

AGENDA FOR

OVERVIEW AND SCRUTINY COMMITTEE

Contact:: Leigh Webb
Direct Line: 0161 253 5399
E-mail: l.m.webb@bury.gov.uk
Web Site: www.bury.gov.uk

To: All Members of Overview and Scrutiny Committee

Councillors : D Bailey, S Carter, D Cassidy,
A Cummings, J Daly, I Gartside (Chair), M James, T Holt,
S Nuttall, E O'Brien, J Smith and T Tariq

Dear Member/Colleague

Overview and Scrutiny Committee

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

| | |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Date: | Tuesday, 7 October 2014 |
| Place: | Peel Room, Bury Town Hall |
| Time: | 7.00 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

2 DECLARATIONS OF INTEREST

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

3 MINUTES (*Pages 1 - 6*)

The Minutes of the last meeting of this Committee, held on 30 July 2014 are attached.

4 PUBLIC QUESTION TIME

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

5 ALTERNATIVE SERVICES - UNDER 5'S (*Pages 7 - 54*)

Report of the Cabinet Member for Children and Young People.

6 ANTI- SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 (*Pages 55 - 72*)

A report from the Cabinet Member for Communities and Culture is attached.

7 CORPORATE FINANCIAL MONITORING REPORT - APRIL 2014 TO JUNE 2014 (*Pages 73 - 100*)

Report from the Leader of Council

8 CORPORATE PLAN PERFORMANCE REPORT Q1 2014-2015 (*Pages 101 - 118*)

Report from the Leader of the Council attached.

9 CHILDREN, YOUNG PEOPLE AND CULTURE ANNUAL COMPLAINTS REPORT 2013-2014 (*Pages 119 - 132*)

For information. Report attached.

10 URGENT BUSINESS

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

Minutes of: **OVERVIEW AND SCRUTINY COMMITTEE**

Date of Meeting: 30 July 2014

Present: Councillor I Gartside(in the Chair);
Councillors S Carter; A J Cummings; J Daly; T Holt; S
Nuttall; E O'Brien and T Tariq

Public in attendance: 22 members of the public were present at the meeting.

Also in attendance: Councillor Isherwood (Cabinet Member for Environment)
Councillor Southworth (Deputy Cabinet Member for Environment)
Mr D Taylor -Greater Manchester Waste Disposal Authority (GMWDA)

Apologies for absence: Councillors D Cassidy; M James and J Smith

OSC.191 DECLARATIONS OF INTEREST

Councillor Cummings declared a personal interest in Minute OSC.193, Call in of Cabinet Decision – Zero Waste Strategy and Sustainable Waste Collection Service, as the Council's Spokesperson for Greater Manchester Waste Disposal Authority.

OSC.192 PUBLIC QUESTION TIME

The Chair, Councillor Gartside, invited questions from members of the public present at the meeting and the following issues were raised:

- A number of residents raised concerns in relation to potential health hazards from flies, maggots and vermin as a result of the proposal to empty grey bins every 3 weeks.

Councillor Isherwood, Cabinet Member for Environment, stated that he did not anticipate any increase in flies, maggots and vermin as a result of the new collection arrangements and explained that no food waste should be going into the grey bin. All food waste would be collected fortnightly through the brown bin collection round.

- In response to a number of questions relating to difficulties faced by large families the Cabinet Member explained that the overall bin space across all four bins would not reduce and highlighted that green and blue bins would be emptied more frequently. For large families who are recycling as much as possible but still struggle with capacity a waste audit can be arranged and an extra grey bin provided if necessary.

