a Carers Personal Budget¹⁷. Examples of how carers in Bury have spent their personal budget include: 273 carers bought a carers break service, 100 bought a short break/day trip, 51 bought sports membership/healthcare and 50 bought cleaning and gardening services.

Specialised Daytime Opportunities

There are specialised services within Bury that support older people or those with a disability to access a meaningful opportunity during the day; examples of this include Pinfold Lane Day Centre¹⁸ and Wheatfields Day Centre¹⁹. Access to these day activities mean that the carer can continue to have a life outside caring whilst the person they care for is in a safe and secure environment.

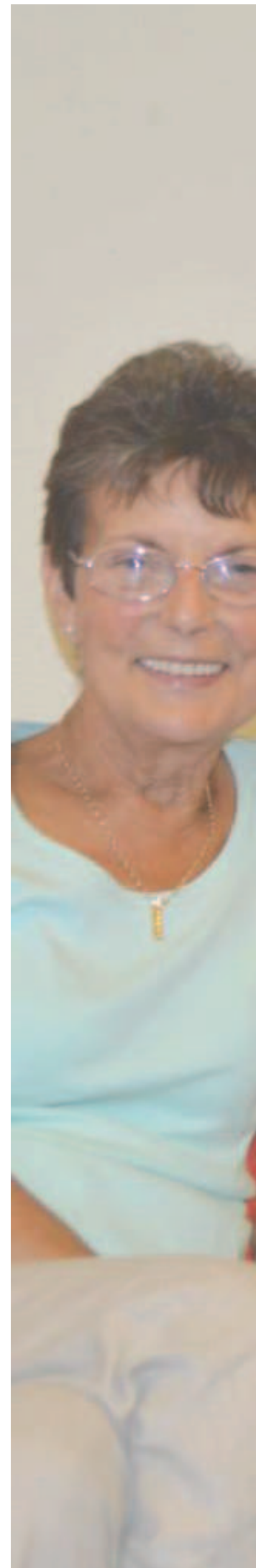
Respite and Short Breaks

Numerous organisations provide a service for carers when they need time away from their caring role. This could include a traditional carers break service, organised activities, regular support in the home or local community, or respite care such as short or long term placements within a nursing home.

Bury CCG has invested in Cambeck Close, a short break service for planned overnight short breaks and daytime support to adults and children who have a severe learning disability and an additional health care need. The short break service offers a range of support, from a few hours to several overnight stays.

Assistive Technology

Assistive technology can offer a 24 hour, 365 days per year, emergency



response to keep people safe. This allows them to stay in their own home for longer. Examples of the technology include a personal trigger, a bogus caller alarm, a fall detector button and a smoke detector button. Although, at first glance, this equipment may not seem to support a carer, it can bring peace of mind to them as they know that someone will be alerted if the person they care for needs help.

What have carers told us?

“I don’t see my friends as much.” (Bury Carer)

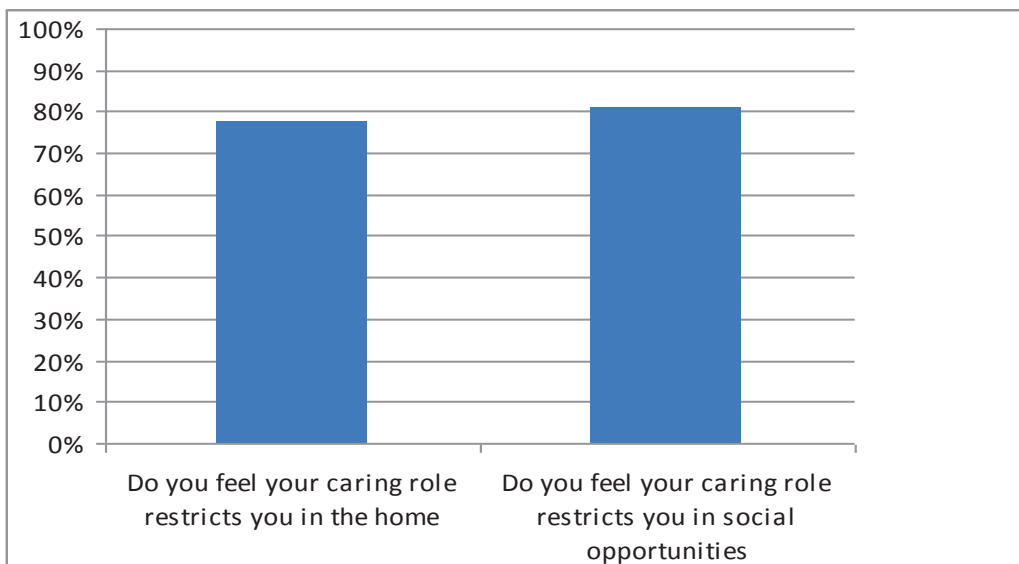
“I would go bananas if I couldn’t get out.” (Bury Carer)

“The Carers Personal Budget is the best thing that ever happened to me.” (Bury Carer)

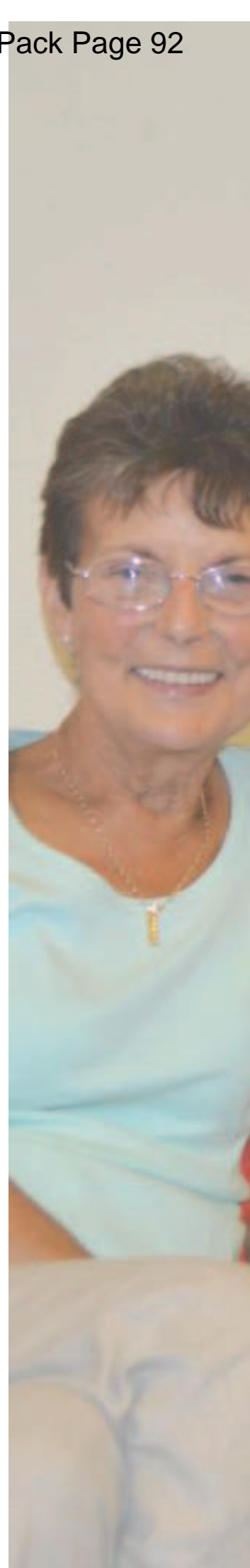
The carers who responded to the consultation were clear that time away from their caring role was needed for them to maintain it. Many respondents stopped socialising regularly and were prevented from going on a holiday. Being made to feel guilty about wanting this time away was a common theme cited during consultation.

Figure 8 (restrictions in home/social opportunities) illustrates that 78% (227) of the consultation respondents felt restricted by their caring role within the home (an example would be finding the time to clean the house). 81% (236) felt restricted regarding social opportunities.

Figure 8: Restrictions in home/social opportunities

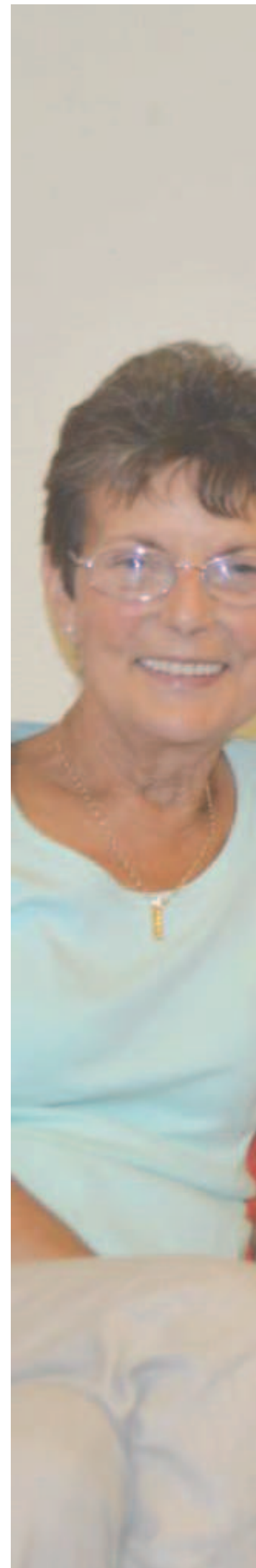


Source: Carers Consultation 2012



The following table identifies further comments raised by carers within this third priority: a life outside of caring.

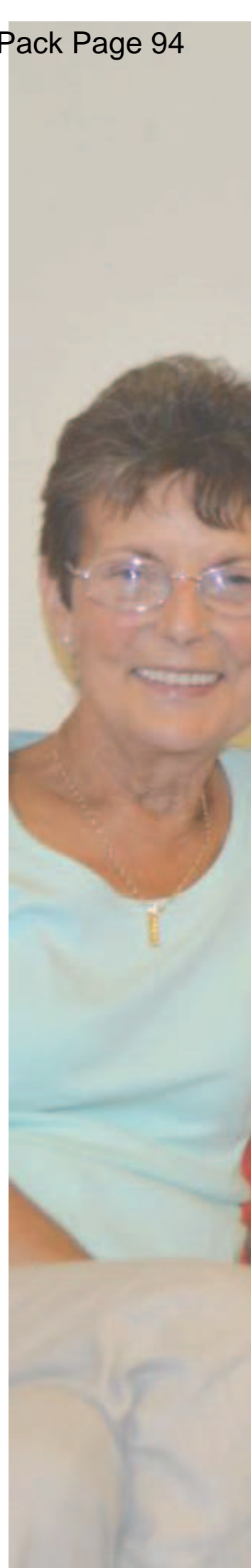
| Subject | What have carers told us? |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Breaks | Current opportunities within day services and respite are not flexible enough. Evening and weekend sessions would be beneficial to carers. |
| Carers Personal Budgets | <p>Although carers do value their Carers Personal Budget and believe it has supported them within their caring role, there are some carers who would prefer an alternative offer. Some carers felt the Carers Personal Budget was confusing and difficult to manage.</p> <p>Carers do not always know about Carers Personal Budgets and are not aware of the financial assistance that may be available to them.</p> |



Our priorities

Looking at the comments received during the consultation, a number of priority areas to be developed have emerged. The priorities below illustrate how we will support carers in Bury to have a life outside of caring:

| Our priority | How will we know this has been achieved? |
|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Research innovative ways of offering carers flexible time away from their caring role. | <p>A menu of respite options will be available to all carers.</p> <p>Carers will be more satisfied with the amount of time they have away from their caring role.</p> |
| Carers will have access to a range of options regarding the way they access support in their caring role. | <p>Carers will have choice and control in their support.</p> <p>There will be an alternative commissioned service (a carers break service) for carers unable or not wishing to access a Personal Budget.</p> <p>Carers will have access to either a commissioned service or a Carers Personal Budget, but not both.</p> |
| Carers have an understanding of the range of agencies available to offer a sitting service. | A list of approved agencies is available. |



Supporting Carers to Stay Healthy

The Government acknowledges that carers often sacrifice their own mental and physical health in favour of the health of the person for whom they care. Poor physical health can be a result of excessive lifting and moving, bad diet or weight loss/gain. A carer's mental health often suffers due to the stress of looking after another person, anxiety about financial matters and increased social isolation.

The Carers Trust states that nationally:

1. 65% of older carers (aged 60–94) have long-term health problems or a disability themselves;
2. 68.8% of older carers say that being a carer has an adverse effect on their mental health;
3. One third of older carers say they have cancelled treatment or an operation for themselves because of their caring responsibilities;
4. 52% of carers providing substantial care in one study were being treated for stress-related disorders²⁰.

What is available in Bury?

Help in an Emergency

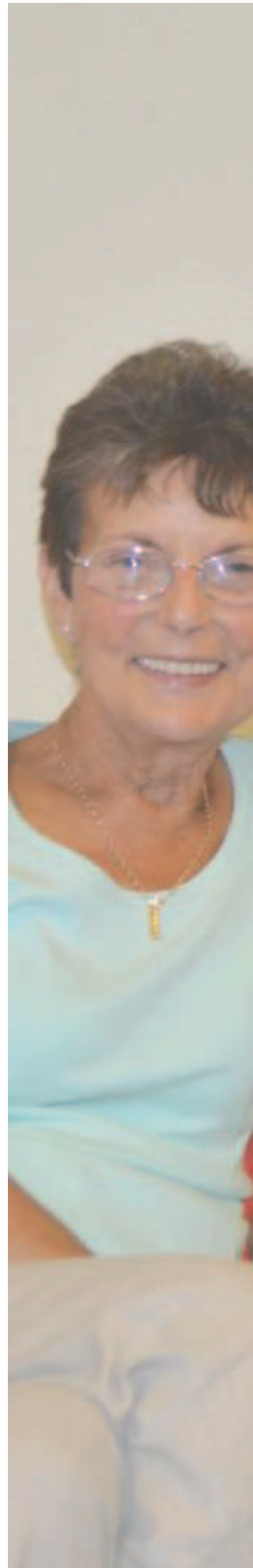
Some services are available that provide emergency care. This includes the Message in a Bottle²¹ scheme and the Red Cross Carers emergency card²² and access to an emergency assessment. These initiatives all identify the individual as a carer and specify people to contact in times of emergency.

Health Improvement Services

There is a range of services which promote the health of residents within Bury. These include (but are not limited to) Self Care for You, Health Trainers, the Active Lifestyle Discount Card, Bury Exercise and Therapy Service (BEATS), Community Action to Promote the Early Detection of Cancer, smoking cessation and flu jabs.

Bury Hospice 24 Hour Advice Line

The Hospice provides a 24 Hour Advice Line which operates every day of the week, including bank holidays. Bury Hospice is the main provider of around the clock palliative care²³ for Bury Borough patients, therefore helping their carers. The advice line offers carers and patients direct



telephone access to a Hospice Nurse, who will be able to provide advice on symptoms. Healthcare professionals may call about more complex issues on patient care.

What have carers told us?

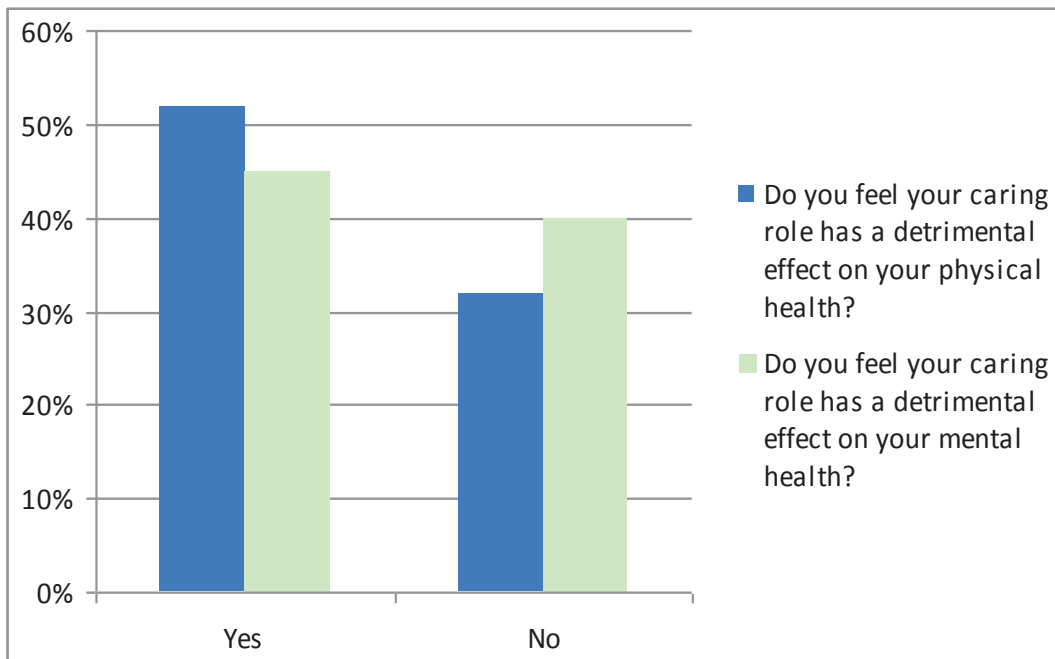
“I cannot book appointments a few weeks in advance.” (Bury Carer)

“It is stressful to care for someone you love.” (Bury Carer)

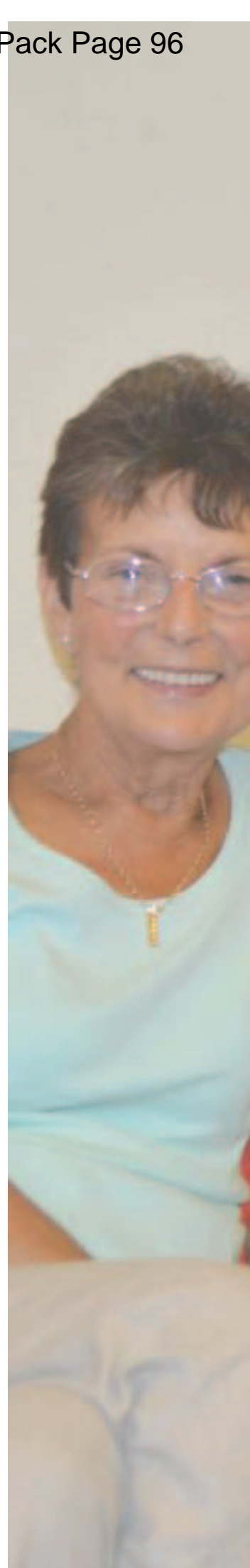
“We have a good sense of humour - we try to laugh off our problems.”
(Bury Carer)

Figure 10 (physical/mental health) illustrates that 52% (187) of respondents felt their physical health was affected by their caring role and 45% (163) felt their mental health was affected.

Figure 10: Physical/mental health

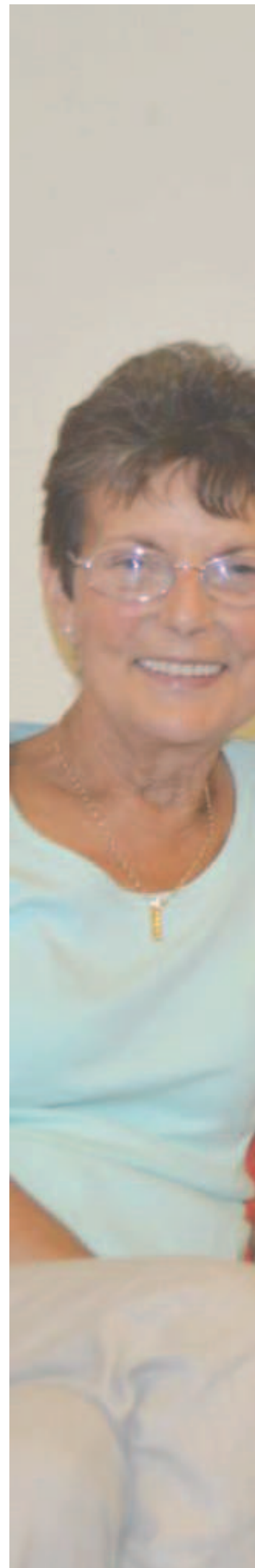


Source: Carers consultation 2012



The following table identifies further themes raised by carers within this fourth priority: supporting carers to stay healthy.

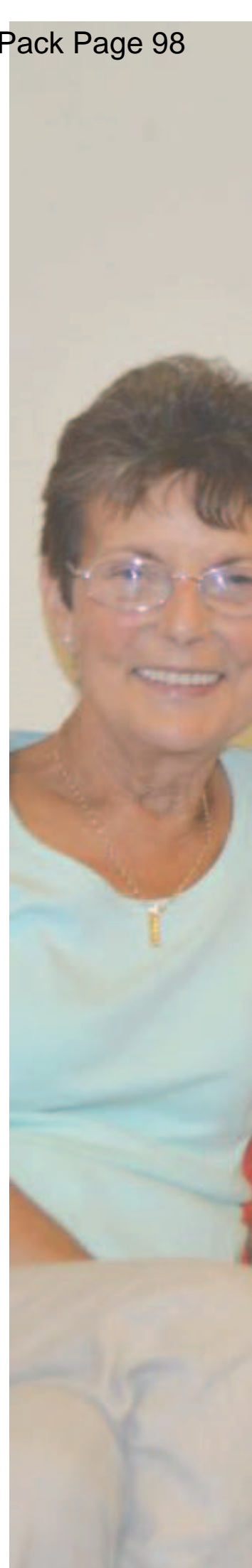
| Subject | What have carers told us? |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Physical health | Carers told us that they had their own physical health problems. Some were conditions which occurred over time, others were as a result of moving and handling the person they cared for. |
| Mental health | Emotional stress and anxiety was an issue that was discussed at length. The carers who responded felt that their caring role often left them tired, concerned about the future and worried about finance. |



Our Priorities

Looking at the comments received during the consultation, a number of priority areas to be developed have emerged. The priorities below illustrate how we will support carers in Bury to stay healthy:

| Our priority | How will we know this has been achieved? |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Health services will continue to address the physical and mental health needs of carers. | A range of practical courses continue to be available (e.g. Self Care for You, moving and handling). |
| Carers are supported to attend their own health appointments. | The health needs of carers are addressed. |
| Professionals to identify and refer to specialised services as appropriate (including financial services, Mental Health Practitioners and relaxation therapy). | <p>Universal and specialised services are promoted to carers by health and social care professionals.</p> <p>A robust referral pathway will be developed so GPs direct carers to carers services.</p> |
| Carers will be satisfied that care will continue in case of emergency. | Services are available to support carers at point of crisis. |





Part 3

Part 3: Finance

This strategy sets out to ensure that we use existing funding efficiently and effectively to support carers from all areas of the community to undertake their caring role. Both Bury Council and Bury CCG fund support for carers.

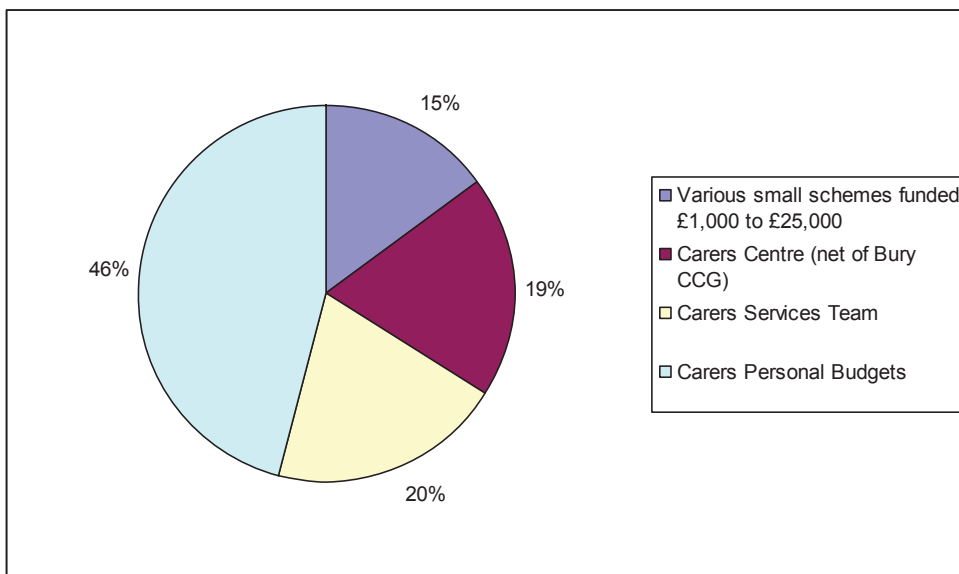
Bury Council

The specific Carers Grant that Bury Council historically received from Government ended in March 2011, although equivalent funds were transferred into the Council’s core funding budget. However, these monies are no longer ‘ringfenced’, meaning that the Council is no longer legally obliged to spend them on services for carers.

The Council continues to commission a wide range of services on behalf of carers, from what was formerly the carers grant; these will be reviewed over the coming months in light of the feedback received from the consultation on this strategy. Bury Council needs to continually evaluate the effectiveness of services it puts in place on behalf of carers to ensure they are effectual.

The following graph and table illustrate where Bury Council spent its specific carers budget for 2012-13.

Figure 11: Carers Funding Local Authority (1)



Source: Bury Council 2012



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The highlights include:

1. 46% of funding directly supporting carers through personal budgets;
2. 19% of funding used to purchase the carers centre service;
3. A number of smaller schemes targeting specific groups of carers.

The total budget for carers services has remained constant over the past three years, although direct support available to carers - Carers Personal Budget payments – has increased from £311,900 in 2011/12 to £327,100 in 2012/13.

In addition to the specific carers funding highlighted above, the Council also funds a number of services which, whilst not specific to carers, have carers as amongst their main beneficiaries. These include the contract for carers support through Crossroads²⁴, and significant numbers of respite breaks which are built into packages of care for the cared for. This amounts to approximately an additional £1,552,000 of funding. Furthermore, the Council spends £4,784,000 on day care services.



Figure 12: Carers Funding Local Authority (2)

| Description | 2012 – 2013 £ |
|----------------------------------------------|-------------------|
| <u>Carers Specific:</u> | |
| Carers Services Team | 136,400 |
| Consultation | 10,000 |
| Carers Centre | 138,900 |
| Carers Personal Budgets | 327,100 |
| Red Cross emergency card | 14,000 |
| Breaks for Carers Groups (grant) | 10,000 |
| Carers travel expenses | 1,000 |
| Elderly Mentally Infirm carers (grant) | 6,000 |
| Time for You | 10,000 |
| Mental health (grant) | 1,000 |
| Carelink (grant) | 8,000 |
| Specific services for carers (grant) | 13,000 |
| Services for Jewish carers | 23,000 |
| <u>Where carers are major beneficiaries:</u> | |
| Crossroads | 235,000 |
| Respite services | 1,317,000 |
| Day care centres | 4,784,000 |
| TOTAL | £7,034,400 |

Source: Bury Council January 2013

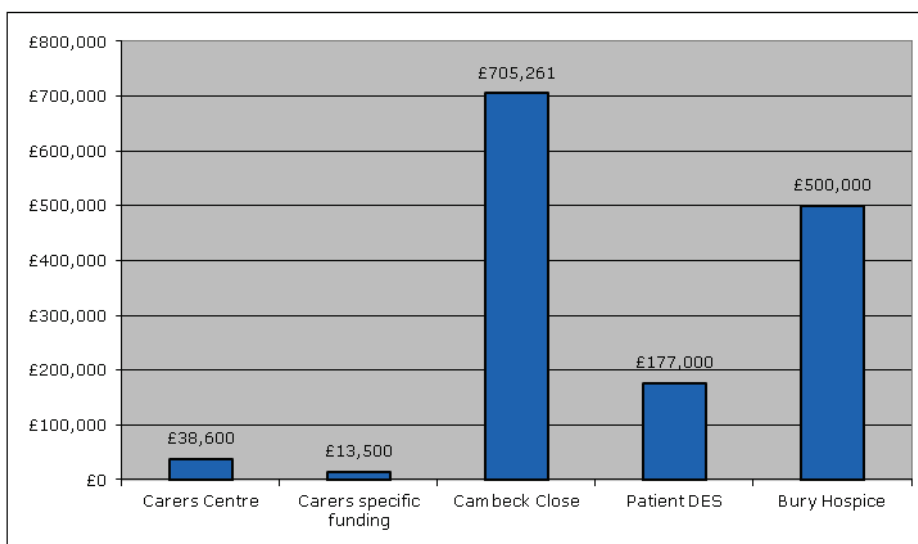


Bury Clinical Commissioning Group

To support positive outcomes for carers, Bury CCG commissions a range of services which have an element of carers support within them, plus a 22% contribution towards the funding of the carers centre. There are many different ways that carers can get a break from caring, including accessing community groups, planned short breaks and time away whilst the cared for is in respite. It has not always been possible to quantify exact amounts of funding provided for carer support within the NHS due to the link with many other health and social care agendas, where carer support is just one aspect of a wider scheme.

Below is the health contribution in delivering carers agenda within a wider remit:

Figure 13: Carers Funding Bury CCG (1)



Source: Bury CCG 2012

The Patient Participation Directed Enhanced Service (DES) is an optional scheme for GP practices. In Bury, 27 have chosen to participate and as such are required to establish a Patient Reference Group which reflects the demographics of the GP practice list. Throughout the promotion of this scheme Bury CCG encourage practices to ensure that the views of carers were represented in their Patient Reference Groups.



Figure 13: Carers Funding Bury CCG (2)

| Bury CCG initiatives specific for carers | 2011-2012 £ |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Carers Centre | 38,600 |
| Multi Professional Education and Training - To support the End of Life Agenda, Bury CCG put a bid in for an educational and training programme. As part of this bid, a one off sum of £13,500 was allocated to support carers where the needs of the cared for and the carers were identified as health related and complex. | 13,500 |
| Wider Bury CCG initiatives which may include an element of carer support | 2011-2012 £ |
| Cambeck Close – a learning disability respite facility | 705,261 |
| Bury Hospice - In 2012-2013, Bury CCG provided a grant contribution of £500,000. Whilst this amount is not targeted solely at carers support, it contributes to a valued service, including a 24 hour helpline that carers can benefit from directly. | 500,000 |
| TOTAL | £1,257,361 |

Source: Bury CCG 2012

We will need to work effectively and efficiently to ensure we reach out to carers who are in need of support before they reach crisis point. It is also important to acknowledge that the severe resource restrictions placed on Bury CCG, Bury Council and the Hospital Trust will require a real commitment to collaborative working to limit the impact on future service requirements. A key element of this collaborative work will be to develop the prevention and early intervention opportunities and services that are available.



Future funding for carers services

As all readers of this Strategy will be aware, Public Services, and Local Government in particular, are facing increasingly severe financial pressures. Bury Council has already identified budget savings totalling £40 million since April 2011. A savings target for carers services was agreed in Plan for Change 2. This was met following an internal review of the in-house carers team. However, direct expenditure on services for carers has not been reduced, nor are there any further proposals to do so in the Council's 'Plan for Change', which goes up to April 2015.

However, Government has given no indication as to public sector funding levels – both Local Government and the NHS – for the last 3 years covered by this Strategy (2015-2018). That said, all the indications are that funding will continue to be reduced in real terms beyond 2015. As such, it is not possible at this time for either the Council or Bury CCG to guarantee funding levels for carers services (or for any other service) in the longer term. This therefore makes it all the more imperative that we use existing funds as effectively as possible.



Our priorities

The priorities below illustrate Bury Council’s and Bury CCG’s intentions concerning budgets:

| Our priority | How will we know this has been achieved? |
|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| To review the annual spend on carers services to ensure we offer the best service possible. | Enable the reallocation of resources based on the review of annual spend. |
| To continually seek out best practice in other Councils, and adapt/adopt where this either improves effectiveness and/or better meets carer needs | Impact assessments of any changes are carried out before implemented; post implementation reviews carried out. |
| To ensure that were funding for carers services reduced post 2015, carers are fully involved and consulted before any decisions are made. | Equality Analysis will be carried out, to minimise any adverse impacts. All affected carers fully involved and consulted in advance. |





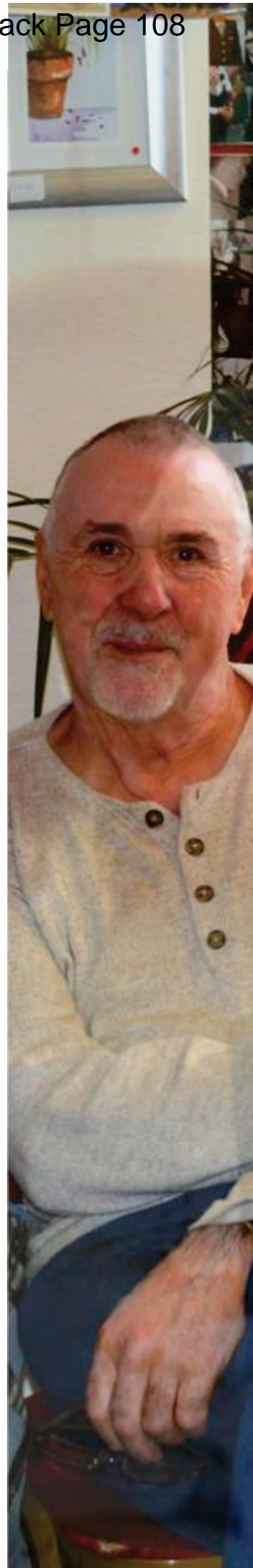
Part 4

Part 4: The next steps

Delivering the priorities highlighted in this strategy will have its challenges but there is a clear commitment within Bury to achieve these. Bury Carers Strategy Group will develop an action plan to identify the actions required to meet the priorities identified as well as detailing the lead agency and timescales. This action plan will be monitored regularly to ensure progress and a full report will be provided at the end of the term of this strategy.

To further enhance the work we will undertake within this strategy, a multi-agency Market Position Statement and Commissioning Intentions document will be produced. A Market Position Statement is a tool with information, mainly for providers of services, which will help them to make decisions about if and how to invest and deliver services in Bury and to react to opportunities that arise as a result of the introduction of Carers Personal Budgets. The Commissioning Intentions will support Bury Council and Bury CCG to negotiate future support delivered in line with the consultation feedback.

Following the passing of the Health and Social Care Act (2011) through Parliament, the majority of public health functions and services will transfer, at a local level, to Bury Council. Wider NHS commissioning responsibilities for the provision of most health care services will be the responsibility of the NHS Commissioning Board. It is anticipated that the members of Bury CCG will work alongside the Health and Wellbeing Board and the Director of Public Health to agree joint health and wellbeing strategies and to reflect these in local commissioning plans.



Acknowledgements

This strategy could not have been written without the advice and guidance of:

Black And Asian Minority Carers Support Group

Bury Carers

Bury Carers Centre

Bury Carers Forum

Bury Clinical Commissioning Group

Bury Council

Bury Employment Support And Training

Carers Services Officers

Carers Strategy Group

Crossroads

Early Intervention Services

Federation Of Jewish Services

Housing Strategy & Enablement Team

Jobcentre Plus

Male Carers Support Group

Pinfold Lane Carers Group

Rethink Bury Carers Group

Social Care Professionals

Substance Misuse Carers Support Group



Bibliography

Bury Adult Autism Strategy 2013-2016 (draft)

Bury Mental Health Strategy 2013-2018

Caring for Our Future, 2012

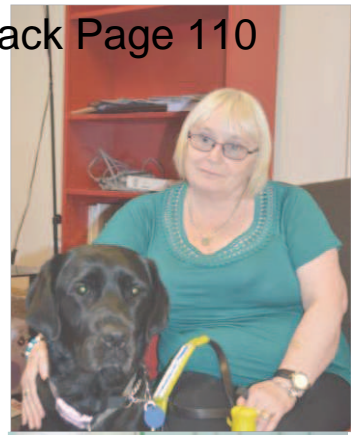
Caring Together: the Carers Strategy for Bury 2009-2012

Joint Commissioning Strategy for People with Dementia and their Carers, 2010-2015

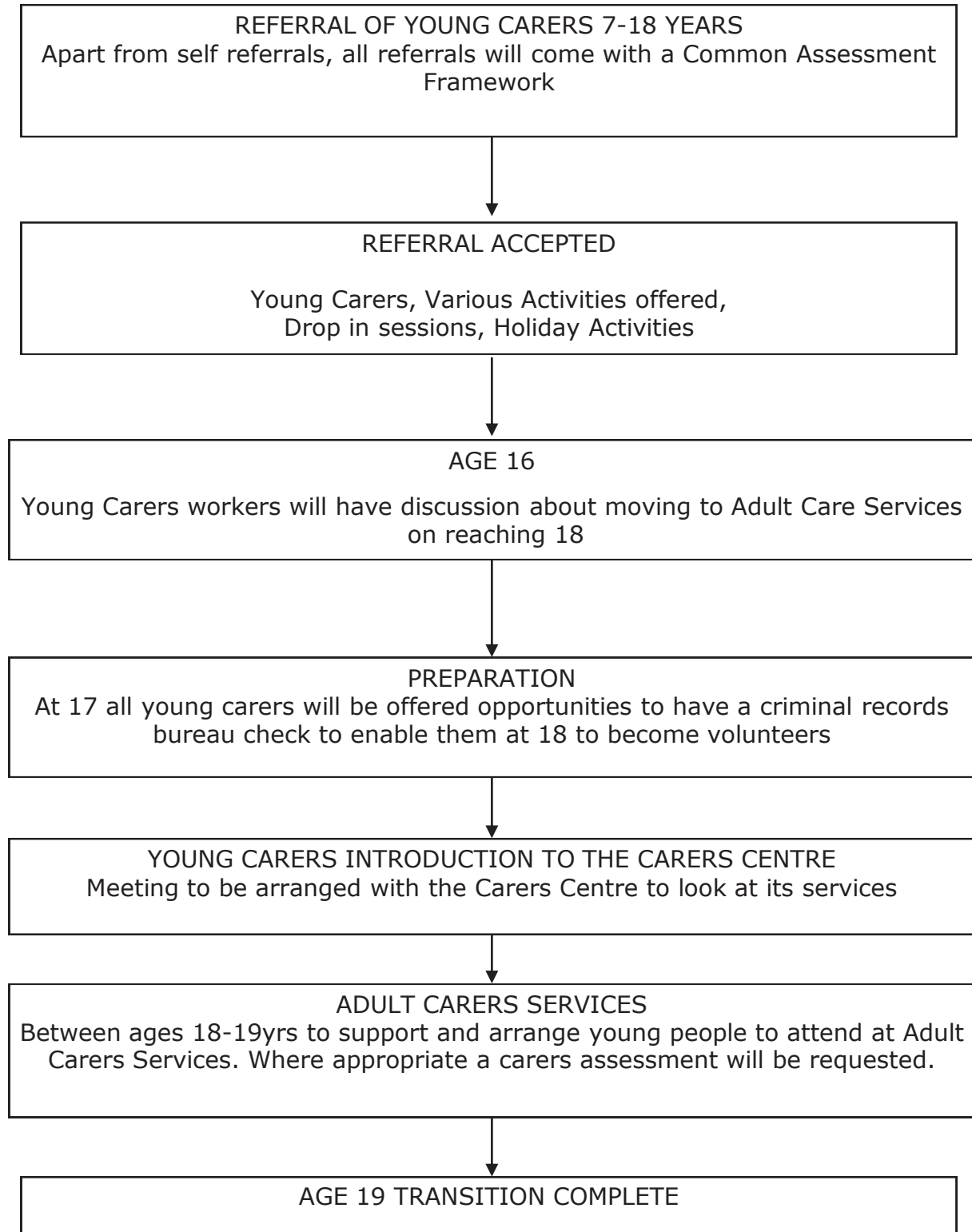
Living Well in Bury: Making it happen together, our vision for health and wellbeing. The Bury Health and Wellbeing Strategy, 2013-2018 (draft)

NHS Quality and Outcomes Framework for 2012-2013

Recognised, valued and supported: the next steps for the Carers Strategy, 2010



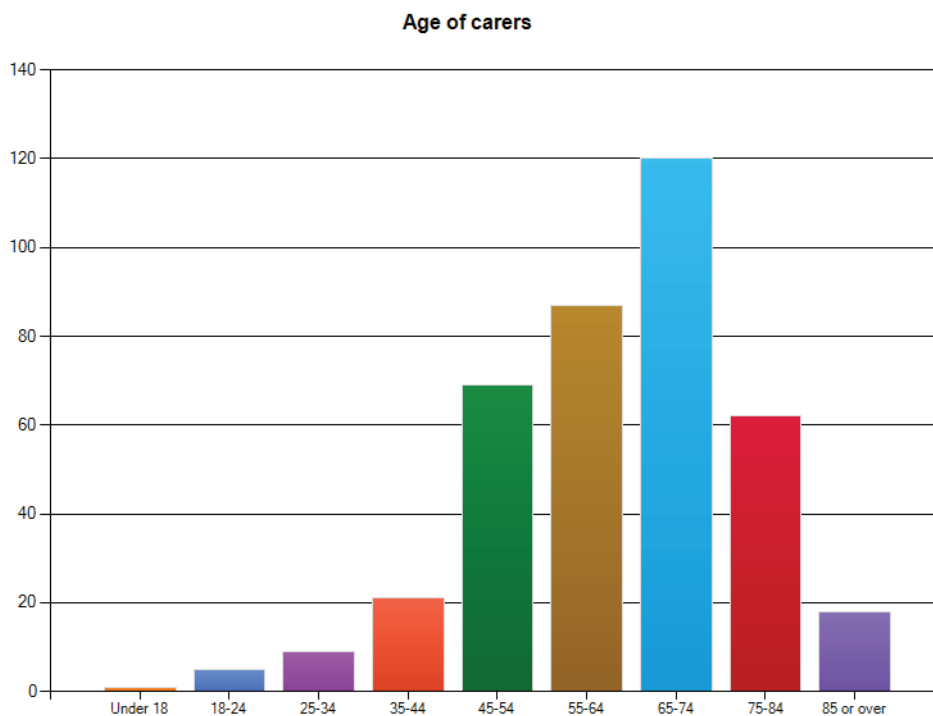
Appendix 1: Young carers transition pathway (2012)



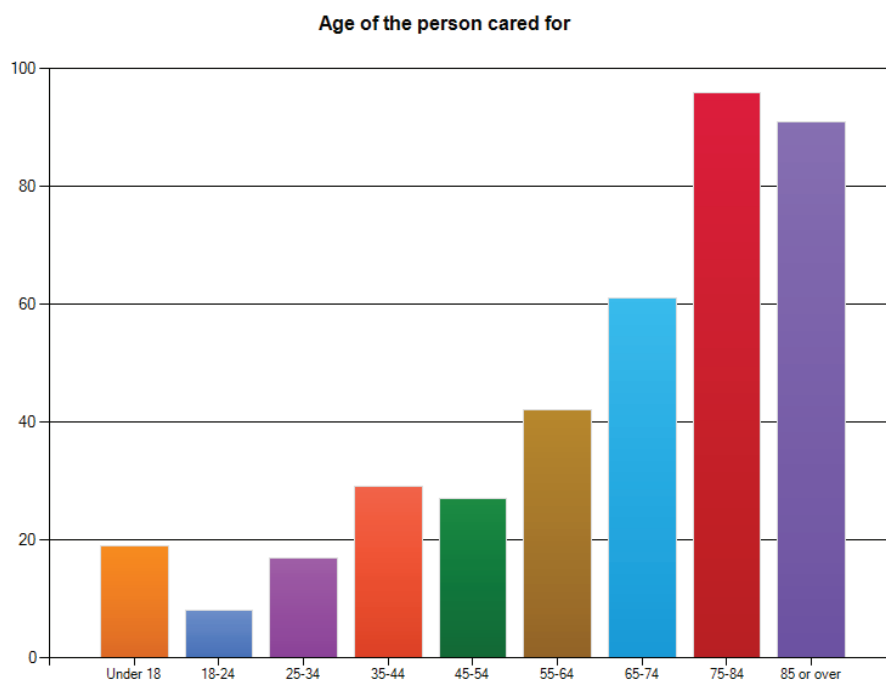
Appendix 2: Details of carer consultation

Between June and August 2012, Bury Council and Bury CCG consulted with carers to gain an understanding of their caring roles. Consultation methods included holding a series of workshops across the borough, attending carer support groups (including male carers, Rethink Bury Carers Group and Pinfold Lane Carers Group) and offering one to one support at a venue of the carer's choice. A questionnaire was also posted to the 3,320 identified carers held on a database by Bury's Carers Service Team and the Carers Centre. 397 questionnaires were completed and returned which is a response rate of 12%. It is important to acknowledge that the respondents did not always answer each question, meaning that the percentages used within this strategy are based on the number of people who answered that specific question, not the 397 who responded.