- With regard to a question concerning the assumptions and business case on which the proposals were based the Cabinet Member explained that this information was set out in the Zero Waste Strategy. The Cabinet Member reported that evidence shows that restricting residual waste collections has a positive impact on rates of recycling and referred to the increase in Bury from 28% to 47% following the switch to fortnightly collections.
- In response to a question concerning the recent campaign to encourage people to take smaller 140 litre grey bins, the Cabinet Member reported that residents wishing to upsize to a 240 litre bin could do so at no cost.
- Alison Moses enquired if the proposals were driven by financial reasons or the need to increase recycling rates. The Cabinet Member referred to the budget cuts faced by the Council and reported that the proposals would achieve savings and increase recycling rates.
- Councillor Walker highlighted the change of policy from encouraging the use of smaller grey bins. Councillor Southworth, Deputy Cabinet Member for the Environment, explained that many of the residents who took up the offer of a 140 litre bin were single person households and it is hoped that they would be able to manage with 3 weekly collections. The Deputy Cabinet Member re-iterated that those who need to upsize could do so free of charge.
- Councillor Wright stated that the decision had been taken in a non transparent way with no public consultation.
- In response to a question from Councillor Gunther concerning the cost of disposing of green waste, the Cabinet Member reported that although there was an associated cost of disposal of £61 per tonne, this was still a large saving when set against the £284 per tonne of disposing of residual waste.
- In response to a request from Councillor Shori, the Cabinet Member confirmed that he was happy for a steering group to be set up with the Sedgley community and senior officers.
- With regard to the issue of non recyclable plastics such as margarine and yoghurt pots, the Cabinet Member stated that the Council were urging GMWDA to look at this issue. Mr David Taylor from GMWDA explained that the Authority was seeking sustainable markets for these lower grade materials.
- In response to concerns raised by Councillor Hussain in relation to fly tipping, the Deputy Cabinet Member stated that she believed there was no reason this would increase as a result of the proposals. Where fly tipping does occur the Deputy Cabinet Member stressed that the council would continue to take robust enforcement action.

OSC.193 CALL IN OF CABINET DECISION – ZERO WASTE STRATEGY AND SUSTAINABLE WASTE COLLECTION SERVICE

The Scrutiny Commission considered a called-in decision of the Cabinet meeting held on 16 July 2014 in accordance with the Council Constitution.

The Cabinet had made the following decision:

1. That approval be given to adopt Bury Council's Zero Waste Strategy, including the 10 Strategic Objectives as detailed in the report submitted.
2. That approval be given to the proposed changes to the waste collection service.
3. That approval be given to an 'invest to save' initiative to include a capital spend of up to £213,400 and one-off implementation costs of £189,700 to introduce the changes. These costs will ultimately be self-financing, but initially are to be funded from loan and reserves as detailed in Section 4 of the report submitted.

A Call-In Notice had been submitted by Councillor Gartside, Chair of the Overview and Scrutiny Committee, setting out the reasons for the Call-In of the decision. A summary of the reasons is set out below:

- Inadequate consultation
- Adverse public reaction
- Potential health hazards
- Arrangements for Christmas and New Year
- Request for further clarification over provision of extra grey bins
- Assurances sought in relation to whether staff resources were in place to deliver the new regime
- Suggestion for phased roll out
- Further negotiation required with GMWDA to expand range of recyclables collected
- Level of consultation with Government

Councillor Gartside invited questions and comments from the Members of the Committee and the following issues were raised :-

- In response to a question from Councillor Tariq, the Cabinet Member confirmed that savings to the Council as a result of the previous switch to fortnightly collections had resulted in annual savings of £4m.
- With regard to the issue of nappies, the Deputy Cabinet Member stated that these should be wrapped up and sealed before being placed in the grey bin. Where parents were struggling, individual cases would be looked at and an extra bin provided if necessary.
- Councillor Nuttall raised the issue of properties currently without a brown bin. The Cabinet Member reported that solutions were being sought for approximately 600 properties in rural areas of the borough and stressed that 3 weekly collections would not be introduced to these residents until the issue is resolved.
- In response to a question from Councillor O'Brien concerning flats, the Cabinet Member explained that the vast majority of such properties with communal bins would remain on fortnightly refuse collections.

- The Deputy Cabinet Member highlighted the issue of supermarket packaging and stressed the need for regional lobbying on this issue.
- Councillor Daly highlighted the rise in recycling rates since 2011 and suggested that if this level of increase was maintained, along with the anticipated rise as a result of the work of the education awareness team, the Council could still achieve its recycling targets. The Cabinet Member explained that the rate of recycling had levelled off at about 47% and to achieve its aim of 60% by March 2016 further measures were required.
- Councillor O'Brien highlighted the importance of education in relation to recycling and stressed the need to engage with school children and hard to reach areas of the community.
- Councillor Daly enquired whether the Council had considered adopting the model used by Trafford which provided smaller grey bins which were collected fortnightly. The Cabinet Member confirmed that this scheme had been considered but capital costs to purchase the bins and implementation costs equated to approximately £1.5m.
- Councillor Daly further referred to the fact that Trafford collect brown bins weekly and offer extra bins to larger families of 4 or 5 people. Councillor Isherwood highlighted the additional cost implications of these measures but confirmed that all proposals would continue to be looked at going forward.
- In response to a question from the Chair, Councillor Gartside, the Cabinet Member stated that extra resource would be put in during the initial implementation of the changes and stated he was confident the Council could deliver the changes effectively.
- The Chair, Councillor Gartside highlighted the lack of public consultation and enquired about evidence that suggested there was unlikely to be an increase in vermin as a result of the proposals. The Cabinet Member stressed that all food waste would continue to be removed on a fortnightly basis.
- In response to questions from the Chair and Councillor Daly in respect of incentive schemes for recycling, the Cabinet Member reported that all schemes continued to be looked at but stressed that restricting the capacity for residual waste offered the most effective means of increasing recycling rates.
- Councillor Gartside highlighted a lack of consultation with the Department for Communities and Local Government who were supportive of weekly collections. The Cabinet Member stressed that residents would continue to have a weekly collection, but stressed that reducing the collection of residual waste offered the best way of increasing recycling.
- In response to a question from Councillor Nuttall the Cabinet Member confirmed that the proposals were not a precursor to four weekly collections.
- With regard to the issue of enforcement the Cabinet Member confirmed that powers already existed but stressed that education was the chosen route to deal with persistent offenders.

- The Deputy Cabinet Member addressed the issue of extra waste at Christmas time and highlighted that much of the extra waste generated would be recyclable.
- In response to a question from Councillor Daly, Mr David Taylor from GMWDA reported on the work done by the organisation to rationalise waste recycling centres and reduce the amount of waste going into landfill which would result in £1.6 m being saved across 9 Authorities, including Bury, during the next year.

Delegated decision:

That, having considered the points raised in the Notice of Call-in, this Committee does not offer any comments to the Cabinet in respect of Minute CA.135 Zero Waste Strategy and Sustainable Waste Collection Service.

(**Note:** Councillors Daly, Gartside and Nuttall requested that it be recorded that they voted against the decision on the above item.)

(**Note:** Councillors Carter, Cummings, Holt, O'Brien and Tariq requested that it be recorded that they voted for the decision on the above item.)

COUNCILLOR I B GARTSIDE
Chair

(**Note: The meeting started at 7pm and ended at 8.50 pm**)

This page is intentionally left blank

REPORT FOR DECISION



| | |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| DECISION MAKER: | CABINET |
| DATE: | WEDNESDAY 3 SEPTEMBER 2014 |
| SUBJECT: | ALTERNATIVE SERVICES – UNDER 5’S |
| REPORT FROM: | CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE |
| CONTACT OFFICER: | IAN CHAMBERS ASSISTANT DIRECTOR (LEARNING AND CULTURE) |
| TYPE OF DECISION: | KEY DECISION |
| FREEDOM OF INFORMATION/STATUS: | This paper is within the public domain |
| SUMMARY: | <p>A re-design of the way Bury’s Children’s Centres are currently operating to support the U5’s and their families is proposed in this report.</p> <p>Five Children’s Centre Hubs and one spoke will deliver targeted services to the most vulnerable families across Bury and will come under the direct control of the Local Authority. They will focus on delivery of:</p> <ul style="list-style-type: none"> • Improved health for U5’s • Improved school readiness for U5’s • Effective early intervention in safeguarding • Improvements in families’ economic prospects <p>Resources for the Hubs will be allocated based upon recognised need based upon the Index of Multiple Deprivation Rankings.</p> <p>The balance of staffing will be shifted from Co-ordination, management and administration to front-line outreach support with 24 additional outreach staff deployed.</p> <p>The remaining eight current Children’s Centres will be de-designated as centres and seven of the centres will be converted to provide for the delivery of the 2 year old childcare offer for the 40% most deprived families in the borough. Currently there is a substantial shortage of these places in Bury.</p> |