The majority of respondents were aged between 55-64 years (87 individuals) and 65-74 years (120 individuals):



The majority of respondents cared for an individual aged between 75-84 years (96 individuals) and people aged 85 years and over (91 individuals):



The average time per week the respondents spent caring covered a full spectrum with the least being 5 hours per week and the most being 24 hours per day 7 days per week. 69% (262) of the respondents stated that the person they cared for lived with family/others while 21% (79) of the people cared for lived at home on their own.

Throughout this consultation, it became clear that the caring role can differ slightly depending on the condition of the cared for. This can include caring for short periods of time (older people); dipping in and out of the caring role as appropriate (substance misuse and mental health problems) and a lifetime of caring (child with a disability).

This is a challenge that organisations face when providing support to carers. The number of carers per annum is not static and can vary greatly throughout the year.

Also within this, a number of issues may arise which can place extra pressure on the carer. These include:

1. prison;
2. hospital stays;
3. homelessness;
4. feelings of guilt when a carer takes a break;
5. dual diagnosis (the concurrent needs of a person with mental health problems plus their substance misuse, physical disability or learning disability).

Endnotes

- [1] HM Government 2010.
- [2] This guidance was correct at the time of publication of this strategy. It may be subject to change in line with proposals identified in the Health and Social Care Act 2012.
- [3] HM Government 2007.
- [4] The nine protected characteristics under the Equalities Act 2010 are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- [5] www.carers.org.
- [6] This was cited by the Bury carers who were involved with the consultation.
- [7] There are 39 Local Authorities in the North West.
- [8] www.ons.gov.uk.
- [9] www.carers.org.
- [10] www.carers.org.
- [11] www.carers.org.
- [12] Detailed information on the consultation can be found in appendix 2.
- [13] QOF Management Guide April 2012.
- [14] 'Musical Memories' is a project being run for people with memory problems, dementia and their carers. The project meets once per week and participants can listen to music and sing together.
- [15] www.carers.org.
- [16] Detailed information on the consultation can be found in appendix 2.
- [17] Correct at March 2012
- [18] Pinfold Lane offers a service to older people who have been diagnosed with dementia.
- [19] Wheatfields Day Centre offers a service to people with a learning disability.
- [20] www.carers.org.

Endnotes

- [21] 'Message in a Bottle' is an emergency information scheme that could save someone's life. The scheme is run by Bury Lions. You place a small plastic bottle in your fridge containing details of any other family, friends or local organisations who can take over your caring role in an emergency. Then you put specially designed stickers on your fridge door and on your front door to let people know it's there. This means that should the emergency services need to come to your house they will know exactly where to look for this important information.
- [22] The Carer's Emergency Card is used as an instant source of identification in case of accidents. The credit-card sized card identifies the holder as the carer so that the cared for person will not be left unattended during an emergency.
- [23] The World Health Organisation defines palliative care as 'an approach that improves the quality of life of patients and their families facing the problem associated with life-threatening illness.'
- [24] Crossroads deliver high quality services to carers and to people with care needs.

Version control

| Version number | Purpose / change | Author | Date |
|----------------|-------------------------------------|-----------------|------------|
| 0.1 | Draft for consultation | Z. Shuttleworth | 13/02/2013 |
| 0.2 | Draft for Health Scrutiny Committee | Z. Shuttleworth | 20/03/2013 |
| | | | |

Contact us

For further information about the Bury Carers Strategy
2013 – 2018:



Log on to www.bury.gov.uk



Email us at strategicplanning@bury.gov.uk



Write to us at
Strategic Planning Team
Bury Council Adult Care Services
1st Floor Bury Town Hall
Knowsley Street
Bury
BL9 0SW



Call us on 0161 253 7975

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IDENTIFICATION AND RECOGNITION (Please note that this action plan is high level. Each lead officer will be responsible for the development and co-ordination of their individual action plan which will underpin the objective).

Key: short term achieved by March 2014; medium term achieved by March 2016; long term achieved by March 2018.

| | Priority | Action | Lead Organisation | Lead Officer | Timescale |
|-----|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|--------------------------------------------------------|-------------------------------------------------|
| 1.1 | Ensure commissioned services collect demographic data on carers (gender, age, ethnicity and religion) | Collect, analyse and report on the full demographic profile of identified carers | Bury Council Bury CCG | Zena Shuttleworth Catherine Tickle | short term - benchmark medium term - analyse |
| 1.2 | Carers are routinely identified and signposted by health and social care professionals as appropriate | Develop and implement an identification and referral pathway to ensure all carers are signposted from GPs to appropriate support and ensure commitment from all GP practices to this approach | Bury Council Pennine Acute Bury CCG | Alistair Mirfin Hannah Harrison Catherine Tickle | short term - develop medium term - implement |
| | | Promote pathway with health and social care professionals | Bury Council Pennine Acute Bury CCG | Alistair Mirfin Hannah Harrison Catherine Tickle | medium term |
| | | Ensure that carers understand their right to a Carers Assessment | Bury Council | Alistair Mirfin | short term |
| 1.3 | Public service staff understand the role of a carer | Basic staff awareness training on the role of carers is researched, designed and offered to public service professionals | Carers Strategy Group | Matthew Peluch | medium term |
| | | Carers to be engaged with the design and delivery of a training package to professionals | Carers Strategy Group | Matthew Peluch Alistair Mirfin Zena Shuttleworth | medium term |
| 1.4 | Information for carers is accessible | Analyse of the information currently available. Understand the gaps. Evidence this and agree a forward plan | Carers Strategy Group | Alistair Mirfin | long term |
| 1.5 | Carers can access information, advice and support which meets their needs | Review the support currently available. Understand the needs of our carers. Evidence this and agree a forward plan | Bury Council Bury CCG | Alistair Mirfin Catherine Tickle | long term |

REALISING AND RELEASING POTENTIAL (Please note that this action plan is high level. Each lead officer will be responsible for the development and co-ordination of their individual action plan which will underpin the objective).

Key: short term achieved by March 2014; medium term achieved by March 2016; long term achieved by March 2018.

| | Priority | Action | Lead Organisation | Lead Officer | Timescale |
|-----|-----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------------------------------------------------------|----------------------------------------------------------|
| 2.1 | Work with businesses and employers to raise awareness of carers | Develop business links and develop a package of support (e.g. Carers Discount Card) | Bury Council | Cllr Shori Alistair Mirfin Zena Shuttleworth Tracey Flynn | medium term |
| 2.2 | Carers and employers are aware of their rights within employment | Identify working carers, give them information on their employment rights and signpost to professionals as appropriate | Bury Council Carers Centre | Alistair Mirfin Sheila Blackman | short term - identify long term - work with employers |
| 2.3 | A Memorandum of Understanding between Adult Care Services and Childrens Services is developed | Develop and implement the Memorandum of Understanding | Bury Council | Sue Reynolds Zena Shuttleworth | long term |
| 2.4 | Carers are aware of the support available to help them in to work | Promote support available in Jobcentre Plus and ensure that a named contact is available | Jobcentre Plus | Anne Gent | short term |

A LIFE OUTSIDE OF CARING (Please note that this action plan is high level. Each lead officer will be responsible for the development and co-ordination of their individual action plan which will underpin the objective).

Key: short term achieved by March 2014; medium term achieved by March 2016; long term achieved by March 2018.

| | Priority | Action | Lead Organisation | Lead Officer | Timescale |
|-----|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------------|------------------|
| 3.1 | A range of respite options are available to all carers | Develop a list of agencies who can offer a carers break service | Bury Council | Alistair Mirfin Neil Clough | short term |
| | | Develop a Market Position Statement to facilitate the market for carers support | Bury Council | Zena Shuttleworth | short term |
| | | Ensure that Carers Personal Budget are agreed only when all other options have been explored and exhausted | Bury Council | Alistair Mirfin Neil Clough | short term |
| | | A carers discount card is available | Bury Council | Alistair Mirfin | medium term |

SUPPORTING CARERS TO STAY HEALTHY (Please note that this action plan is high level. Each lead officer will be responsible for the development and co-ordination of their individual action plan which will underpin the objective).

Key: short term achieved by March 2014; medium term achieved by March 2016; long term achieved by March 2018.

| | Priority | Action | Lead Organisation | Lead Officer | Timescale |
|-----|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------|---------------------|------------------|
| 4.1 | Courses which support the caring role continue to be made available, e.g. first aid, moving and handling | Implement an identification and referral pathway to ensure all carers are signposted from GPs to appropriate support | CCG | Catherine Tickle | medium term |
| 4.2 | Carers are referred to health specialists as appropriate (e.g. Health Trainers, relaxation specialists, sports and leisure) | To ensure that carers are referred inline with clinical need | CCG | Catherine Tickle | medium term |
| 4.3 | Facilitate an emergency plan with carers to identify what will happen in the event of crisis | To ensure that carers are included in the development of management plans | CCG | Catherine Tickle | medium term |

| Status | RAG Status | Evidence |
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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 | Adult Care Services | |
| Service | Strategic Planning and Policy Team | |
| Proposed policy | Bury Carers Strategy | |
| Date | 23 rd May 2013 | |
| Officer responsible for the 'policy' and for completing the equality analysis | Name | Zena Shuttleworth |
| | Post Title | Strategic Planning and Policy Officer |
| | Contact Number | 0161 253 5272 |
| | Signature |  |
| | Date | 23 rd May 2013 |
| Equality officer consulted | Name | Mary Wood |
| | Post Title | Principal Officer - Equalities |
| | Contact Number | 0161 253 6795 |
| | Signature |  29/2013 |
| | Date | 15 th July 2013 |

2. AIMS

| | |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is the purpose of the policy/service and what is it intended to achieve? | <p>HM Government published 'Recognised, valued and supported: next steps for the Carers Strategy' in 2010. Within this document, four priority areas have been identified: identification and recognition, realising and releasing potential, a life outside of caring and supporting carers to stay healthy.</p> <p>In response to this, Bury Council and NHS Bury made the decision to update the Carers Strategy for Bury 2009 – 2012. The updated strategy highlights the progress made since the previous strategy and what carers think about the services and support on offer. It also identifies priorities for future developments which ensure we are fulfilling our obligations to carers.</p> <p>An action plan will sit underneath this strategy which identifies the distinct actions we will undertake as part of the strategy.</p> |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | |
|---------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | The strategy is one of three documents which set out current provision for carers in Bury and how we aim to improve it. The other two documents are the Market Position Statement (Bury Council) and the Carers Commissioning Intentions (Bury Council). |
| Who are the main stakeholders? | <ul style="list-style-type: none"> ▪ Carers (including working carers) and the person they care for ▪ Providers of carer services ▪ Bury Council ▪ Adult Care Services ▪ NHS Bury ▪ Pennine Care ▪ Third sector ▪ Private businesses ▪ Health and Wellbeing Board |

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 | Yes | No | The refreshed strategy is inclusive of all racial backgrounds. We acknowledge that demographic data on carers is not complete and have agreed an action to ensure that this is collected in the future. This will positively affect race as we will be able to truly understand the needs of the carers in Bury. |
| Disability | Yes | No | The strategy acknowledges that some carers may have a disability and/or care for someone with a disability. Improving signposting and access to information will ensure that the right support is offered. |
| Gender | Yes | No | Whilst the majority of carers for whom demographic information is known are female, the consultation evidences that male carers contact the Carers Centre less than females. More thought will need to be given when designing activities and/or support for male |

| | | | |
|-------------------------------|-----|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | carers. |
| Gender reassignment | No | No | The strategy has no known effect on gender reassignment. |
| Age | Yes | No | Nearly half of the carers for whom demographic information is available are aged 55+ and young carers (up to 18) are the responsibility of Children's Services, who provide a specific service for those aged 7-18. A transition plan is developed from the age of 16 to introduce them to adult services. We aim to understand the extra support that may need to be given to young and older carers and will consider this when commissioning services. |
| Sexual orientation | No | No | The strategy has no known effect on sexual orientation. |
| Religion or belief | No | No | The strategy has no known effect on religion or belief. |
| Caring responsibilities | Yes | No | The main outcome of this strategy is to support individuals in their caring role. This will enable them to continue their role in the most effective way. Although parent carers and young carers are acknowledged within the strategy, we do not directly address their specific needs. This is because working parents and young carers are supported by Children's Services. |
| Pregnancy or maternity | No | No | The strategy has no known effect on pregnancy or maternity. |
| Marriage or civil partnership | No | No | The strategy has no known effect on marriage or civil partnership. |

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 | <p>There is legislation in place to protect carers from unlawful discrimination and victimisation. These include:</p> <p>Carers and Disabled Children Act 2000 Carers (Equal Opportunities) Act 2004 Equality Act 2010</p> <p>It is our duty to ensure that these are complied with locally.</p> |
| 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 | <p>We need to support people within their caring role to ensure that their own health and social needs are addressed. This will enable them to continue their caring role in the most effective way.</p> |
| 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 | <p>The strategy will promote understanding of the role of carers which will address any prejudice or discrimination which may exist in our community.</p> |

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 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------|
| <ul style="list-style-type: none"> ▪ 28 June 2012 Consultation workshop in Bury ▪ 2 July 2012 Consultation workshop in Prestwich ▪ 11 July 2012 Consultation workshop in Radcliffe ▪ 31 July 2012 Substance Misuse Carers Support Group ▪ 3 August 2012 Bury Carers Forum ▪ 9 August 2012 Rethink Mental Health Group ▪ 30 August 2012 Pinfold Lane Carers Group ▪ 17 September 2012 Carers Services Officers ▪ 8 October 2012 Male Carers Support Group ▪ 17 October 2012 Federation of Jewish Services ▪ 19 October 2012 BAME carers | | |

| | | |
|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|--|
| July 2012 Questionnaire sent to the 3,320 known carers registered on Bury Council's database | https://www.surveymonkey.com/s/Carersquestionnaire | |
| Desktop research on relevant legislation and national strategy and guidance | | |
| Desktop data analysis of carers in Bury. This includes local and national data (including the Office for National Statistics) | | |

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

There are gaps in the data we hold about identified carers in Bury, including ethnicity and age. We have agreed an action within the carers' strategy action plan to collect this data. We will be working with commissioned services to ensure this happens.

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What will the likely overall effect of your policy/service plan be on equality? | The strategy will have a positive impact on carers by assisting their identification, ensuring they are aware of their rights and being signposted to appropriate services. There will also be a positive effect on race, disability, age and gender as more demographic information is collected, different needs identified and met. 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. |
| 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. | There may be intergenerational opportunities as well as occasions for people from different cultural backgrounds and genders to mix. |

| | |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What steps do you intend to take now in respect of the implementation of your policy/service plan? | The strategy is now in a final draft stage. The next steps are: <ul style="list-style-type: none">- Sign off by Health Scrutiny- Sign off by Cabinet- Development of action plan, Market Position Statement and Commissioning Intentions Document.- Implementation of the associated action plan over the next 5 years |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

6. MONITORING AND REVIEW

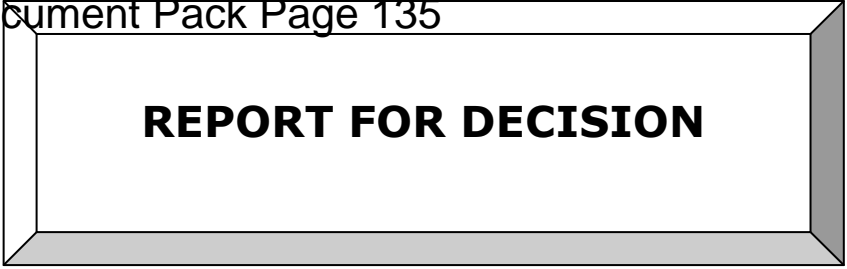
If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.

The Carers Strategy Group oversaw the development of this strategy. This group is currently developing an action plan which identifies direction of travel for the next five years.

Progress against the strategy will be monitored by the Carers Strategy Group, the Clinical Commissioning Group and Health and Wellbeing Board.

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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| Agenda Item | |
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MEETING: CABINET

DATE: 18th September 2013

SUBJECT: INDEPENDENT REVIEW OF CIVIC VENUES
PROGRESS REPORT

REPORT FROM: CABINET MEMBER LEISURE, TOURISM & CULTURE

CONTACT OFFICER: N S Long (Assistant Director – Operations)

TYPE OF DECISION: NON-KEY DECISION

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

SUMMARY: The report summarises Council’s response to recommendations made and the work undertaken.

OPTIONS & RECOMMENDED OPTION Cabinet are requested to;

- approve the action being taken in response to the developed plan recommendations and note the progress that has been achieved by the management group
- Request a further report back to Cabinet on progress in 12 months

IMPLICATIONS:

Corporate Aims/Policy Framework: Do the proposals accord with Policy Framework? Yes.

Statement by s151 Officer: There has been an increase in income at civic venues, but this was offset by some increases in expenditure resulting in a minor reduction in the net trading subsidy. There has also been a reduction in overheads which has had the beneficial effect of reducing the overall net cost of the civic venues by around

6% since 2011/12.

There are no further direct resource implications from this update report, but continuing action to improve the trading results of the civic venues would impact favourably on the Council's financial position.

Statement by Executive Director of Resources:

The improvements in the Halls' trading position is to be welcomed. There are no further resource implications at this stage.

Equality/Diversity implications:

Full equality / diversity assessments will be undertaken as specific proposals are developed.

Yes

Considered by Monitoring Officer:

Are there any legal implications?

Not at this stage

Wards Affected:

All

Scrutiny Interest:

Overview and Management Scrutiny

TRACKING/PROCESS

EXECUTIVE DIRECTOR: DCN

| Chief Executive/ Strategic Leadership Team | Executive Member/Chair | Ward Members | Partners |
|--------------------------------------------------|------------------------------------|--------------|----------|
| 2 nd September 2013 | 27 th August 2013 | | |
| Scrutiny | Cabinet | Committee | Council |
| | 18 th September 2013 | | |

1 INTRODUCTION

- 1.1 An independent review was carried out on Civic Venues service due to the continued financial pressures and subsidy required to operate the service.
- 1.2 The Venues operate in a very competitive market locally, and have in the past suffered from declining usage influenced in part by the wider economic recession and lack of investment in facilities.
- 1.3 The review was undertaken independently by Price Waterhouse Coopers (PWC) utilising service credits. The key points of the review were to;
 - Identify underlying issues with the service
 - Develop a sustainable business model going forward
 - Propose a combination of short and long term options to achieve this
 - Improve upon the level of subsidy required at present
 - Improve user satisfaction
- 1.4 The report highlighted several issues namely
 - Financial Assessment and Usage levels,
 - Marketing and Promotion,
 - Pricing Structure,
 - Catering,
 - Condition of Venues and
 - Management of Venues

2 REVIEW OUTCOMES

- 2.1 The review was presented to Cabinet on 28th November 2012;

The approved recommendations included noting the findings of the PWC review as well as approving an action plan that was developed in response to the review and to set up a management group to take forward the action plan and to look at options to increase usage. It was also agreed to report back to Cabinet

- 2.2 The PWC report made several conclusions and recommendations as follows.
 - The Council should look to review margins and simplify the pricing structure, and consider removing the higher charges for the use of external caterers which appears to inhibit demand from local ethnic minorities.
 - Consideration should be given to rationalising the catering service to the Elizabethan Suite only, and provide access to the catering facilities at the other venues as part of the hire charge.
 - Budgets should be reviewed on a bottom-up basis and more realistic sales targets should be set.
 - A review of marketing and sales should consider the option to outsource the function to a specialist provider on a commission basis.
 - Work should be undertaken by the Council to explore the options for capital investment in the facilities to improve the quality of the service on offer. This action was deferred in November 2012 Cabinet report as it was not deemed a factor in putting users off.
 - The option to engage with a development partner or third party individual to help improve marketing and the catering offer could provide advantages.

- The Council should reconsider the long-term options for the management and operational running of the Civic Halls, including alternative service delivery models being implemented by other local authorities.
- Set up a Civics Management Group.
- Explore the opportunity to integrate Venues Management across similar leisure and cultural areas to increase opportunities to widen the scope of activities taking place in venues.
- Ultimate aim to reduce the financial subsidy required and improve community value.

3 WHAT HAVE WE DONE

- 3.1 Civic Venues pricing structure was simplified removing the complex and high charges, changing to hourly room hire and inclusive rates for weekday and weekends.
- 3.2 Budgets have been realigned to reflect more closely the income and expenditure trends acting as an incentive to management.
- 3.3 In terms of rationalising the catering services, progress has been made by virtue of changes to menus and the development of clear packages to complement an interchangeable a la carte range. We have also introduced an Asian menu and drinks package as part of the catering service. Catering at all venues is contributing to improved financial performance.
- 3.4 The management group set up and chaired by the Met management developed a series of actions that included;
- Marketing plan and objectives for each venue
 - Rebranding of suites as individuals rather than group
 - Data development and management
 - Identify Market Sectors, Audience profiling and development
 - E-media development and digital press releases.
 - Dedicated web page and ticket portal
 - Cultural Partnership development – The Met - comedy & music, Festwich, SOS Rock, Vintage.
 - Partnership arrangements – FORCH, 3rd Party promoters
 - Seasonal promotions and brochure
 - Customer Satisfaction Surveys
 - Improved flexible use of vacant space

It has been accepted that the work of the Management Group has been completed and it now no longer meets. Its role was very important and valued, and the contribution of the members of the group is very much appreciated. There is however a continuing relationship with the Met in terms of joint event programming.

- 3.5 Due to tight resources and an effort to maximise viability, a member of the management team has been seconded to a part-time marketing role rather than the dedicated officer resource originally recommended. This post is taking the lead in developing and implementing the subsequent Marketing Plans based on the information above.
- 3.6 At this moment in time the need for any capital investment in Civic Halls is considered not to be compatible with the current economic situation. However

the Civic Halls management keep an eye on maintenance issues and the need for investment could be revisited if required.

- 3.7 A partnership agreement is now in place with the Ramsbottom Friends Group (FORCH). However, it is recognised that it will take time for the group to develop and grow.

4 OUTCOMES

- 4.1 Full implementation of the plans and the affect they have on the business is a gradual process and will need continually updating to match trends and customer demand. Nevertheless, despite the poor economy, the actions already taken are showing results with 2012/13 the best performing year for 6 years and second successive year of increased income. Although income was up by 49k, this was offset by an increase of £31k in expenditure so the trading subsidy decreased by only £18k. The main improvement in the overall position was a reduction in overheads.

At the worst year of the recession (9/10) income levels fell by £103,000 but we have clawed that back with increases on Bar (£33,000) Box Office (£42,000) and hall hire (£28,000), with comparative expenditure.

| | 2010/11 £ | 2011/12 £ | 2012/13 £ | 2013/14 forecast |
|---------------------------|----------------------|----------------------|----------------------|-----------------------------|
| Income | (961,000) | (1,013,400) | (1,062,000) | (1,056,800) |
| Expenditure | 1,376,000 | 1,343,400 | 1,373,900 | 1,344,700 |
| Trading Subsidy | 415,000 | 330,000 | 311,000 | 287,900 |
| Exceptional Items (works) | 138,000 | 0 | 0 | 0 |
| Overheads | 245,000 | 228,000 | 213,000 | 215,500 |
| Total Subsidy | 798,000 | 558,000 | 524,000 | 503,400 |

The forecast total subsidy for 2013/14 includes fixed and notional costs of £399,700 which would not necessarily be saved in the short term. This includes grounds maintenance; a proportion of central and departmental overheads; depreciation and future pension liabilities; and contributions to the costs of the Willow Street catering unit and the Town Hall building.

- 4.2 New wedding and celebration packages have been launched for all venues with good results e.g. Elizabethan Suite 14% increase on 12/13 and forward bookings for 13/14 are already 6% up (49 and counting).
- 4.3 E-media development – all venues have Facebook and Twitter accounts, the Longfield Suite and Longfieldlive Facebook accounts have over 4000 likes and have 740 Twitter followers. This live media source which is still in its infancy is an excellent promotional medium but resource heavy with the need to constantly monitor it and keep it up to date. It may be possible to share the cost of this resource across a number of sections as the growth in Social Media continues to expand and becomes more relevant to other services.

- 4.4 Our database development has achieved over 15,000 contacts from information from our Bookings system, Ticketline and external sources. The data is profiled in preparation to launch a more tailored corporate business campaign and our festive program.
- 4.5 Integration with our leisure partners has introduced a range of events from Burlesque to Boot Camps, Tai Chi and Zumba, Active dance, Boxercise and Circuit training, this is in addition to our regular roller skating, karate and keepfit classes.
- 4.6 The number bookings has increased by 4% (3586 12/13), which is also reflected in improved daily usage 3% up, and hall hire income increased by 6.1%.
- 4.7 With improved training with an emphasis on service, customer satisfaction levels have increased over the last three years currently running at 95.8% This is also reflected by the increase in repeat business which accounts 35.4% of our events.
- 4.8 Refreshed marketing strategy with marketing plans tailored to each venue will be complete by the end of September, but some initiatives have already been rolled out with positive results.
- 4.9 The marketing plan for Ramsbottom is being done jointly with our FORCH partners such as developing the committee and mutually beneficial events.
- 4.10 Progress against the action plan has been closely monitored throughout the year through regular "Portfolio Meetings". This assessment should continue based on ongoing actions with a further progress report to Cabinet after closure of he 13/14 accounts.

5 RECOMMENDATIONS

- 5.1 Members are requested to
 - (i) note the good progress being made in response to PWC's recommendations;
 - (ii) agree a report to go back to Cabinet on progress in 12 months.

COUNCILLOR JANE LEWIS
CABINET MEMBER FOR LEISURE, TOURISM AND CULTURE

Background documents:

PWC report and recommendations
Cabinet Report 28th November 2012

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

Mr S Kenyon, Assistant Director of Resources
Tel. 0161 253 6922,
Email: S.Kenyon@bury.gov.uk

Mr N S Long, Assistant Director (Operations)
Tel. 0161 253 5735
Email: N.S.Long@bury.gov.uk

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REPORT FOR DECISION



| | |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DECISION OF: | CABINET |
| DATE: | 18 SEPTEMBER 2013 |
| SUBJECT: | Business Case for an Enhanced Recycling Service that Aims to Achieve a Household Waste Recycling Rate of 50% and Beyond. |
| REPORT FROM: | Cllr T Isherwood - Cabinet Member for Environment |
| CONTACT OFFICER: | Glenn Stuart – Head of Waste Management |
| TYPE OF DECISION: | EXECUTIVE (KEY DECISION) |
| FREEDOM OF INFORMATION/STATUS: | This paper is within the public domain. |
| SUMMARY: | The proposal is for a pilot project aimed at increasing the resource within the Waste Management Service to improve the Council's household recycling rate to at least 50%. Given the savings that can be achieved from diverting waste from landfill it is important we look closely at all opportunities to both drive costs down and meet wider environmental benefits. If the pilot is successful consideration will be given to mainstreaming the initiative. |
| OPTIONS & RECOMMENDED OPTION | <ol style="list-style-type: none"> 1. To approve the proposal as a 24 month pilot project, including approval of the regulatory policy and the capital & revenue spend. 2. To reject the proposal and maintain the status quo <p>The recommendation is to approve option 1</p> |
| IMPLICATIONS: | |
| Corporate Aims/Policy Framework: | <p>Do the proposals accord with the Policy Framework?</p> <p style="text-align: right;">Yes No</p> |

| | |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Statement by the S151 Officer: Financial Implications and Risk Considerations:</p> | <p>Capital costs of up to £133,000 for the additional litter & recycling bins will be funded from existing capital (£62,000) and revenue (£71,000) budgets</p> <p>The ongoing extra staff and promotional costs are estimated to cost £235,700 p.a. for the 2 year pilot; there will also be one-off revenue costs of £60,000. These costs will be offset by reductions in waste disposal charges through the levy, but only if recycling rates are increased. At 2013/14 rates the tonnage reduction required to offset the extra revenue costs is estimated at around 1000 tonnes. This is a 2.45% reduction on the levels assumed in the 2013/14 levy calculations.</p> <p>The recycling performance currently being achieved in 2013/14 is falling short of the assumptions in the levy forecasts for the year by £120k for the year. It is estimated that a further 1% reduction in residual waste is required to meet current levy targets and offset the extra revenue cost from this proposal. If this was achieved the household recycling rate would be in the region of 50%</p> <p>The Council's budget currently assumes that there will be a further £400k saving from improvements in recycling performance, which would require a further 3% reduction in residual tonnages and achieve a household recycling rate of over 51%</p> <p>There remains a risk that the targets will not be achieved and that there will be a net cost from the proposed changes. If this is the case it may be necessary to make a one-off contribution from the levy reserve to meet any additional cost. This would reduce the resources available to offset levy increases and contribute to the Council's budget in future years.</p> <p>These proposals are being put forward on an "invest to save" basis, and the impact will be closely monitored during the 2 year pilot period.</p> |
| <p>Statement by Executive Director of Resources:</p> | <p>The forecasts for waste disposal levy costs assume that the Council will achieve its target recycling rates. Approval of these proposals carries a risk of incurring extra net cost, but this needs to be considered alongside the risk of taking no action and continuing to fall short of the recycling</p> |

| | | |
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| | savings targets included in the budget and the Medium Term Financial forecasts. | MO |
| Equality/Diversity implications: | No | |
| Considered by Monitoring Officer: | Yes The report and policy set out the powers of enforcement available to the Council where necessary and appropriate. | JH |
| Wards Affected: | All | |
| Scrutiny Interest: | Overview and Scrutiny | |

TRACKING/PROCESS

DIRECTOR: G Atkinson - DCN

| Chief Executive/ Strategic Leadership Team | Cabinet Member/Chair | Ward Members | Partners |
|--------------------------------------------------|-------------------------|--------------|----------|
| | 14.06.13 27.08.13 | | |
| Scrutiny Committee | Cabinet/Committee | Council | |
| | 18.09.13 | | |

1.0 BACKGROUND

Members will recall implementing significant changes to the waste collection service in October 2011.

In 2012/13 this Council achieved a household waste recycling rate of 46.4% and a contract waste recycling rate (which includes all trade and street cleansing waste) of 41.4%. These figures elevated this Council up to 3rd position in the Greater Manchester league table.

This improved performance was the result of a significant investment into new bins and subsequently (May 2012) additional vehicles and labour to meet additional rounds for green/food waste.

The Council remains committed to exceeding a household waste recycling rate of over 50% in order to maximise savings and divert waste from landfill.

Despite significant efforts from the existing and committed workforce, it is evident performance has plateaued and consideration has been given to means of addressing the situation.

| | 2010/11 | 2011/12 | 2012/13 |
|--------------------------|----------------|----------------|----------------|
| Household recycling rate | 24.3% | 38.1% | 46.4% |
| Contract Recycling rate | n/a | 34.5% | 41.4% |

Recycling performance is keenly monitored across Greater Manchester and with the support of the Greater Manchester Waste Disposal Authority (GMWDA) examples of best practice are frequently shared.

One of the contributory factors identified is a significantly greater resource being allocated by the higher performing Boroughs to comprehensive ongoing promotional and educational campaigns, as well as dedicated resources to regulatory activity.

This report provides Members with a proposal to trial a period of 2 years of more intensive promotional, educational and regulatory activity with the objective of taking household recycling performance beyond 50%.

The context of ever reducing resources provides the impetus for considering this as an invest to save project.

During 2012/13, the Overview and Scrutiny Committee established a Recycling Project Group. They reported back to the Committee in March 2013 and, amongst other recommendations, included consideration be given to enforcement in relation to contaminated bins (but only for repeat offenders and as a last resort) and that research is considered to look at trends and highlight where improvements can be made. The proposal specifically responds to both these recommendations.

2.0 PROPOSAL

There are two strands to the proposal

2.1 An Enhanced Educational and Regulatory Team

- As identified above, the better performing Districts rely on the contribution of a greater number of officers to increase awareness, raise the profile and undertake regulatory functions as they strive to increase recycling performance.
- We currently have 2 employees designated to educational and awareness raising functions. In order to develop the regulatory functions more effectively as well as the educational and awareness side the intention is to raise this number to 8 (an increase of 6 posts) for the pilot period of 24 months.
- Job descriptions have been prepared for the new positions. Departmental Job Evaluation is complete and the grades are in accordance with the business case (subject to moderation).
- The pilot will be monitored closely with an aim to increase the recycling rate to a level which in effect exceeds the cost of the enhanced team and contributes to saving the Council money.
- If at the end of the period this has not been possible, then the pilot will cease.

- It is envisaged there will be 2 teams, one covering the Regulatory functions and one responsible for the Educational and Awareness functions.
- The Waste Regulatory team of 3 will report to a Manager who in turn will report to the Head of Waste Management. The 3 Waste and Recycling Awareness Officers will report directly to the Head of Waste Management
- The appropriate employee details have been developed (job descriptions etc), discussed with the Trade Union and evaluated. Existing employees will be appropriately slotted into the new structure
- The Regulatory functions would include dealing with non participation in recycling, contamination of recycling bins, side waste, littering and fly tipping. They would collect evidence (for example S.46, Statutory Nuisance and Duty of Care) and have the powers to issue Fixed Penalty Notices (FPN's) for littering and dog fouling.
- The Educational and Awareness Officers are to be engaged to work with Community Groups, Schools, RSL's, TRA's and residents living in flats and apartments etc promoting and developing a recycling culture. This would also include developing closer links with the promotional activities of the WDA to ensure any sub-regional and national campaigns are maximised as well as pursuing opportunities for external grant funding.

2.2 Infrastructure and Promotions

- It is recommended that we invest further into the provision of 80 recycling bins for 'recycling on the go' to be positioned on streets and in urban parks.
- In addition, purchase of 5000 more 140 litre grey bins is proposed to meet the growing demand for these bins as they are now offered free of charge. 80% of grey bins now being requested are the smaller 140 litre bins that take up less space and are easier to move around. There will also be an enhanced promotional campaign for the free 140 litre bins
- It should be noted that the collection methodology for residual waste for the higher performing Councils in Greater Manchester (Stockport and Trafford) consists of a 140 litre capacity wheeled bin emptied on a fortnightly basis. This is as a result of the high level of recycling provision, which is also provided in Bury. Tameside is also changing to the same reduced bin capacity for residual waste. The enhancements to education and regulatory action in Bury is considered to be the most appropriate way forward and recycling performance in Bury and across the region will continue to be monitored.
- To enable ongoing promotion, publication and circulation of flyers and leaflets, and general advertising will require an initial budget of £30k and an ongoing budget of £20k.
- It is also recognised that further development of Food Recycling is required and a cost of £10k is anticipated for additional food caddies.

2.3 Waste Management Regulatory and Enforcement Policy

- In certain circumstances and as a last resort, the use of formal powers will be necessary but such measures will be applied in an open, reasonable and proportionate way.
- The Council's Environmental Services Enforcement Policy, which Cabinet approved in December 2012, sets out the general principles of enforcement, which would be applied within Waste Management, namely proportionality, consistency, transparency, effectiveness, and accountability. Firm but fair regulation would be applied.
- The policy also includes provision for enforcement where trade waste is presented as household waste, littering and fly tipping.
- The policy defines the approach that will be followed including providing help and advice, removing affected waste in the first instance, serving a written notice and as a last resort for repeat and deliberate offending the issuing of a fixed penalty notice (FPN) of £60, which would be discounted for payment within a prescribed period.
- The Government is currently considering a draft Deregulation Bill that could amend Section 46 of the Environmental Protection Act 1990. This may include further requirements including issuing of notices of intention to issue a FPN, identifying where a nuisance is caused and guidance on appeals. The Council's Waste Management Regulatory and Enforcement Policy may be amended from time to time to take account of such changes in legislation.
- The Waste Management Regulatory and Enforcement Policy is attached at Appendix A.

3.0 BUSINESS CASE

The table below identifies the employee costs, the one-off expenditure and the proposed revenue expenditure for the 2 year pilot set against the diversion targets necessary to cover the costs and deliver a household recycling rate of in excess of 50%

| | |
|----------------------------------------------------------|-----------------|
| Capital cost (one-off) | |
| Additional recycling bins (60 on street, 20 in parks) | 59,600 |
| 140l grey bins (5000) | 73,500 |
| Total capital cost | £133,100 |
| Employee costs (per annum) | 203,200 |
| Promotional costs (per annum) | 32,500 |
| Total ongoing revenue cost p.a. | £235,700 |
| Launch costs (one-off) | |
| Door to door canvassing, promotions, food caddies | £60,000 |

| | |
|-------------------------------|--|
| additional blue & green sacks | |
|-------------------------------|--|

The levy cost for residual waste for 2013/14 is £270.41 per tonne and we receive £25 income per tonne for dry recyclables; the saving from diverting one tonne of waste is therefore £295.41. To cover the ongoing additional costs of £235,700 around 798 tonnes of residual waste will have to be diverted to recycling. A further 203 tonnes will have to be diverted to cover the total one-off costs. This equates to a reduction from current residual/trade waste tonnages of around 2.45%

4.0 RISK MANAGEMENT

The main risk is that the anticipated improvements in recycling are not achieved and that residents may not respond to targeted promotion, education and awareness campaigns and potential enforcement action. The impact of the enhanced staffing structure including education and regulatory activity will be closely monitored and will be implemented initially as a 24 month pilot. The Cabinet Member for Environment will be kept informed of progress through briefings and at Portfolio meetings.

5.0 EQUALITY AND DIVERSITY

See attached Equality Analysis Form.

6.0 CONCLUSION

The residents of Bury in the main have responded well to the initial roll out of changes to household waste collection regimes, promotional campaigns and additional recycling provision. This has taken Bury to 3rd in the Greater Manchester league table of recycling performance.

The proposals contained in this report aim to address a recent plateau of recycling performance through enhanced education and awareness campaigns as well as increased regulatory activity to improve the Councils recycling rate to at least 50%.

List of Background Papers:-

None

Contact Details:-

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Neil S Long
Assistant Director (Operations)
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Appendix A

Waste Management Regulatory and Enforcement Policy

The Council recognises that its waste collection service requirements can take time to be fully communicated and understood. Consequently the Council will adopt an approach that will offer advice, support and guidance as the first and preferred way to establish this policy.

However, the Council is fully aware that resorting to the use of formal powers will be necessary in some circumstances and is committed to seeing such measures applied in an open, reasonable and proportionate way.

As a signatory to the Government's Enforcement Concordat, the Directorate has produced and Cabinet approved an Environmental Services Enforcement Policy in December 2012.

a. Principles of Enforcement

The Environmental Enforcement Policy sets out the general principles with regard to any enforcement action taken and this policy will adhere to those same principles, namely firm but fair regulation guided by the following:

- proportionality in applying the law and in making sure that people comply with it
- a consistent approach
- transparency including sharing clear information with service users about how we operate and what they can expect from us
- effective, targeted enforcement
- accountability to the public for our actions

i) Proportionality

Service users have a right to expect that when the service takes enforcement action to make sure legislation is complied with; this action will be proportionate taking account of:

- the seriousness of any risk involved
- the circumstances of the case
- the response of those subject to regulation and
- the extent of the breach of regulations.

ii) Consistency

Consistency does not mean simple uniformity. Officers will receive appropriate training and supervision in order to carry out their duties in a fair and equitable manner and will take account of many variables which may aggravate or mitigate action to be taken including:

- the seriousness of the offence
- the willingness of those involved to cooperate
- the attitude and actions of the person or organisation involved towards compliance
- the previous history of the person or organisation responsible

Decisions on enforcement action are a matter of professional judgement and discretion. The service aims, as far as possible, for a consistent, effective approach and we will develop good practice with others where appropriate.

iii) Transparency

In order to maintain public confidence in our ability to regulate, Waste Management will operate in a clear, open way. It will help people and organisations to clearly understand what is expected of them and what they should expect from the service.

The service will make it clear why an officer is taking, or has taken, enforcement action and officers will ensure that whenever possible that they work to the following standards:

- if remedial action is needed, they will explain clearly (in writing if asked to do so) why the action is necessary and when it must be carried out
- if urgent action is needed, they will provide a written explanation of the reasons as soon as possible after the event
- when the service takes formal enforcement action, officers will give a written explanation of any rights of appeal at the same time.

iv) Targeting

Waste Management will direct regulatory efforts at:

- those cases where deliberate contravention is suspected
- those situations where there have been repeated incidents or breaches of legislation
- reinforcing the messages from education and awareness raising campaigns.

The focus for action will primarily be on those who break the law or those who are directly responsible for the breach and who are best placed to control it.

v) Accountability

The Council has service standards to adhere to and managers within Waste Management will carry out checks on quality to ensure a satisfactory service is being delivered. In the event of a complaint being received, this will be dealt with under the Council's complaints procedure.

The Service will also make decisions on enforcement and conduct enforcement action impartially and objectively, and this will not be affected by such things as race, politics, gender, sexual orientation, age, disability, religious belief and any other protected characteristic of an offender, victim or witness.

b. Waste Management Service Enforcement

i) Environmental Protection Act (EPA) 1990 S.46: Enforcement where household recycling and refuse is presented incorrectly either by the position of the container, time of presenting for collection or content.

The following identifies the approach that will be taken in cases where robust evidence is obtained that service requirements are not met.

a) Stage One - On the first occasion, officers who witness incorrect presentation by a householder will, where possible, advise householders verbally and in any event provide written advice. This will inform them of the correct method of presenting the container and the contents.

If necessary the Council will endeavour to remove recycling and / or refuse presented in the containers (i.e. not excess) on this first occasion if there is no significant risk to the H&S of the collection crews.

b) Stage Two - On the second occasion a S.46 notice, explaining clearly which wastes should be placed in each bin, will be served on the householders.

If possible the Officer will contact the resident in person and advise them of the issue and seek to determine the resident's reasons for failing to present their refuse correctly. Help and advice will be offered to the resident to solve the problem.

If at any point before Stage 3 a resident requests advice or assistance from Waste Management then no further action will be taken until that help has been provided. However, if following such a request a resident refuses three appointments offered then action can proceed to stage three.

c) Stage Three - On the third occasion an Officer will serve a fixed penalty notice (FPN) on the householder.

The amount of penalty imposed under S.46 is £60 and the penalty is payable within 14 days. The penalty is discounted to £40 if paid within 10 days.

If the householder continues to present their refuse incorrectly or fails to discharge their liability by payment of the FPN, then the Council will consider taking legal action at the magistrate's court to prosecute the alleged offender.

ii) EPA 1990 S.34: Enforcement where trade refuse is presented

Where evidence is obtained that trade recycling or refuse has been unlawfully placed in the household collection containers, the Council will in the first instance advise the trader that this is not acceptable and explain what the business must do to comply with trade waste regulation. If there is no improvement then the Officer will issue a S.34 notice under the provision of the Environmental Protection Act 1990. The notice will require documentary evidence that a business has in place suitable arrangements for waste collection and disposal. If the correct documents are not produced then a FPN will be issued. Should the fixed penalty not be paid or further incidents of non compliance occur then the Council will consider legal action at the magistrate's court to prosecute the alleged offender and recover full costs.

iii) EPA 1990 S.34: Enforcement Regarding Duty of Care

When a trader is asked to provide a proper Duty of Care (DoC) Waste Transfer Note with regard to their arrangements for the collection and

disposal of their trade waste and the necessary documentation cannot be immediately produced, then the trader will be given between seven and twenty one days to produce the necessary documentation.