| | |
|----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>The LA will not run the 2 year old provision but will tender it out to interested providers. There will be an initial subsidy of the rents for these centres to encourage schools or private providers to enter the market for 2 year old provision.</p> <p>The proposals will help the service meet the £820,000 savings target that has been set for it.</p> <p>A full 12 week consultation will be required with users, staff and stakeholders before implementation can commence.</p> |
| <p>OPTIONS & RECOMMENDED OPTION</p> | <p>Cabinet is recommended to note the report and accompanying paper and the report's proposals</p> <p>Options:</p> <ol style="list-style-type: none"> 1. To agree that the proposals go forward for full consultation 2. To not agree that the proposals go forward for full consultation <p>Recommendation: Option 1</p> |
| <p>IMPLICATIONS:</p> | |
| <p>Corporate Aims/Policy Framework:</p> | <p>Do the proposals accord with the Policy Framework? Yes No</p> |
| <p>Statement by the S151 Officer: Financial Implications and Risk Considerations:</p> | <p>Children's Centres were originally funded through the ring-fenced SureStart grants before being subsumed into the unringfenced Early Intervention Grant.</p> <p>The Early Intervention Grant was subsequently subject to substantial reductions of over a third of the total budget of £8 million. The largest impact of the reductions was on other services as the Council mainly protected Children's Centres from the cuts in funding.</p> <p>Although the Children's Centres have made contributions towards the Plan for Change targets, the scale of the savings requirements mean that Children's Centres can no longer be immune from the large scale budget reductions.</p> <p>The proposals in this report seek to offer a more efficient and responsive service, yet at the same time identify cost reductions which are necessary to meet reduced levels of</p> |

| | |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | funding. |
| Statement by Executive Director of Resources: | |
| Equality/Diversity implications: | Yes Equality Analysis enclosed |
| Considered by Monitoring Officer: | Yes The proposals for consultation comply with the statutory requirement under Section 5D Childcare Act 2006 and with the relevant section of the Sure Start children’s centres statutory guidance. |
| 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 This report outlines the proposed redesign of Children’s Centre services to ensure that improved targeted support will be available for Bury’s most vulnerable children and families. This is in line with Bury Council’s stated priorities and the direction being taken by national policies.
- 1.2 Bury currently has 14 Children’s Centres; some are organised into clusters and others are stand-alone. 9 of the Children’s Centres are operated directly by the Local Authority and 5 of the centres are commissioned to be operated by a Primary School.
- 1.3 Table 1 below shows the present configuration of centres:

| Children’s Centre | Cluster or Stand Alone | Current Operator |
|-------------------------------------------------|-------------------------------|-------------------------|
| Besses | Stand Alone | Ribble Drive Primary |
| Butterstile | Stand Alone | Butterstile Primary |
| Coronation Road / High Meadow / Stepping Stones | Cluster | Local Authority |
| Daisyfield | Stand Alone | Local Authority |
| Little Oaks/ Moorside | Cluster | Local Authority |
| Ramsbottom /Tottington | Cluster | Local Authority |
| Redvales | Stand Alone | Local Authority |
| Sedgley/Toodle Hill | Cluster | Sedgley Park Primary |
| Woodbank with Elton | Stand Alone | Woodbank Primary |

- 1.4 Children's Centres have been tasked up to now with delivering both a universal and a targeted service. This has been as a result of a national agenda set for Children's Centres and reinforced by a very challenging Ofsted Inspection regime which graded Centres across a wide range of activities and which in particular expected Centres to provide services for the vast majority of families in their "reach" area irrespective of their needs.
- 1.5 Bury's Children's Centres have operated effectively to deliver challenging targets and have established themselves as a centre of their community for children and families. Their experience as providers of Early Help in areas of health, education, social care and work readiness has been well developed and staff expertise is strong. It has been demonstrated in particular that focussed and well managed support provided by their outreach and development workers can prevent lower levels of need escalating to a level which requires statutory intervention, can support improved school readiness and can lead to improved health outcomes for children.
- 1.6 Since 2008 the government has provided funding to the local authority for free nursery places for eligible two year olds. From September 2014, 40% of two year olds will have a legal entitlement to a free 15 hour place for 38 weeks of the year. In Bury this equates to approximately 1177 children (Department for Education target). This is an important opportunity to help develop school readiness for these children from vulnerable backgrounds.
- 1.7 As the initiative expands some authorities have reported a natural increase in places to meet demand and to some extent this has occurred in Bury. In the past few years we have had a number of new nurseries open without financial support from the authority but there still remain areas of low capacity and a clear lack of provision in parts of the borough. Estimates in July 2014 indicate a shortfall of 687 places across Bury.

2.0 A PROPOSED NEW DELIVERY MODEL

2.1 Key Objectives

It is proposed that Bury's Children's Centres will focus in the future on the following key objectives:

- 1) Improving health for the Under 5's measured by higher rates of breast feeding, reduced obesity in reception and improved dental hygiene
- 2) Improving child development measured by improved school readiness and an increasing proportion of children achieving good levels of development in the Early Years Foundation Stage
- 3) Reducing the risk of mistreatment or abuse of under 5's measured by reductions in the rate of family needs escalating to a level requiring statutory intervention
- 4) Improving families' economic prospects measured by reduced numbers of U5's in households on benefits. These objectives will be used to drive the allocation of resources to centre activities and will establish a "golden thread" to Council priorities.