If after twenty one days the trader has not produced the necessary documentation, the Council will issue an FPN. If there is a second such incident of failure to immediately produce the DoC or non payment of the fixed penalty then the Council will consider legal action at the magistrate's court to prosecute the alleged offender and recover full costs.

iv) EPA 1990 S.33: Enforcement of Fly Tipping

Where evidence of fly-tipping is obtained an investigation will begin and in the absence of any evidence of extenuating circumstances the Council will initiate legal proceedings to prosecute the alleged offender and recover full costs

v) EPA 1990 S.87: Enforcement of Littering

There is no statutory definition of "litter and refuse" under the EPA 1990. However the code of practice issued in respect of dealing with litter and refuse states that the definition is wide. In some circumstances excess waste left next to bins can be defined as litter and where it is clear who has left out the excess waste which is littering the neighbourhood a FPN may be issued on that person. Should the fixed penalty not be paid or further incidents of non compliance occur then the Council will consider legal action at the magistrate's court to prosecute the alleged offender and recover full costs.

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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 | DCN | |
| Service | Waste Management | |
| Proposed policy | To increase the household waste recycling rate to 50% | |
| Date | 16 July 2013 | |
| Officer responsible for the 'policy' and for completing the equality analysis | Name | Glenn Stuart |
| | Post Title | Head of Waste Management |
| | Contact Number | X6621 |
| | Signature | |
| | Date | 16 July 2013 |
| Equality officer consulted | Name | Elizabeth Binns |
| | Post Title | Principal Libraries and Adult Learning Officer |
| | Contact Number | X5973 |
| | Signature | |
| | Date | |

2. AIMS

| | |
|--------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is the purpose of the policy/service and what is it intended to achieve? | To increase the household waste recycling rate to 50% through increased promotions, awareness raising and enforcement. This will achieve significant budget savings, through avoided disposal costs. |
| Who are the main stakeholders? | Householders across the borough Schools Waste Management and wider Council staff RSLs including STH |

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 | |
| Disability | No | No | |
| Gender | No | No | |
| Gender reassignment | No | No | |
| Age | No | No | |
| Sexual orientation | No | No | |
| Religion or belief | No | No | |
| Caring responsibilities | No | No | |
| Pregnancy or maternity | No | No | |
| Marriage or civil partnership | No | No | |

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) | No | |
| 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.

The waste collection service is delivered to every single household in the borough, regardless of its individual characteristics.

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 |
|---------------------------------------------------|----------------------------|-------------------|
| | | |
| | | |
| | | |
| | | |

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

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <p>What will the likely overall effect of your policy/service plan be on equality?</p> | |
| <p>If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?</p> | |
| <p>Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.</p> | |
| <p>What steps do you intend to take now in respect of the implementation of your policy/service plan?</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.

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: | 18 SEPTEMBER 2013 |
| SUBJECT: | CORPORATE PARENTING STRATEGY |
| REPORT FROM: | CABINET MEMBER FOR CHILDREN AND FAMILIES |
| CONTACT OFFICER: | MANDY WILLIAMS, INTERIM STRATEGIC LEAD (PLACEMENT SERVICES & CYPIC) |
| TYPE OF DECISION: | Key Decision |
| FREEDOM OF INFORMATION/STATUS: | This paper is within the public domain |
| SUMMARY: | This report sets out a newly developed strategy and delivery plan for the Council in discharging its duty as a Corporate Parent for children and young people in its care and our care leavers. |
| Options and Recommended Options | Cabinet is asked to adopt the Revised Corporate Parenting Strategy and Corporate Parenting Panel Delivery Plan. Cabinet is also asked to note the revised terms of reference for the Corporate Parenting Panel, which will go to Council for approval on 16 October. |
| IMPLICATIONS: | |
| Corporate Aims/Policy Framework: | Do the proposals accord with the Policy Framework? Yes |
| Statement by the S151 Officer: Financial Implications and Risk Considerations: | The Strategy and supporting Action Plan sets out the Council's approach to care & care leavers – mitigating risks in this service area and ensuring adequate governance arrangements are in place. Any costs of delivering the Action Plan are to be met from existing resources. |

| | | |
|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Statement by Executive Director of Resources: | | |
| Equality/Diversity implications: | Yes No (see paragraph below) | |
| Considered by Monitoring Officer: | Yes The documents attached to this report will enable the Council to meet its duty and responsibilities as Corporate Parent to children and young people in care and care leavers in the Borough. | JH |
| Wards Affected: | All | |
| Scrutiny Interest: | | |

TRACKING/PROCESS

DIRECTOR:

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

1.0 BACKGROUND

- 1.1 All Councillors and Council Officers share a statutory Corporate Parenting responsibility for children and young people in our care and our care leavers in Bury.
- 1.2 Edward Timpson (Children’s Minister) outlines that children in care and care leavers are a priority across the whole council not just Children’s Services. He recognises that Councillors come into politics to help the most vulnerable in society, and that children in care and care leavers are amongst the most vulnerable.
- 1.3. As Corporate Parents, Councillors are expected to publish a strategy which describes how they will fulfil their statutory duties to children in our care and care leavers.
- 1.4. The revised Corporate Parenting Strategy (Bury 2013) replaces and updates previous versions; it takes account of the changes in legislation since 2011 and the revised and enhanced expectations of Ofsted inspection of services to ‘Looked After Children’ and Care Leavers.
- 1.5. The strategy has been developed in consultation with members of the Corporate Parenting Panel and with young people.
- 1.6. The quality of Leadership, Management and Governance is a ‘Key’ and ‘Limiting’ judgement by Ofsted during inspections of Children’s Services. Ofsted now provide clear statements of expectations of Senior Managers and Leaders.

These statements imply greater evidence of scrutiny and challenge by Senior Managers and Leaders of services to 'Looked After Children' than is supported by current systems and processes.

- 1.7. The revised Terms of Reference of the Corporate Parenting Panel support the panel in having an increased role in such scrutiny and challenge.
- 1.8. The Terms of Reference have been developed in consultation with members of the Corporate Parenting Panel and with young people. The Council Solicitor has also provided advice.

2.0 ISSUES

The implications of the Corporate Parenting Strategy and the Revised Terms of Reference for the Corporate Parenting Panel are:

Increased expectation of external and internal partners to prioritise and improve the impact and effectiveness of their services for 'Looked After Children' and Care Leavers.

Increased expectation of Business Support functions in Children's Services (Social Care) in delivering performance information.

The Corporate Parenting Panel will be required to nominate a chair for the panel for the remainder of the Council year. The Lead Member will take on the role of a participating observer.

It is proposed to increase the number of elected members on the panel by three. This should be so that member representation on the Corporate Parenting Panel remains consistent with the political composition of the Council.

Risks: The Council and its partners will be inspected with regard to how it fulfils its functions as Corporate Parent.

Equality Issues: None

3.0 CONCLUSION

All Councillors have a statutory duty (Corporate Parent) to Children in Our Care and to Care Leavers.

The proposed revised Terms of Reference for the Corporate Parenting Panel and the proposed revised Corporate Parenting Strategy provide a robust platform supporting Councillors, Senior Leaders, Senior Managers and Council Officers to fulfil their statutory duties to Looked After Children and Care Leavers and improve outcomes for this vulnerable cohort of children and young people.

List of Background Papers:-

Corporate Parenting Strategy
Corporate Parenting Terms of Reference
Corporate Parenting Panel Delivery Plan

Contact Details:-

Mandy Williams
Interim Strategic Lead Placement Services
0161 253 5683

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Bury's Corporate Parenting Strategy



Introduction

There is a whole range of reasons why children and young people come into our care and cannot be cared for by their birth families. In these instances the local authority takes responsibility for these children and young people.

Corporate parenting is about how the local authority and its partners, such as the health service, housing and schools, act as responsible parents to children and young people living under their care. It is about how everyone including councillors, council officers, teachers, GP's, contractors etc all recognise they are corporate parents and identify what they can do to help us be the best corporate parents we can be to all children and young people in our care.

As responsible parents would, we should challenge ourselves by asking "would this be good enough for my child?" when providing a service for our children and young people in care. We also need to make sure they feel safe and secure, have stability in their lives and that we help them to achieve their full potential through supporting them in fulfilling their ambitions and aspirations.

Bury's 'Corporate Parenting Strategy' details how Bury Council, the health service and all its partners, will act as responsible parents to all children and young people in our care as well as those young people who have left our care and are entitled to our support. It is aimed at all corporate parents within Bury to ensure that we all play our part in making sure that our services help children and young people achieve their full potential whilst they are in our care and into their adult life.

Corporate parenting is not the sole responsibility of children's social care. It is the responsibility of the whole council, including councillors and our health service and other partners, to make sure that our services help children and young people achieve their full potential whilst they are in our care and into their adult life.

Our Children and Young People

In Bury over the last 2 years we have had between 300 – 340 children and young people in our care this excludes those children or young people receiving respite or short breaks.

The number of children in care has gradually increased in recent years and has been relatively steady for the last seven months.

In comparison to other local authorities, we have a larger number of children and young people in care this is shown by the rate of children in care per ten thousand children and young people living in Bury.

Bury does not have any children's homes owned/run by Bury local authority but it does have a number of foster carers within the area. This means that any child or young person who needs a residential placement will live in a placement provided by an independent company either in the Bury area or out of the Bury area.

Most of our children and young people in care either live in Bury or locally (within 20 miles). We know we need to ensure more children and young people are placed in Bury and locally, where this is in their best interests.

There has been an investment in the Fostering Service within Bury called 'Invest to Save' and this has set challenging targets to recruit more foster carers for children and young people who are in care in Bury.

We know we need more local foster care placements and that we need a wider range of care options for these families such as regular short breaks for children living away from their birth families, and we need more support carers, and carers who provide supported lodgings.

Our role as corporate parents does not end when children exit care. Our responsibilities continue beyond to cover young people who have been looked after by the local authority and whom the local authority has a duty and responsibility to support and keep in touch with when they leave care. The responsibility lasts up to the age of 21 or for some young people up to 25 years of age. Action for Children provides Leaving Care Services for Care Leavers in Bury in partnership with the children and young people in our care team.

Our Strategy

In Bury our corporate parenting strategy is about how we will be the best parents we can be for children and young people in our care. We will do this by meeting our legal duties and responsibilities and our 'Pledge' to children and young people in our care and care leavers.

Bury's Corporate Parenting Strategy sets out Bury's vision, commitment and responsibilities as an effective corporate parent for all children and young people in our care, regardless of their age, gender, ethnicity, disability or faith.

We will know we have been successful if our children and young people:-

- Are safe, secure and protected and *feel* safe, secure and protected
- Are as physically and emotionally healthy and active as possible
- Have high aspirations and achieve the best that they can
- Are able to live with their own families or friends whenever it is safe for them to do so.
- When they cannot live with their own families, they live close to home and school where it is in their best interests, and they are fully consulted throughout the process
- Move into independence and have a choice of suitable accommodation/placements when they are ready to leave foster or residential care
- Have a voice at a strategic, service and operation level in decision making and service development

In addition to this we will champion the needs of children and young people in care across the partnership.

In short, the key to good corporate parenting is to make sure that our children's 'journey through care into adulthood' is as smooth as possible and that decisions are made with the child and young person throughout this journey, so that they understand decisions and what they will mean to them and their lives.

Each individual child and young person's experience is unique and important so as good corporate parents we must aim to get this right for them first time. We may only get one opportunity and if we fail this will impact adversely on children/young people into their adult lives.

Our Vision

“To do our best as parents for children and young people in our care”

We will know we have achieved our vision when we can demonstrate how we have met our statutory responsibilities and our 'Pledge' to our children and young people. More importantly, we will know from our children and young people that they have had a good journey through care into adulthood.

We will have a delivery plan that shows how we will meet our priorities. Our priorities will be based on gaps or issues arising from meeting statutory responsibilities and what children and young people tell us about their journey through care.

The Lead Member for Children and Young People and the Director for Children's Services will make sure that our delivery plan, vision, strategy and the 'Pledge' will be reviewed annually.

Our Pledge

Bury Council has a strong commitment to listening and involving children and young people in our care. This is reflected in our 'Pledge' to them.

This is a set of promises to improve things in care for children in care.

They are:

- We will always tell you why you are in care
- We will make sure that you live with people who care about you and keep you safe
- We will let you live with your brothers and sisters and make sure you understand the reason if this is not possible
- We will involve you in decisions that affect you
- We will help you to talk about your feelings and listen to what you say
- We will support you to take part in hobbies and leisure activities
- We will help you to do well at school, college, and university
- We will make sure that you can live with your foster carers up until the age of 21 if this is what you want to do



Children and young people helped to inform, write and design Bury's 'Pledge' which was launched in 2009. The 'Pledge' was 'signed up to' by the Lead Member for Children and Young People, the Chief Executive of Bury Council and the Director for Children's Service. It has since been signed up to by Bury Children and Young People's Trust. The pledge is currently being reviewed.

In order for our "Pledge" to be meaningful we need to be able to demonstrate how we are meeting and plan to meet our 'Pledges' in the future. We also need to be able to tell our children and young people when we cannot meet any element of our 'Pledge'.

The Corporate Parenting Panel will monitor success in meeting our 'Pledge' to children and young people by being informed of current issues and messages from our Children in Care Council. The detail of how this will be done and the actions required will be included in the Corporate Parenting Delivery Plan. This will be reviewed annually to make sure we are moving forward and making a difference.

The Corporate Parenting Panel will be kept informed by the Children in Care Council of issues and messages in order to monitor how successfully it is meeting its pledge. The Children in Care Council will provide annual reports to the Corporate Parenting Panel and will represent children and young people in care. Bury Children's Rights will provide reports to the Corporate Parenting Panel about issues, complaints and grumbles and advocacy activity.

We will be able to tell children and young people how we are meeting our "Pledge" through the Children in Care Council website.

Roles and Responsibilities

Lead Member and Director for Children's Services

The Lead Member for Children and Young People, the Chief Executive and the Director for Children's Services:-

- Have a crucial duty to make sure that the Council, the health service, education services and their partners, are fulfilling their corporate parenting responsibilities; and that they are assured children and young people in our care are confident in the care they are given.
- Are ultimately responsible for making sure that the strategy is achieved and that any issues raised or gaps in service provision are addressed promptly and appropriately.
- Will work closely with the Corporate Parenting Panel to ensure that they have an overview of how the Corporate Parenting Strategy is progressing and that they know how well our children and young people are progressing on their journey through care and beyond.

Senior Officers and Elected Members

Senior officers and elected members across the Council are committed to:

- Listening to children and young people in our care.
- Knowing our children and young people in care population.
- Undertaking corporate parenting training.
- Knowing our "Pledge" to children and young people in care and how they can help meet it.
- Understanding and considering the impact of making decisions about services on children and young people in care.
- Making sure robust and appropriate governance arrangements are in place to monitor our role as corporate parents.
- Making sure strategic plans within Bury Council, Children and Young People's Trust consider the needs of children and young people in care.

We will achieve this by making sure the Corporate Parenting Panel, and the work undertaken within work areas, have representatives from a wide range of agencies who are in position to influence, change and make decisions regarding services and resources.

Staff and Elected Members

All elected members and staff within the Council, and our partner agencies, will make sure they:

- Are aware of their corporate parenting responsibilities.
- Consider the needs of, and the impact, on children and young people in our care when planning and delivering services.
- Understand our children and young people in care.
- Keep up to date with research and practice developments
- Help to meet our "Pledge" to children and young people.

Learning and Education Service and the Virtual School for Looked After Children

- The Learning Directorate and specifically the Virtual School with its Education Support Service for Looked After Children, will maintain an overview of all Looked After Children and young people to ensure that they can maintain school place with support designed to meet their individual needs.
- The Learning directorate is well placed to have a positive influence on the education and career pathway of a Looked After child or young person by helping to raise aspirations and by providing effective and targeted support and guidance for individual pupils.
- Personal Education Plans will ensure that all needs met during important times such as transition between placements, transition to a new school, during exam periods and on the transition from school based education to employment or training.

Human Resources, Training and Work Opportunities

- We want all Looked After Children and young people to achieve their aspirations and goals along their career pathway and need to ensure that young people are aware of all the training and employment opportunities available to them.
- Bury Council as a major employer is well placed to provide work experience placements and or apprenticeships, within the various departments of the Council.

- Enabling young people to access relevant work experience and apprenticeships is essential for maintaining their sense of inclusion during the transition from adolescent to adulthood. In addition, these young people are well placed to raise awareness to staff, managers and elected members about the experiences of being looked after and leaving care and the issues that are important to them - their involvement in the delivery of training and awareness raising will be encouraged and promoted. Training and skills development for those involved in such activities will be provided and where possible appropriate accreditation given

How will we make this happen?

Corporate Parenting Governance Structure

The governance structure will help us deliver our corporate parenting strategy. To do this effectively we need to know:

- Our children and young people; as good responsible parents would.
- How we are delivering on our “Pledge” and meeting our statutory responsibilities.
- What we are doing well, and what are the gaps and issues.
- What are our priorities.
- What children and young people are telling us.

Corporate Parenting Panel

The Corporate Parenting Panel’s role is to have a clear overview of services for children and young people in our care and whether we are being ‘good’ corporate parents. This will be achieved by overseeing the implementation of the Corporate Parenting Strategy and monitoring of the Corporate Parenting Delivery Plan. They will be assured we are doing this by knowing:

- Services meet regulations and standards in a way that is also meaningful to young people.
- We are meeting our “Pledge” to children and young people.
- The Children in Care Council provides a wide range of children and young people in our care the opportunity to influence their journey through care.
- There are good working relationships across Bury Council, health partners, the Bury Children and Young People’s Trust and they are accountable for good quality services / provision. The experience / journey for children and young people should be as seamless as possible with all agencies acting as “one” corporate parent.
- How the main work areas are progressing having identified gaps and issues and new initiatives and plans for children and young people in our care.
- The performance of key stakeholders in relation to children and young people we are caring for.
- What our performance data tells us about children and young people in care.
- What children and young people tell us about their journey through care and their future aspirations.

Lead Member and Director for Children's Services

Children and young people will be invited to every Corporate Parenting Panel meeting or can ask to attend through Children in Care Council activities to discuss issues, or projects, they have highlighted as important to them. There will also be the opportunity for children and young people to invite members of Corporate Parenting Panel to meet with them about issues important to them.

The Corporate Parenting Panel will remain a small and focused group so as to swiftly manage its business. Wider partnership involvement will be incorporated within work areas and focused group work to support those work areas in order to ensure the most effective use of officer time.

For Corporate Parenting Panel terms of reference please see Appendix 1.

Children in Care Council

Our experience of actively involving children and young people in care in Bury tells us:

- That children and young people want to have a range of direct and indirect opportunities to 'have a say' and get involved.
- Some children and young people want to be involved in a number of different activities whilst others are selective, only being involved in a few or one off events.
- Formalised meetings can be difficult and too formal to make the most out of meeting with some children and young people.
- Established groups have a particular function and are effective at giving that group of children / young people a voice.. They can also become too focused on issues particular to them as individuals and not be representative of children and young people in care. Having Support from Bury Children's Rights helps us stay informed of the wider issues affecting Children and young people in care.
- Informal activities with staff and corporate parents give children and young people the opportunity to a) meet and start to build up a relationship outside of the more formal structures of their care and b) meet senior officers who make decisions about services in a low key way. As children and young people get to know who the officers are they will be more likely to approach them if, or when, they have issues in the future.
- Some of our children and young people in care live out of borough and so we need to ensure that whatever we do we give opportunities to these children and young people as well as those living in Bury

- Staff and carers working with children and young people come across recurring issues either regarding practice or day-to-day care of a child, or wider service delivery or decision making issues that are not picked up any other way.
- We need to make sure we feedback to children and young people what and why we have done, or not done, something.

In Bury we will make sure we listen and involve children and young people by:

Developing and maintaining specific groups to take on more formal Children in Care Council roles.

There are currently a number of existing groups that will be sustained and developed with children and young people These groups are:-

Mad House

A participation group for young people that are in our Care aged 11-16

Mega Mayhem

A participation group for children in our Care aged 4-10

Articulation

An annual group for Care leavers aged 16 -20, working on improving confidence and addressing issues that may affect care leavers through art, music and drama workshops

ORB

A group for adopted young people

We will also:

- Hold an annual Children and young people in care achievement awards
- Carry out an annual Children in Care survey/consultation.
- Support children and young people to be involved in the Children's Rights director for England annual consultation.
- Complete newly looked after visits for all children and young people who become accommodated by Bury local authority, giving children and young people a coming in to care pack with relevant information.
- Complete 'Moving On' interviews with young people when they leave our care
- Support the CiCC website.

- Produce publications for children and young people in care and care leavers to give them a voice and allow us to send information and updates to them.
- Run a range of one off activities for children and young people to meet with workers and managers involved in their care as well as Corporate Parenting Panel members.
- Make sure any planned groups feedback issues raised regarding particular issues. Ensure we give feedback on any consultation with young people in the form of "You said We did".
- Ensure all staff working with children and young people collate an issues log of grumbles or concerns that are raised in order to start identifying any common themes or issues.
- Provide an information pack for children and young people in care and care leavers, informing them of their entitlements and other support available to them
- Support the "This is not a suitcase campaign" eradicating the use of bin bags to transport children and young people in care' belongings

Young People will also be involved in:

- Training of elected members, council staff and children's social work service staff.
- Recruitment panels for children's social work services staff and senior officer posts.
- Delivery of Total Respect Training twice a year.

We will also support and encourage children and young people's involvement in:

- Bury Youth Parliament
- National events and activities run by Children's Rights Director, Children's Commissioner, A National Voice, Who Cares Trust events and the all party parliamentary group.

To enable and support children and young people we will train them as appropriate and identify ways we can recognise their work.

Work Areas

Reporting to the Corporate Parenting Panel will be four work areas namely on:

- Care placements
- Health and education
- Further education, employment and training
- Children's rights and participation

Chief Officers will lead on these work areas and be responsible for:

- Clear terms of reference and appropriate membership.
- Reporting quarterly updates to the Corporate Parenting Panel.
- Providing an annual summary to the Corporate Parenting Panel of all work, identifying good practice, areas for improvement and identified issues/gaps.
- Attending Corporate Parenting Panel development workshops and days.

All work areas will:

- Identify the most appropriate way to progress priorities and have an overview of the whole area of work including links with other work areas.
- Develop terms of reference for the work area and ensure there is consideration of corporate and wider partners of any activity under this work area.
- Address issues for all children and young people in our care and care leavers aged 0 to 25 years including relevant transitions.
- Identify how we are meeting the current guidance and regulations, as well as identifying gaps and areas for development.
- Engage and involve the right partners at the right time in specific work.
- Make sure we are meeting our 'Pledge' to children and young people in our care, as well as identifying what we cannot do and why.

- Make sure the following issues are addressed as an integral part of the work:
 - ∇ The active involvement of children and young people in key areas of work.
 - ∇ Equality and diversity.
 - ∇ Safeguarding.
 - ∇ The messages from research and children and young people nationally and locally.
- Giving children and young people in care an 'ordinary life'.
- Making sure that what we are doing must be 'good enough' for our own children.
- Our children and young people feel 'cared about'

Care Placements

The Strategic Lead Placement Services will lead on this work area.

The objectives for this work area for 2013 - 2014 are:-

- To establish a Care Placements Overview Group to develop a clear overview of all placements for Bury children and young people in our care and accommodation for care leavers.
- To recruit more foster carers living in Bury and in the surrounding areas.
- To contribute to the development of a placements commissioning strategy for commissioning strategy for young people in our care and care leavers aged 16 years and over.

Health and Education

This group is relatively newly established. It is chaired by Karen Whitehead, Strategic Lead Health, Families & Partnerships.

The objectives for 2013 - 14 for this work area will be to:

- Have a cross-agency understanding and agreement regarding the commissioning of health provision for Bury's children and young people.
- Making sure mainstream health services are promoted and accessible.
- Improve the quality of Personal Health Plans, and Personal Education Plans
- Monitor how the pupil premium is being spent for each individual child in care
- Establish a corporate parenting Parent/Teacher Association

Further Education, Employment & Training

This work area will be led by *to be decided*

Objectives for this work area for 2013-14 are to:

- To establish a further education, employment and training group to develop a clear overview of all opportunities for Bury care leavers.
- Audit practice against the guidance to help identify work priorities and gaps.
- Increase the number of work experience opportunities for young people in our care and care leavers.
- Focus on employment and apprentice opportunities for care leavers, across the council and in partner agencies.

Children's Rights and Participation

This work area will be led by *to be decided*

Objectives for this work area for 2013 – 14 are to:

- To establish a Children's Rights and Participation group to develop a clear overview of children's rights and participation for Bury children and young people in our care and care leavers.
- Undertake a self-assessment of participation and children's rights activity across the Council to ensure that children in care are included
- Ensure children and young people receive an information pack when they come into care
- Ensure there is communication between children and young people in care and the Corporate Parenting Panel

Performance Monitoring

We need to have both qualitative and quantitative information on children and young people in our care if we are to understand and meet their needs. We need to understand our 'corporate parenting story' so that we can start to use the data to find out how our children and young people are doing

We will focus on understanding the data we have and what it tells us as a starting point. Once we understand our 'corporate parenting story' we will then identify what else we need to, and want to, know about how our children and young people are doing and whether we are being good, responsible corporate parents.

The completion of surveys, interviews and focus group work through the Children in Care Council will make sure we have a qualitative understanding from children and young people.

Independent Reviewing Officers

The Independent Reviewing Officers have a statutory responsibility to quality assure how well Bury Council is meeting its corporate parenting responsibilities. They are based in the Safeguarding Unit.

The Safeguarding Unit manager will report regularly to the Corporate Parenting Panel and submit the IRO annual report.

The Independent Reviewing Officer will also have a role in relation to ensuring that the local authority, and its partners, are getting it right for children and young people in our care and being good effective corporate parents.

The Independent Reviewing Officers have an escalation process to identify to managers if there are issues that they need to address for individual children or young people in our care. This will ensure that if these are not addressed appropriately the Independent Reviewing Officer can consider escalating this internally and to CAF/CASS if needed.

The Safeguarding Unit Manager will work closely with the Strategic Lead for Placement Services.

Putting the 'Corporate' Into Corporate Parenting

Corporate Parenting is about all elected members, officers with Bury Council, health services and partner agencies identifying what they can do in their current roles to ensure our children and young people are parented well.

In order to do this the Corporate Parenting Panel will make sure that Bury Council and its' partners puts the 'corporate' into corporate parenting. This will ensure we have wider corporate and partner engagement in the delivery of services to children and young people in our care.

The Board will also make sure the "parenting" goes into corporate parenting. This will be done by ensuring that we not only know what our performance data tells us about our children and young people in care as group but that we also know what children and young people's dreams and aspirations are for the future.

The Strategic Lead Placement Services will develop links with partners to support a range of developments that will make sure we all work together as good responsible parents.

The priorities for putting the corporate into corporate parenting are:

- To make sure all service areas are aware of their corporate parenting responsibilities as employees and in relation to their area of work.
- To make sure that our contractors fulfil their corporate parenting responsibilities as appropriate.
- To provide a range of work experience and employment opportunities across the council and in partner agencies.
- Establishing a Corporate Parenting Parent Teacher Association where staff volunteer to be a member and get involved in raising funds for additional activities and raising the profile of children and young people in care.

Appendices

Appendix 1 Terms of Reference

Appendix 2 Corporate Parenting Delivery Plan 2013/2014

CORPORATE PARENTING PANEL DELIVERY PLAN – ACTIONS 2013/14

| ITEM | REASON/REQUIRED OUTCOME | ACTIONS REQUIRED | WHO WILL LEAD | MONITORING/ PROGRESS UPDATE |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| GOVERNANCE | | | | |
| Terms of Reference | Review Terms of Reference to bring additional scrutiny and increased Councillor engagement to the Corporate Parenting Panel. | Set up Task & Finish Group: Including AD Social Care, Head of Legal Services, Councillors, and support from officers | <i>J Gower</i> | <i>Actioned – Terms of Reference drafted for agreement at September CPP</i> |
| Terms of Reference - Membership | Review Membership : CPP not to be chaired by Cabinet Member for C&F – Chair appointed by Leader of the Council Increased elected members on Panel from 6 – 9 Co-opt a member of CCG Co-opt a primary and secondary school designated teacher | Appoint Chair Identify new elected members – at Council on 22/9 | <i>Leader of the Council</i> <i>Cabinet Member C&F?</i> <i>AD Social Care</i> <i>AD Social Care</i> | <i>Membership Reviewed and incorporated in ToR – to be agreed at Council on 22/9</i> |
| Establish a Corporate Parenting Strategy | To set vision and strategic direction for corporate parenting in Bury To clarify the roles and responsibilities of Corporate Parents To establish a delivery plan to be approved and monitored by the CPP | Draft Strategy in consultation with CiCC, Leaving Care, CPP and Officers To get approval and sign off at CPP (September meeting) To get approval and sign off at CMT To get approval and sign off at Council | <i>M Williams</i> | <i>Strategy drafted and consulted with CiCC and Leaving Care. Strategy on CPP Agenda, and booked to go to Council</i> |
| CPP Panel Members visit Services | Increased Panel members understanding of lives of children and young people in care and service provision | Arrange visits to Services that work with CYPIC and Care leavers | <i>Strategic Lead</i> <i>Placement Service</i> <i>Liz Shingler/J Edwards</i> | |

| ITEM | REASON/REQUIRED OUTCOME | ACTIONS REQUIRED | WHO WILL LEAD | MONITORING/ PROGRESS UPDATE |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Report to Council | Annual CPP report to Council highlights key issues from the year end performance information for CYPiC and Care Leavers and the priorities for the Service for CYPiC. | To be included in Council timetable To be prepared and presented | <i>Cabinet Member C&F/JE AD Social Care & Cabinet Member C&F</i> | <i>JG aware - in forward planner for CPP meeting November</i> |
| WORK AREAS | | | | |
| Care Placements | <ul style="list-style-type: none"> • To ensure there are sufficient and appropriate placements/accommodation for CYPiC and Care Leavers. • To ensure value for money and to contribute to the development of a Placements Commissioning Strategy • To recruit more Foster Carers living in Bury and surrounding area | Establish a Working Group to take the lead on Care Placements and oversee work of the group | <i>LS</i> | <i>1/4ly fostering report to CPP</i> |
| Health and Education | <ul style="list-style-type: none"> • To improve health and education outcomes for CYPiC and Care Leavers • Establish a corporate parenting Parent/Teacher Association | <p>To establish working relationship between <i>Health & Education Group and CPP and oversee work of the group</i></p> <p><i>To be the Virtual School Governing body and monitor and scrutinise termly reports from Virtual Headteacher</i></p> <p>Monitor how the pupil</p> | <p><i>Health & Education Group lead – Karen Whitehead</i></p> <p><i>Chair of Virtual Gov Body – Cllr Southworth and Virtual Headteacher M Holmes</i></p> <p><i>AD Learning</i></p> | <p><i>Health themed meeting in Forward Plan</i></p> <p><i>Termly Education Report to CPP</i></p> <p><i>Report to November meeting</i></p> |

| ITEM | REASON/REQUIRED OUTCOME | ACTIONS REQUIRED | WHO WILL LEAD | MONITORING/ PROGRESS UPDATE |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | premium is being spent for each individual child in care | | |
| Care Leavers: Further Education, Employment & Training | <ul style="list-style-type: none"> To improve EET outcomes for Care Leavers To provide a range of work experience and employment opportunities for care leavers across the council and in partner agencies | Establish a Working Group to take the lead on Further Education, Employment & Training for Care Leavers and oversee work of the group | <i>Strategic Lead Placement Services, LS</i> | <i>Termly Education Report and Care Leavers themed meeting in Forward Planner</i> |
| Children's Rights & Participation | <ul style="list-style-type: none"> To ensure young people have a voice and there are clear mechanisms in place for children and young people to feedback to CPP and vice versa To increase communication between CYPiC and Care Leavers with their corporate parents Undertake a self-assessment of participation and children's rights activity across the Council to ensure that children in care are included Ensure children and young people receive an information pack when they come into care | <p>Establish a Working Group to take the lead on Children's Rights & Participation and oversee work of the group</p> <p>Support CiCC in development of webpage/site for children and young people in care</p> | <p><i>MW/LS/MT</i></p> <p>Children's Rights</p> | <p><i>1/4ly Children's Rights Report (includes Complaints) CiCC have option to include agenda item at every CPP meeting</i></p> <p><i>To September meeting</i></p> |

| ITEM | REASON/REQUIRED OUTCOME | ACTIONS REQUIRED | WHO WILL LEAD | MONITORING/ PROGRESS UPDATE |
|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|---------------------------------------------------------------------------|
| Hold annual Achievement Awards Event | For Council to celebrate the achievements of children and young people in care in an annual awards ceremony | For 2014: Identify funding Identify lead officer Identify admin support Establish steering/working group | | |
| EFFECTIVE MEETINGS | | | | |
| Meetings are well managed, key issues are well understood and young people in care and care leavers have a voice and influence | Meetings are well managed and Panel Members are well informed and updated on key issues | Forward Planner sets out the timetable for reports and themes Agenda setting meetings are held to ensure that key issues are included on the agenda | <i>MW/LD</i> <i>Chair/JG/LS/LD/JE</i> | <i>For approval at September meeting</i> <i>System in process</i> |
| | | Chair is briefed prior to CPP Meeting | <i>AD Social Care/LD/JE</i> | <i>Process established</i> |
| | | Officers to be given sufficient notice of meeting | <i>LD</i> | <i>Process established</i> |
| Information/data to CPP is accurate and 'accessible' | Key issues are clearly stated so that Panel Members are able to bring appropriate level of challenge | Template for reports, or for use as a cover sheet. Report writers informed of requirement for CPP reporting AD Social Care has oversight of reports to CPP to ensure quality of information | LD LD LD | Process established Process established Process established |

| ITEM | REASON/REQUIRED OUTCOME | ACTIONS REQUIRED | WHO WILL LEAD | MONITORING/ PROGRESS UPDATE |
|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| | Presentations are delivered in such a way that issues for are clearly understood (e.g. using case studies) | Officers presenting are briefed of CPP expectations | LD | Process established |
| TRAINING & AWARENESS | | | | |
| Increase Councillor knowledge and awareness of issues for CYPiC and Care leavers | To increase awareness and understanding of Council responsibilities for children and young people in care | <p>Corporate Parenting Strategy and Terms of Reference to go to Council for agreement</p> <p>Newsletter to all Councillors Regular (2 x per year) newsletter to be sent to all Councillors (2 sides of A4)</p> <p>Develop CPP training and build into Induction package for all new Councillors</p> <p>Total Respect Training to be available for all Councillors</p> <p>Provide training opportunities for all Councillors</p> | <p><i>Cabinet Member C&F</i></p> <p><i>MW/LS</i></p> <p><i>LS & Democratic Services</i></p> <p><i>Children's Rights & Democratic Services</i></p> | <p><i>September 2013</i></p> <p><i>October 2013 (to come to Sept meeting)</i></p> <p><i>Elections 2014</i></p> <p><i>September 2014</i></p> |

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**CORPORATE PARENTING BOARD
TERMS OF REFERENCE**

1. Purpose

1. To ensure that the Council acts as a good corporate parent to Children & Young People in Care (CYPiC) and Care Leavers, and fulfils its duties corporately and in partnership with other statutory agencies.
2. To consider matters referred to the Board within its terms of reference and to drive forward improvements for CYPiC and Care Leavers

2. Responsibilities of the Panel

1. To take an overview of the Council's and partner agencies responsibilities towards all CYPiC and Care Leavers and examine ways in which the Council as a whole and partner agencies can improve their life chances.
2. To ensure there are good joint working arrangements between Council departments and partner agencies, including working arrangements with the Children's Trust Board, Bury Safeguarding Children's Board and the Health & Wellbeing Board
4. To monitor and scrutinise the performance of services for CYPiC and Care Leavers, supporting good practice and challenging and holding to account for poor practice
5. To provide a forum for CYPiC and Care Leavers to participate and influence policy and to have an opportunity to talk about issues relating to their own direct experiences of services they have received. To ensure that positive experiences are maintained and lessons are learnt and changes made in the areas that require improvements.
6. To maintain a strategic overview of all developments, plans, policies and strategies for CYPiC and Care Leavers and to make appropriate recommendations for action.
7. To monitor and scrutinise the plans/needs of children in secure accommodation.
8. To ensure Members are regularly updated on issues affecting CYPiC and Care Leavers.
9. To meet with looked after children and their carers on a regular basis to consult and celebrate achievements.
10. To act as the governing body of the Virtual School for CYPiC.

3. Principles for effective Corporate Parenting

Ofsted has identified that where looked after services are good, Corporate Parenting Boards:

- Demonstrate strong cross-party commitment to looked after children, by championing their rights, having high aspirations for their achievement, monitoring children's progress and challenging outcomes
- Clearly understand its role and the responsibilities of the local authority towards looked after children, and plan for and prioritise their needs, resulting in a greater focus for improving outcomes
- Actively engage with young people, for example through children in care councils that are well-established and have effective and regular links with senior management and elected members

4. Principles for effective Scrutiny

The Panel will also include a scrutiny role to enable Members to fulfil their corporate parenting responsibilities. The Centre for Public Scrutiny has outlined four principles of effective scrutiny;

- To provide a "critical friend" challenge to policy and decision makers
- To enable the voice and concerns of the public and its communities to be heard
- To carry out scrutiny in an independent minded way
- To drive improvement

As a member of the Corporate Parenting Board it will be important to ask and receive satisfactory answers to the following sorts of questions:

- Are looked after children safeguarded?
- Have they got good homes in a secure, caring environment?
- Are they thriving and developed socially and emotionally as they should be?

5. Membership

The Corporate Parenting Panel will comprise;

Voting Members

- The Cabinet Member for Children and Families
- Nine other elected Members (appointed on the basis of political balance)

Non-voting Members

- Service user representative
- Representatives from Bury Children's Rights
- Representatives from the Children in Care Council
- Virtual Head Teacher
- Designated teacher for looked after children (Primary and Secondary)

- A representative from Bury College
- A voluntary sector representative
- A foster carer
- Representative from the Clinical Commissioning Group

Also in Attendance

- Executive Director of Children's Services
- Assistant Director – Social Care and Safeguarding
- Strategic Lead – Placement Services
- Senior officers (as advisors to the Panel – to attend as appropriate to the work of the Panel).

The panel may also decide to co-opt additional members to advise in respect of other areas which fall within the remit of the Panel (health, housing, adult care, leisure etc).

Any elected member or officer from Bury MBC or a partner agency can ask to attend the Panel to observe its activity.

Expectation of Members

Board members are also expected outside of Board meetings to:

- Champion corporate parenting in other forums
- Participate in development workshops
- Meet with children and young people at formal and informal CICC network events.

6. Operational Arrangements

- **Chair** – The Chair will be appointed by the incumbent party as part of its annual appointing arrangements. The Cabinet Member for Children and Families will not be eligible for appointment to the Chair.
- **Deputy Chair** – To be agreed by a majority of Core Members.
- **Absence of the Chair or Deputy Chair** - A replacement Chair will be elected for the duration of the meeting from the Core Membership by a majority of those eligible to vote.
- **Quorum** - At least two councillors.
- **Support** – The Assistant Director of Social Care and Safeguarding will act as the lead officer with assistance from other officers within Children Services. Lead officer responsibility will include ensuring that agendas are appropriate to the work programme of Corporate Parenting Board.
- **Workload** – Work Programme to be determined annually by the Board. The Board must also have regard to any issue referred to it by the Overview and Scrutiny Committee, Council and its leadership, or Executive Director Children and Families.

- **Frequency of Meetings** – 6 times per year, in accordance with a timetable determined at the first meeting of the Municipal Year. Ad hoc meetings may be called by a decision of the Board, or by the Chair after consultation with the officers
- **Clerk to the Committee** - Meetings will be clerked by a representative of Democratic Services
- **Reporting** – The Board may make reports and recommendations on the work of the Board directly to any relevant Council body, officer, partnership or partner body and will report to the full Council on an annual basis.
- **Access to Information** – It is important to ensure that all Councillors are kept aware of the work of the Panel and a copy of the minutes will be circulated to all Bury Councillors. In general, papers being considered by Corporate Parenting Board are not confidential, unless this is clearly stated.
- **Notice of Meetings** – Agendas and papers for the meetings will normally be circulated by Democratic Services five clear working days before the meeting.

7. Accountability

- The CPP is accountable for reporting on an annual basis to Full Council.
- Political accountability is also through leadership of discussions with Cabinet and other Members for the effectiveness, availability and value for money of all Councils children's services by the Cabinet Member.
- The Cabinet Member will ensure that services delivered within the local area are planned, designed, delivered and quality assured with the involvement of children, young people and their families.
- The Cabinet Member will ensure that the Council maintain a clear focus on effective safeguarding arrangements and promotes, health, safety and welfare across the Borough.

WORKING PRINCIPLES

CPP Working Groups:

4 working groups will lead work against the Corporate Parenting Strategy and will report into the Corporate Parenting Panel::

- **Care Placements** – to ensure there are sufficient and appropriate placements/accommodation for CYPiC and Care Leavers; to ensure value for money and to contribute to the development of a Placements Commissioning Strategy; and to recruit more foster carers living in Bury and surrounding area
- **Health & Education** – to improve health and education outcomes for CYPiC and Carer Leavers; establish a Corporate Parenting Parent/Teacher Association
- **Care Leavers – Further Education, Employment & Training** – to improve EET outcomes for Care Leavers; to provide a range of work experience, employment opportunities and apprenticeships for care leavers across the Council and in partner agencies
- **Children’s Rights & Participation** – to ensure young people have a voice and there are clear mechanisms in place for children and young people to feedback to CPP and vice versa; and to increase communication between CYPiC and Care Leavers with their Corporate Parents

Meetings

Agendas will be set by an agenda-setting group, which includes:

- Chair of CPP
- Assistant Director Social Care & Safeguarding
- Strategic Lead Placement Services
- Support Officer Children’s Services (CT Development Officer)
- Support Officer Democratic Services

The group will work to a Meetings Forward Planner which:

- Identifies themes for meetings
- Sets out timetable for reports, to include:
 - Annual Report to Council
 - 1/4ly fostering reports
 - 6-monthly adoption reports
 - Annual IRO reports
 - Children’s Rights/Complaints 1/4ly reports
 - Termly education reports
 - CiCC annual action plan/report
 - 1/4ly Performance Reports
- Includes option for CiCC to provide written/verbal report to every meeting

Delivery Plan

CPP will work to a Corporate Parenting Strategy Delivery Plan which:

- Sets out priority actions for CPP
- Picks up actions from CiCC Action Plan, where this is necessary to make progress
- Is monitored at CPP meeting

Virtual School Governing body

- CPP will appoint Chair of Virtual School Governors
- Agree and work to Terms of Reference

Involvement of wider Council

Corporate Parenting is the statutory responsibility of the whole council. This will be supported by the provision of:

- Annual Report
- CPP Terms of Reference and Corporate Parenting Strategy
- Regular Fostering & Adoption Reports to Council
- Involvement in Annual Achievements Award Ceremony
- Newsletter 2 x per year
- Training opportunities
- Opportunity to be involved in sub groups
- Opportunity to be a Council named contact for cypic



REPORT FOR DECISION



| | |
|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DECISION OF: | Cabinet Overview and Scrutiny Committee |
| DATE: | Wednesday, 18th September 2013 Tuesday, 8th October 2013 |
| SUBJECT: | Corporate Plan Progress Report – Quarter 1 2013-14 |
| REPORT FROM: | Leader of the Council |
| CONTACT OFFICER: | Sarah Marshall, Performance Officer – Adults Planning |
| 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 one 2013-14 for the corporate 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 | The Cabinet and Committee are asked to note 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: | There are no direct financial implications arising from this monitoring report. The report outlines the current forecast outturn position based upon data available at Quarter 1. Likewise the report highlights the Corporate Risk Register as at Quarter 1. |
| Statement by Executive Director of Resources: | There are no other direct resource implications arising from this report. |
| 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

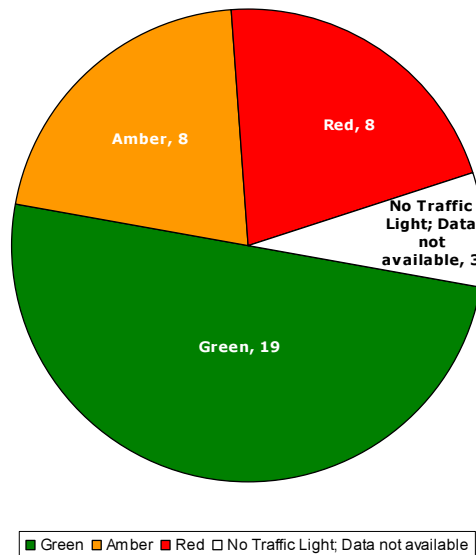
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|--------------------------------------------------|-------------------------|--------------|----------|
| Chief Executive/ Strategic Leadership Team | Cabinet Member/Chair | Ward Members | Partners |
| 02/09/13 | | | |
| Scrutiny Committee | Cabinet/Committee | Council | |
| 08/10/13 | 18/09/13 | | |

1.0 BACKGROUND

1.1 The council publishes a Corporate Plan each year with progress updates reported to Cabinet each quarter. This report outlines performance against the plan for quarter 1 2013-14.

2.0 SUMMARY

2.1 There is evidence of a good start to 2013-14:



2.2 Of the 53 corporate performance indicators detailed in the corporate plan, 38 of these have outcomes for quarter 1 on which we can report as some are collected annually. 19 indicators (50%) have demonstrated an improvement on the out turn for 2012-13 and/or exceeded the target set for this year and 8 indicators (represented as amber on the chart) have just fallen short of meeting our expectations. Considering the financial situation and other challenges facing services, this level of performance at the beginning of the year is positive and demonstrates the potential to meet the high standards we set ourselves as a Council by year end.

2.3 8 areas under achieved:

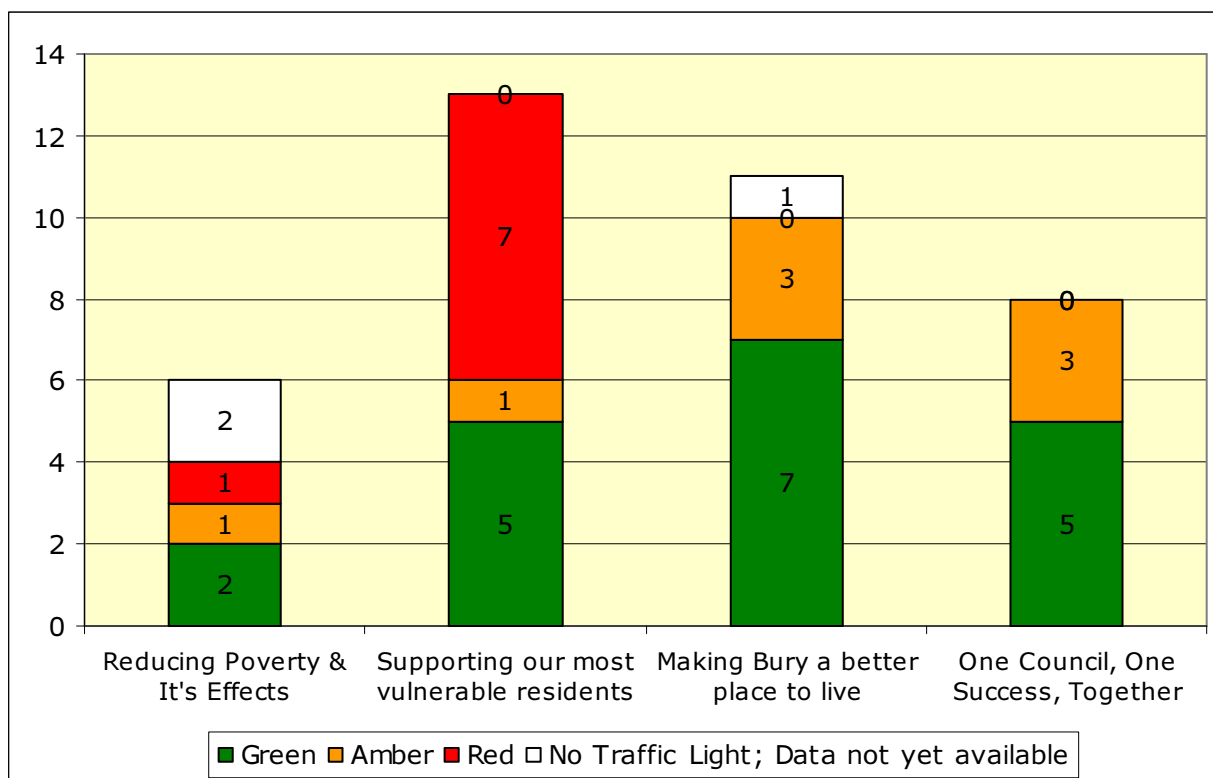
- 5 of these indicators have not produced the expected outcome due to changes to working practice. More challenging assessments have been introduced to identify achievement at Key Stage 2 for ethnic minority groups and children on free school meals. The introduction of personalised

social care packages has meant it is taking more time to complete the assessments and put these into practice so the targets for timescales have not been met. It is expected that this will be improved upon and the target will be achieved by year end.

- The number of households living in temporary accommodation is 50% above target but is expected to reduce over the course of the year as the service is now discharging the Council’s homelessness duty in the private sector, reducing the reliance on social housing for resettlement.
- 66.7% of children and young people in care were placed for adoption within 12 months of the decision and who remained in that placement. This figure is based on a small cohort (3), a better representation of performance against this indicator should be available at year end as the cohort group will have increased.
- 1 indicator is outside of our control to influence the performance management. The percentage of children becoming the subject of a Child Protection Plan is above the target set.

2.4 There are 3 indicators where progress cannot be analysed, which is an improvement upon last year. Data from external sources has not been available to calculate these outcomes for quarter 1. Work is ongoing to review the data set for future Corporate Plans so that non-reporting is minimised and the results selected provide a fair and meaningful reflection of the Council’s position.

2.5 Analysing the results by the Council’s priority outcomes, some progress is being made across all four areas:



2.6 At this early stage outcomes for supporting our most vulnerable residents face the greatest challenge. Efforts are being made to improve the position over the coming year. A more accurate picture will emerge over the next two quarters as more information becomes available.

3.0 CONCLUSION AND RECOMMENDATIONS

- 3.1 The report provides details of the progress made at quarter one 2013-14.
- 3.2 Overall, performance against the corporate plan indicates a mixed picture with 19 out of 38 (50%) of indicators achieving target and/or performing better than last year. In the context of current pressures and resource limitations, some deterioration in performance may be expected. Where we have not performed as planned, the reasons have been identified and in most cases a proactive approach has been adopted to improve these outcomes throughout this year.
- 3.3 It is recommended that Cabinet accept the report and note the actions being taken to address areas of under achievement against targets.

List of Background Papers:-

Bury Council Corporate Plan 2013-16

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Email: s.marshall@bury.gov.uk

One Council. One Plan.

Quarter One 2013-14:

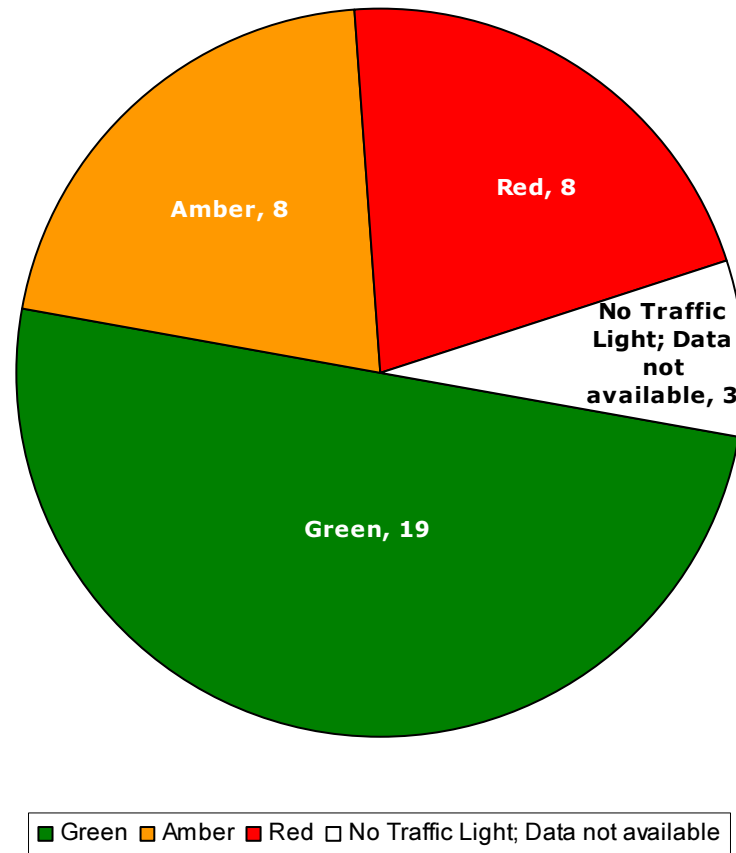
Progress Report

INTRODUCTION

- 1.1 This report outlines progress during quarter one of 2013-14 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) and the responsible services.
- 1.2 There are currently 53 performance indicators from PIMS and 25 projects within the Corporate Plan. This report provides a summary of the overall performance of all indicators and projects.
- 1.3 Where data are unavailable for Quarter 1 2013-14, the report provides the latest inputted data from previous quarters.
- 1.4 Throughout this report the definitions of the colour-coding are:
 - Green – On target and/or better than 2012-13 performance
 - Amber – Within 15% of achieving target or within 15% of 2012-13 performance
 - Red – Below target or worse than we achieved in 2012-13.
 - 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 Benjamin Imafidon on Ext 6592.*

SUMMARY

2.1 Overall the council currently reports performance against a total of 53 corporate performance indicators. For quarter 1, outcomes for 38 of these indicators were collected as some indicators are reported annually. The chart below shows the percentage of these performance indicators that are categorised as Red, Amber and Green using the criteria set out in paragraph 1.4.



Reducing Poverty and Its Effects

Current Performance

Performance Indicators

| Measure | Higher/ lower is better | 2012/13 Baseline | 2013/14 Q1 | Target | Commentary |
|-------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------|------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Overall employment rate for Bury (working age) | Higher | 75.2% | 77.8% (Green) | 70% | Bury's outcome for this indicator is 6.4% higher than Greater Manchester (71.4%). Bury Employment and Skills Task Group are working to maintain this gap. |
| Working age people on out of work benefits (percentage difference between Bury and Greater Manchester) | Lower | 2% | 1.9% (Green) | 1.6% | Recent information published by New Economy shows that the proportion of working age people on out of work benefits is 16% in Bury and 17.9% in Greater Manchester. Partnership work is ongoing through Bury Employment and Skills Task Group to both influence provision locally and engage with businesses established and incoming to employ our unemployed residents. |
| Percentage of working age people claiming out of work benefits in the worst performing neighbourhoods | Lower | Not available | Not available | 32% | Unable to obtain data at lower super output area level. |
| Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher | Higher | Not available | Not available | 70% | Unable to provide data, statistics do not get recorded by Skills Funding Agency and not readily available. This is to be reviewed. |
| Proportion of children in poverty | Lower | 18.31 | Not available | 21.09 | This is an annual indicator and will be reported at year end. The Q4 outcome is from 2010. |
| Achievement gap between pupils eligible for free school meals and | Lower | 16% | 18.2% (Red) | 15% | The achievement gap has increased by 0.6% from last year but these results are still |

| | | | | | |
|---------------------------------------------------------------------------------------------------------------------------|-------|-------|---------------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| their peers achieving the expected level at Key Stage 2 | | | | | provisional and subject to change. This may be due to the introduction of new more challenging assessments. National results for comparisons will be available in Q3. |
| Inequality gap in the achievement of a Level 3 qualification by the age of 19 | Lower | 18% | Not available | 28% | This is an annual indicator and will be reported at year end. |
| Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 4 | Lower | 23.2% | Not available | 22% | Results will be available by Q3. |
| Percentage of 16-18 year olds by academic age who are not in education, employment or training (NEET) | Lower | 5.5% | 6.1% (Amber) | 6.4% | The Q1 NEET figure represents a 0.7% improvement on June 12. This is especially encouraging given that once again the 'currency' rules around the NEET cohort have been changed with NEET young people no longer able to lapse in to not known after 3 months. In theory this should increase the NEET cohort so a reduced % is a significant achievement. |

Project Updates

Poverty Strategy

The monitoring process for the poverty strategy was instigated this quarter. Work is ongoing between the Welfare Reform Project Board (WRPB), responsible officers and the performance monitoring officer to ensure the good efforts made as a result of the strategy are appropriately represented. The WRPB are considering specific outcomes to monitor and track the impact of poverty in Bury, this will include the demand on Citizens Advice Bureau services, food parcels and financial support claims. Developments through partnership working are evident in the progress made by the Health and Wellbeing Board, Bury Community Learning Partnership, the Children and Young People's plan and the development of our Corporate Debt Policy with Six Town Housing. The impact of welfare reform has been addressed through Barclays Money Skills, Community Access to Advice, Bury Support Fund and Credit Union.

Homelessness Strategy

The refresh of the Homelessness Strategy is progressing well. Consultation on the draft documents is expected later this year. The Housing Education and New Opportunities (HEN) Project commenced in February. There are currently 28 people accommodated on this scheme and there have been a number of successes in terms of service users attending training courses and obtaining employment both paid and voluntary. The service users have also received health screening and there has been an improvement in

many of the service user's health and well being.

The Cold Weather provision was again successful over the winter period. A new provider has been commissioned to work with rough sleepers focusing on a street rescue model so that no rough sleeper experiences a second night on the streets.

Affordable Warmth

The action plan is currently under review awaiting the development of the UK Fuel Poverty Strategy which is due to be published this year. However there is continued delivery of the strategy's key aims with internal and external partners including:

- Bury Healthy Homes Scheme 2012/13

To complete last year's scheme a further 262 winter warmth packs were delivered to applicants who were unable to collect them in person (which makes 986 packs in total being given out) and a review of the scheme is in progress. 4 training sessions have been booked for November on energy related topics for frontline staff, to equip them with recognising fuel poverty with vulnerable Bury residents who may need assistance keeping warm and well this winter.

- Collective GM Energy Switching Scheme

A second auction was carried out on the 09/04/13 with 1061 Bury residents signing up to switch supplier. Those residents who decided to switch both gas and electricity saved on average £119 per household. GM is undertaking an evaluation on the first two auctions and is considering a third one in October 2013.

- GM ECO Toasty Scheme 2013/14

Bury is working with Carillion, a procured Energy Company Obligation (ECO) partner (in advance of the GM Green Deal scheme going live from Jan 14) to provide residents with free or heavily subsidised home energy efficiency improvements, using ECO funding both across the Borough and in 4 targeted areas. The scheme has started to be promoted in Bury and the first 2 target areas of Bury East and Moorside, and Carillion have already undertaken 10 surveys. The inclusion of a target to promote the scheme in the Township Forums Local Area Plans has also been successfully negotiated.

In general Urban Renewal continues to work closely with the GM Energy Advice Service by way of attendance at meetings and their involvement in the above schemes.

Backing Young Bury

The Connecting Provision Activity is an innovative model using all locally funded provision and shaping it into one offer for young people who are the furthest from securing employment. This model works with those young people who have the greatest barriers in order to gain the biggest impact in the community as well as the biggest savings in the future. It includes, Troubled Families, Sportivate, ESF Complex Families, Adult Learning Provision, Work Programme Providers and Jobcentre Plus. By working with priority

groups Bury Council is able to draw down Youth Contract and GM Commitment Grants to recycle into further activity.

Council Tax Support Scheme

The new Council Tax Support scheme was introduced in Bury on 1st April 2013. The funding the council receives from the Government has been reduced by 10%. Whilst councils were free to design their own schemes the Government regulated that pensioners could not be worse off after 1st April.

The main feature of Bury's scheme is a restriction on the maximum amount of support a household can receive to the Council Tax amount charged for a Band B property. This measure affected 800 residents. Early indications are that collection rates for residents affected by the new scheme are similar to other charge payers.

It is worth noting that the Council Support caseload is changing all the time, with households coming off benefits and others making new claims. Therefore reductions in support may only be experienced for a short time.

Local Social Fund Replacement (*Bury Support Fund*)

The Bury Support Fund commenced 2nd April 2013. A steady flow of claims have been received from the start with food parcels and pre-payment cards being used to support customers. It has and will continue to be a huge learning curve for all concerned.

As the scheme has settled in we are starting to look at the types of requests we receive; over the next few months we will review the scheme criteria and those services we support and address any areas that need to be altered. We continually need to ensure that targeted help and support is going to the right people at the right time.

In Q1 we have found that most crisis applications appear to be due to DWP delays where customers are without resources for a certain period of time. Customers are being asked to approach the DWP processing centre to request Short Term Benefit Advances and Hardship payments where appropriate. This has been addressed with the DWP but continues to be a drain on our limited resources.

A CAB Bury Support Fund Adviser has joined the team to assist us with debt and budgeting advice for those customers who have unsuccessful support fund applications, those affected by under occupancy and those who are struggling to pay their bills. This ensures that we are not just dealing with the short term need of a crisis we are also working with the customer to achieve and meet long term challenges.

Supporting our most vulnerable residents

Current Performance

Performance Indicators

| Measure | Higher/ lower is better | 2012/13 Baseline | 2013/14 Q1 | Target | Commentary |
|-------------------------------------------------------------------------------------------|-------------------------------|---------------------|------------------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Percentage achieving independence: older people through rehabilitation/ intermediate care | Higher | 93.5% | 81.7% (Amber) | 80% | Due to the prevention services in place less people are admitted to hospital. |
| Adults with learning disabilities in settled accommodation | Higher | 85.7% | 86.1% (Green) | 80% | We continue to ensure customers with a learning disability are in settled accommodation due to joint working between the learning disability team, health and social care and housing. |
| Adults with learning disabilities in employment | Higher | 40% | 39% (Green) | 35% | This years target has been set at 35. Whilst we are ahead of target in quarter 1, the jobs market can fluctuate throughout the year. |
| Number of households living in temporary accommodation | Lower | 12 | 15 (Red) | 10 | It is expected that the number of households in temporary accommodation will reduce due to the introduction of discharging duty in the private sector which means we no longer rely exclusively on social housing for resettling households. |
| Percentage of social care assessments completed within 28 days | Higher | 83.6% | 66.2% (Red) | 78% | Behind on this target due to the increased time taken to complete personalised assessments, but we aim is to achieve the target by year end as this has been achieved in previous years. |
| Percentage of social care packages in place 28 days after assessment | Higher | 77.5% | 42.6% (Red) | 60% | It has been harder to achieve this target due to the increased time taken to get support in place when it is personalised. |

| | | | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|-------|---------------|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | This has now been removed as a national indicator but we continue to monitor it locally. |
| Social Care clients receiving Self Directed Support (Direct payments and individual budgets) | Higher | 30.7% | 59.9% (Green) | 55% | This indicator has improved due to an amendment to the cohort group. The target has been set locally and work continues to increase this figure. |
| Carers receiving needs assessment or review and a specific carer's service, or advice and information | Higher | 16.6% | 6.7% (Green) | 25% | This is a cumulative target and we are on track for meeting it by year end. |
| The percentage of children and young people in care adopted during the year who were placed for adoption within 12 months of the decision that they should be placed for adoption, and who remained in that placement on adoption. | Higher | 77.3% | 66.7% (Red) | 80% | Year to date: 2 out of 3 (66.7%) |
| Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time | Lower | 12.3% | 25.7% (Red) | 17% | Of the 70 Bury plans that commenced between April and June inclusive, 18 (25.7%) are repeats. The provisional 2013-2014 figure puts us in one of the "Investigate urgently" PAF A3 bands (24% or above). |
| The percentage of children and young people in care achieving 5 A*-C GCSEs (or equivalent) at key stage 4 (including English & Maths) | Higher | 13.6% | Not available | 50% | This is an annual indicator and will be reported at quarter 2. |
| Percentage gap between pupils with Special Educational Needs and their peers achieving 5 A*-C GCSEs including English and Maths | Lower | 49.2% | Not available | 44% | This is an annual indicator and will be reported at quarter 3. |

| | | | | | |
|----------------------------------------------------------------------------------------------|-------|---------------|---------------|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Key Stage 2 attainment for Black and minority ethnic groups: Pakistani Heritage | Lower | 4.7% | 4.3% (Green) | 3% | The gap has decreased so although we have not met target there has been improvement. |
| Key Stage 2 attainment for Black and minority ethnic groups: Mixed White and Black Caribbean | Lower | -10.9% | 8.7% (Red) | 5% | These results are provisional. Due to more challenging assessments the gap has increased. National comparisons will be available in quarter 3. Care has to be taken when looking at these figures because of the cohort size of 29 pupils out of 2061 for year 6. |
| Key Stage 2 attainment for Black and minority ethnic groups: White Other | Lower | 9.4% | 13.9% (Red) | 9% | Due to more challenging assessments this indicator gap has increased by 4.5%. National data will be available for comparison in quarter 3. |
| Percentage of pupils permanently excluded from school in the year | Lower | 0.16% (Green) | Not available | 0.22% | This is an annual indicator and will be reported at quarter 2. |

Project Updates

Supporting Communities, Improving Lives

Following a review of progress and subsequent conversations with the DCLG team who are funding the programme, work is underway to refresh the data, strengthen the governance framework and accelerate work with families that meet the criteria. The national team has expressed satisfaction with our plans going forward and the level of strategic support that exists; the priority for the next quarter is operational - mobilising the plan to deliver successful outcomes to more families.

Extra Care Housing

Two bids were submitted to the Homes & Communities Agency (HCA) for the Care & Support Specialised Housing Fund. The results of these bids were announced in July 2013. The bid by St Vincent's Housing Association to develop a scheme on Danesmoor Road has been successful; a significant achievement considering the large number of bids in the region. Unfortunately, the Six Town Housing bid to develop a larger scheme, similar to Red Bank in Radcliffe was unsuccessful at this stage. Officers from the Council and Six Town Housing will continue to work together to ensure this scheme is well placed to pick any 'slippage' funding from the HCA and to explore alternative ways of financing this much-needed scheme.

Red Bank in Radcliffe continues to operate successfully, recently celebrating its first birthday, with a coffee and cakes afternoon for residents and guests. Falcon and Griffin flats remain popular after the improvement works there.

Housing Allocation Policy

The new allocations policy has been implemented and in operation since the beginning of May 2013.

Day Opportunities

Development of the Clarence Park Day Service is ongoing. We are currently out to tender for the building work to commence in quarter 3 and due to complete in quarter 4. Upon completion the new day service will include a community café facility which will offer training and work experience opportunities to people with disabilities.

Great Places Housing Group is to develop a new day care centre on the site of Hazlehurst. This will replace the services previously available at Whittle Pike and other facilities in the borough.

Early Intervention Strategy

A S188 has just been completed which disestablished the Early Intervention Service and proposed to establish an Early Help Team. Selection processes have begun to identify some members of this new team. Other roles will be advertised soon.

A development group is being set up with partners to agree Terms of Reference for the new Early Help Panel, and to agree actions around developing this. Work is ongoing to establish a multi-agency safeguarding hub which will involve all key partners.

New Horizons Programme

The New Horizons Programme continued to support eleven learners with learning difficulties and/or disabilities to further develop their life skills. An annual evaluation report of progress during the 2012/13 academic year and figures for the number of new learners for 2013/14 will be reported at Quarter 2.

Making Bury a better place to live

Current Performance

Performance Indicators

| Measure | Higher/ lower is better | 2012/13 Baseline | 2013/14 Q1 | Target | Commentary |
|---------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------------|-----------------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visits in person to Galleries/Museum per 1,000 population | Higher | 235.01 | 66.04 (Green) | 241 | In the first quarter there were 12139 visitors. This is a cumulative indicator and currently based on mid 2011 population figures. This figure is higher than at quarter 1 last year. Full year results will be re-calculated at year end on mid 2012 population figures. |
| Percentage of household waste sent for re use, recycling and composting | Higher | 44.85% | 45% (Green) | 44% | This figure is an estimate and will be confirmed following audited tonnages from the Greater Manchester Waste Disposal Authority. |
| Residual household waste - kgs per household | Lower | 450.5kg | 120kg (Amber) | 445kg | This figure is an estimate and will be confirmed following audited tonnages from the Greater Manchester Waste Disposal Authority. |
| The percentage of urban and countryside parks, based on the ISPAL definition, that have achieved "green flag" status | Higher | 85.71% | Not available | 85.71% | This is an annual indicator and will be reported at year end. All parks have been mystery shopped. |
| Percentage of adults participating in at least 30 minutes moderate intensity sport and active recreation on three or more days a week | Higher | 23.6% | 23.6% (Amber) | 25.5% | Annual data reported in Q3 APS7 (Active People Survey) mid to late October 13 |
| Number of serious violent crimes per 1,000 population | Lower | 0.52 | 0.10 (Green) | 0.88 | During quarter 1 19 incidents of serious violent crime were reported. |
| Number of serious acquisitive | Lower | 11.43 | 2.53 | 12.95 | During quarter 1 469 incidents of serious |

| | | | | | |
|-------------------------------------------------------------------------------------------------------------------------|--------|--------|-------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| crimes per 1,000 population | | | (Green) | | acquisitive crime were reported. |
| Assault with injury crime rate per 1,000 of the population | Lower | 5.78 | 2.19 (Green) | 6.25 | During quarter 1 407 incidents of assault were recorded. |
| Reduction in the number of incidents of anti-social behaviour as measured by the National Codes for Incidences (NICL) | Lower | 44.52 | 12.10 (Amber) | 46.2 | During quarter 1 2241 incidents of anti-social behaviour were reported. |
| Percentage rate of repeat incidents of domestic violence | Lower | 29.26% | 34.15% (Green) | 40% | During quarter 1 14 repeat cases were discussed at the Multi Agency Risk Assessment Conference (MARAC). |
| Number of first-time entrants (FTEs) to the Youth Justice system aged 10-17 (Rate per 100,000) | Lower | 637 | Not available | 536.95 | This is an annual indicator and will be reported at year end. The target set reflects the England average. |
| Prevalence of breastfeeding at 6 to 8 weeks | Higher | 98.42% | 100% (Green) | 97.20% | Much effort has gone into getting this rate up to 100%. We do monthly reports throughout the quarter to identify any gaps and make sure we get complete statuses for the babies input on the Child Health system in a timely manner. This is done by working with the health visiting team and checking the records of the babies to make sure they are input onto the Child Health system. Data sourced from Pennine Care quarter 1 Breastfeeding Return. |
| Rate of alcohol-related hospital admissions per 100,000 population (DSR) | Lower | 2067 | Not available | 1879 | Data currently unavailable to Public Health Team due to development of new data warehouse at Greater Manchester Commissioning Support Unit (GMCSU). |
| Percentage of the local authority principal road networks ('A' roads) where structural maintenance should be considered | Lower | 3% | Not available | 10% | This is an annual indicator and will be reported at year end. |
| Percentage of the local authority non principal classified road networks ('B' and 'C' roads) where | Lower | 3% | Not available | 10% | This is an annual indicator and will be reported at year end. |

| | | | | | |
|-------------------------------------------------------|--------|---------------|---------------|-----------|----------------------------------------------------------------|
| structural maintenance should be considered | | | | | |
| Increased number of tourist visitors (STEAM) | Higher | 5,404,130 | Not available | 5,315,516 | This is an annual indicator and will be reported at quarter 3. |
| Supply of ready to develop housing sites | Higher | 100% | Not available | 100% | This is an annual indicator and will be reported at year end. |
| CO2 reduction from local authority operations | Higher | 9% | Not available | 16% | This is an annual indicator and will be reported at quarter 2. |
| Visits in person to libraries per thousand population | Higher | 5,384 (Amber) | Not available | 5,300 | This is an annual indicator and will be reported at quarter 3. |

Project Updates

Health Reform

Work still continues on the Health & Well-Being Strategy. Priorities for the Health & Well-Being Strategy and the Health & Well-Being Board are being developed and will form part of the work that is ongoing. Feedback from the Joint Strategic Needs Assessment and the asset approach will improve and inform commissioning intentions for the future.

We have successfully recruited to Healthwatch Chair and Vice Chair: Chair: Andrew Ramwell and Vice Chair: Carol Twist, who will be working with the Project Board to establish Healthwatch.

Increase recycling, reuse and composting

Food waste recycling from school kitchens and Council buildings continues to be rolled out, as do on-street recycling bins. Recycling performance largely stabilised at the moment, in the absence of significant new initiatives. Small, seasonal variations with garden waste tonnages collected. Very difficult, if not impossible, to quantify the impact of promotional campaigns, given other variables at play and the absence of a control.

New health and social care partnership with Bury Football Club

The partnership has focused it's approach on inclusion and improving the quality of life for the local community, developing an action plan which focuses on achieving the following outcomes:

- Increasing levels of physical activity
- Engage communities in their own health and develop their capacity to support individual behaviour change for healthier lifestyles
- Engage with socially excluded groups through sport encouraging healthy choices and reduce health inequalities
- Promote a positive and healthy environment

These outcomes will be met through a range of activities including; girl's football, Buggy Boot Camp, Memory Lane – Dementia Café

and Healthy Stadia. Number of participants has increased across the activities contributing to better outcomes and the partnership aims to maintain this level of participation in 2013-14. With the season starting in July 2013 we will get an indication of the impact these activities may have on participants following Bury FCs quarter 1 analysis in September 2013.

Empty properties

- Homes and Communities Agency (HCA) funding for empty properties

8 empty properties have been identified so far where the owners wish to sell thus potentially exceeding the target of 4 for the second year of delivery. Discussions have taken place with the HCA who are happy for Bury's target to be exceeded in line with the wider AGMA programme. As part of a second AGMA wide bid, Bury has been successful in securing further HCA funding of at least £690,000 to bring a further 13 empty residential properties back into use and 1 commercial premises.

- Radcliffe Empty Property Pilot

A series of meetings have taken place with Six Town Housing, Property Services and Legal to further develop the business case and working procedures. The business case for the first 5 empty properties will be complete by the end June for internal sign-off. A further 4 empty properties have already been identified and Urban Renewal has started to put together the business cases for them. A draft Local Economic Benefit report has been produced which sets out how any local supply chains and employment/training opportunities will be developed/managed.

- Empty property grants

The first of the 6 grants in Radcliffe has been successfully completed. Surveys on the other 5 have been carried out and are progressing through the grants process.

Registry Office Annual Performance Report

The annual performance report was completed for 2012/13 and demonstrated good performance (95% and above) for registering births and deaths within the timescales set. Bury Registry Office received 100% customer satisfaction through their survey responses. Key performance indicators for quarter 1 show that this good performance has continued into the beginning of 2013/14 as most outcomes reflect or exceed national and regional performance.

Investment in LED (light emitting diode) lighting

The contract for producing the LED lights went out to tender and a supplier has successfully been secured. Over the next quarter, meetings will take place to establish a design process and we expect to place the first order for Bury's new efficient lighting as part of a phased roll out to improve the quality of street lighting in the borough. We have already obtained a batch of column extensions to convert our 5 metre columns into 6 metres. As a scheme has already been successfully implemented using these, we are confident in their suitability for roll out across the Borough when they are required.

Streetsafe Strategy

The introduction of 20mph speed limits is being carried out as a series of individual schemes in areas defined by their boundaries with key routes. Twelve schemes (two in each of the Borough's six townships) have been the subject of informal consultations which have seen the delivery of information packages to over 8,000 residential properties. Details of each consultation have also appeared on the Council's StreetSafe website at www.bury.gov.uk/streetsafe which has been launched to provide up-to-date information about the strategy.

The Road Safety Team have promoted the wider aims of the StreetSafe strategy by offering introductory cycle training to Year 4 (ages 8-9) classes within the Borough. Level 1 (off-road) national standards cycle training was delivered to approximately 417 pupils from 25 different schools. This was delivered alongside our normal programme of Level 2 (on-road) national standards cycle training with Year 5 and 6 children (ages 9-11).

Remodelling of the library service

At the July 10th 2013 Cabinet meeting the phase 2 proposals regarding the remodelling of the Library Service were discussed and a way forward was agreed. Community hubs are still important both for the Library Service and the Council, but they will now be progressed more widely during the roll-out of the corporate Asset Management Strategy. To achieve the required £570,000 savings in 2014/2015, the Library Service will restructure, with a reduction in the staffing establishment and in sundry budgets. RFID (Radio Frequency Identification), a system whereby customers can self serve for the loaning of resources and paying fines, is currently in procurement for phase 1 (Bury Library), whilst for phase 2 (7 further libraries) RFID will be formally discussed with staff in the near future.

Developing visitor attractions and economic development opportunities

The first quarter has seen the continuation of tourism development activity on the successful 'East Lancashire Railway Experience Project'. The key objectives are to capitalise on the existing visitor offer through rebranding and marketing and also to develop new products. Examples of activity include extending some of the project's major successes so far such as the Rail Ale Trail, joint marketing campaigns, a visitor guide and new initiatives linking with local businesses. The project has also delivered a major research initiative resulting in much needed visitor information and analysis.

Joint activity has also been undertaken with outside bodies such as TFGM /Metrolink to attract increased visitor numbers and with Marketing Manchester linking into themed campaigns for GM. Other projects delivered include the development of a new Bury Town Centre Visitor Attraction leaflet to position Bury town centre attractions as a destination and an increased focus on the coach market with online marketing and the expansion of the coach meet and greet service. Activity also supports the ongoing wider tourism development work to enhance the overall visitor product and attractions offer.

Latest STEAM (Scarborough Tourism Economic Activity Monitor) figures, which allows us to measure trends in tourism activity for the borough, have demonstrated the following for 2012.

- An increase in the number of stays in hotels and guest accommodation increased by 19%
- An increase of 3% in numbers employed in tourism activity to 4074.
- Visitor spend in the borough rose from £289m in 2011 to just over £302m in 2012

Adoption of the Local Plan Core Strategy

Following consultation on the Second Draft Publication Core Strategy in October/November 2012, comments have been considered, evidence has been updated and a final Publication version of the document is being prepared.

One Council, One Success, Together Current Performance

Finance Summary

| Department | Budget £000 | Forecast £000 | Variance £000 |
|------------------------------|----------------|------------------|------------------|
| Adult Care Services | 52,745 | 52,841 | +96 |
| Chief Executives | 4,569 | 5,265 | +696 |
| Children's Services | 31,888 | 32,334 | +446 |
| Communities & Neighbourhoods | 35,545 | 35,906 | +361 |
| Non-Service Specific | 22,979 | 22,249 | -730 |
| TOTAL | 147,726 | 148,595 | +869 |

The quarter 1 forecasted over spend of **£0.869m** represents approximately **0.5%** of the total net budget of £147,726m.

Performance Indicators

| Measure | Higher/ lower is better | 2011/12 Baseline | 2012/13 Q4 | Target | Commentary |
|----------------------------------|-------------------------------|---------------------|-------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Percentage Council Tax collected | Higher | 97.33% | 28.68% (Amber) | 96.5% | Slightly down on last year's percentage but this is to be expected with the changes to Council Tax Services. The amount of cash collected is up on last year. |
| Percentage of business rates | Higher | 93.93% | 32.3% | 96% | Collection during quarter 1 has been steady |

| | | | | | |
|---------------------------------------------------------------------------------------------------------|--------|---------------|-----------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| collected | | | (Green) | | and the quarterly target (32%) has been met. |
| Average time taken in calendar days to process Housing Benefit/Council Tax new claims and change events | Lower | 23.67 | 23.20 (Green) | 26 | Excellent start to the year as performance is well within target. |
| Forecast outturn (Revenue) (council -wide) (£million) | Lower | -£0.093 | +£0.869 (Amber) | £0 | Forecasted overspend of 0.5% of total budget. |
| Forecast outturn (Capital) (council -wide) (£million) | Lower | £0 | +£0.089 (Amber) | £0 | Minor overspend due to timing differences between costs being incurred, and capital receipts being generated. |
| Governance issues reported (council - wide) | Lower | 0 | 0 (Green) | 0 | No significant governance issues reported. |
| Number of FTE days lost due to sickness absence | Lower | 9.42 | 9.41 (Green) | 9.2 | Although this indicator has not reached target there has been an improvement upon last year. |
| Percentage of employees satisfied with Bury Council as an employer | Higher | Not available | Not available | 75% | There has been no full survey this year to measure this. Although we have run 6 engagers surveys this specific question is only asked on the three yearly survey |
| Percentage staff turnover (council - wide) | Lower | 2.80% | 2.06% (Green) | No target | The outturn for this quarter is stable and there has been an improvement upon last years performance. |

Project Updates

Plan for Change

We are currently assessing the future demand and needs of our residents and how, building on the energies and commitment and skills and abilities of our staff, we can continue to ensure services are delivered in a changing world. We consulted for 6 weeks on proposals for changes to the Library Service which were reported to Cabinet in July 2013.

Accommodation Review

Despite the short timescales, the vacation of Athenaeum House and Castle Buildings remains on target to be achieved by the end of August. The rationalisation of accommodation used by staff within the Chief Executive's department has now been completed and the first of the teams within Adult Care Services relocated to the Town Hall. Similarly, Department of Communities and Neighbourhoods staff moves within 3 Knowsley Place have now been completed to enable Children's Services to move in.

People Strategy

- The new structure for the HR and OD Team is now in place (incorporating Departmental HR for Chief Executive's Department, Employee Relations, Emergency Planning, Business Support, Management Support, Health and Safety, Learning and Development, HR Information Systems, Policy Development, Equality and Diversity, Recruitment and Contracts and Workforce Planning)
- The Public Health Team has transferred to the council and HR issues have been supported
- The car allowance and car parking review has taken place and has been implemented
- Our Bury Behaviours have been approved and supported by SLT and Cabinet. They are about to be launched.
- We have a series of health and safety promotions in place
- We have introduced a new audit procedure for the health and safety of our organisation and our employees
- A revised Emergency Planning Initial Responder Reference Guide has been issued
- We now have 11 Union Learner Representatives within the organisation and through the Joint Learning Forum are setting up a project to look at Digital Inclusion
- We had a new cohort of Backing Young Bury apprentices starting in May
- We held a Mock Council for Elected Member Development and continued to deliver our formal training days
- We have revised and relaunched our mediation service
- We have developed a timetable for updated policies in next 12 months
- We have further developed our employee benefits
- We have launched the Children's Services Management Development Programme
- We have launched the Plan for Change support package.

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:

| Ref | Risk Event | Risk Owner | Impact (New) | Likelihood (New) | Quarter 1 Status | Quarter 2 Status | Quarter 3 Status | Quarter 4 Status | Measures |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------|------------------|------------------|------------------|------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | The <u>potential</u> liability facing the Council in respect of Equal Pay significantly weakens the Council's financial position | Mike Owen / Guy Berry | 2 | 1 | 2 green | | | | Risk substantially addressed as most cases have now been settled. To remain on register till exercise complete. |
| 2 | There is no robust financial strategy or change management strategy to address effectively the significant funding reductions that the Council faces over the next 3 years and beyond in order to ensure there is a sustainable and balanced budget | Steve Kenyon | 3 | 2 | 6 amber | | | | <p>Risk mitigated as balanced budget is in place for 2013/14, and significant savings options have been identified for 2014/15.</p> <p>These actions are counterbalanced by uncertainty around Comprehensive Spending Review (June 2013); hence scores remain unchanged.</p> <p>Impact of CSR to be reported</p> |

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| | | | | | | | | | when analysed. |
| 3 | The budget strategy fails to address the Council's priorities and emerging issues, e.g. demographic and legislative changes | Mike Owen/Steve Kenyon | 3 | 2 | 6 amber | | | | Income pressures largely addressed in 2013/14 budget. Demand pressures remain a risk and will be monitored / managed through Star Chamber process. |
| 4 | 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 | Mike Owen/Steve Kenyon | 4 | 3 | 12 red | | | | Monitoring arrangements in place – to be addressed monthly and through Star Chamber process. |
| 5 | 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. | Mike Owen | 2 | 3 | 6 amber | | | | Asset Management Plan now in place; office accommodation moves taking place Summer 2013. |
| 6 | The Council needs to be prepared for the impact of the Localism Act; this presents both opportunities, e.g. power of competency & community right to challenge | Jayne Hammond | 2 | 1 | 2 green | | | | A process for dealing with applications has been approved by Cabinet; none received to date. |
| 7 | The amount of money received from the NHS to manage public health is | Pat Jones-Greenhalgh | 3 | 2 | 6 green | | | | Settlement now received giving greater certainty; risk remains around performance of contracts |

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| | insufficient to meet the performance outcomes expected by Government | | | | | | | | inherited from PCT. |
| 8 | The Council fails to manage the expectations of residents, service users & other stakeholders in light of funding reductions | Mike Owen | 3 | 1 | 3 amber | | | | Widespread consultation took place re: Budget / Plan for Change. Consultation taking place in respect of individual service reviews. |
| 11 | 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 | Mike Owen | 3 | 3 | 9 red | | | | Impact on residents being managed through Welfare Reform Board. Budgetary impact to be assessed through monthly monitoring / Star Chamber process. |
| 12 | Changes resulting from the wider Welfare reform agenda impact adversely upon the public / vulnerable people. | Mike Owen | 3 | 3 | 9 red | | | | Welfare Reform Board coordinating action plan with partner organizations (e.g. Six Town, CAB) |
| 13 | 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 Kelly | 4 | 2 | 8 red | | | | Workforce Development Plan now in place and individual service workforce plans being developed to ensure continuity / succession planning. |