2.2 Allocation of Resources in Line With Need

Evidence presented in the accompanying paper (A Proposed New Model for Children’s Centres) demonstrates the link between social deprivation and school readiness nationally and the link between social deprivation and contacts to social services for Under 5’s in Bury.

2.3 On the basis of this evidence it is proposed that the Index of Multiple Deprivation (IMD) rankings should be used to allocate resources to Children’s Centres across Bury. IMD divides every area of the country into Lower Super Output Areas (LSOA’s) of between 1000 and 1500 residents which are then ranked by percentile from the most deprived to the least deprived nationally.

2.4 The geographical pattern of need in Bury is shown for Bury’s current Children’s Centres in the Table 2 below taken from the paper:

Table 2: Allocating resources to children’s centres in line with need

| | Total reach population December 2013 | Reach population in 40% most deprived LSOAs | Weights derived with respect to proportion of reach population in 40% most deprived LSOAs |
|------------------------------|---------------------------------------------|----------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Redvales | 1042 | 846 | 14% |
| Woodbank with Elton | 759 | 303 | 5% |
| Daisyfield | 612 | 218 | 4% |
| Butterstile | 733 | 474 | 8% |
| Besses | 1652 | 606 | 10% |
| Ramsbottom/Tottington | 1418 | 103 | 2% |
| Little Oaks/Moorside | 1816 | 1694 | 28% |
| Sedgley/Toodle Hill | 1688 | 284 | 5% |
| Radcliffe | 2273 | 1541 | 25% |
| Total | 11993 | 6069 | 100% |

2.5 This table demonstrates that the range of deprivation in Bury is substantial. The current Children’s Centres located in Bury East (Little Oaks, Moorside and Redvales) have 42% of the U5’s in Bury who live in the 40% most deprived wards nationally. Radcliffe has 25% of the U5’s, Whitefield (Besses) 10% and Prestwich (Butterstile, Sedgley and Toodle Hill) 13%. In contrast, just 11% are resident in Bury West (Daisyfield and Woodbank) or North Bury (Tottington and Ramsbottom)

2.6 It is therefore proposed to use the weightings derived from the number of children within a reach area who are under 5 and living in LSOAs which are among the 40% most deprived nationally as the basis for allocation of resources to Children’s Centre hubs.

3.0 CHILDREN'S CENTRE HUBS

3.1 As described in Section 1 a number of clustering arrangements for Bury Children's Centres have been in place since January 2013. In line with the measure of needs shown above it is proposed to develop these clustering arrangements to create 5 Children's Centres Hubs plus an additional spoke Children's Centre in Bury East. These Hubs would be the centres for the delivery of the targeted activities to deliver the objectives outlined in 2.1.

3.2 The 5 proposed hubs and 1 spoke are as follows:

- **Woodbank with Elton Children's Centre**, covering the reach areas of the children's centres currently operating in Tottington, Ramsbottom, Daisyfield as well as Woodbank with Elton.
- **Little Oaks Children's Centre**, covering the reach area of Moorside as well as Little Oaks.
- **Coronation Road, Radcliffe**, covering the reach areas of High Meadow and Stepping Stones as well as Coronation Road
- **Besses, Whitefield**, covering the existing reach area
- **Sedgley**, covering the reach areas of Toodle Hill, Butterstile as well as Sedgley.
- **Redvales**, a spoke Children's Centre under the management of Little Oaks

3.3 It is proposed that the hubs and spoke will be financed and managed directly by the Local Authority. This represents a shift from the current arrangements with 5 centres which are managed by Primary Schools. It is a recommended shift as the Local Authority is required to target and direct resources to the most vulnerable families in the borough.

3.4 Conversion of Sites to Provide Free Nursery Places for 2 Year Olds

As shown in section 1.7 the lack of supply of places for the entitlement to free nursery places for 2 year olds has been a real barrier to delivering improved opportunities for school readiness for vulnerable children. For this reason, and to build upon the strong links that already exist between Bury's Primary Schools and Children's Centres, it is proposed that Children's Centres that are no longer required as hubs would be offered as centres to be used for the delivery of the 2 year old offer.

3.5 Analysis of the current provision suggests that conversion would be appropriate at all seven sites that would no longer be a Children's Centre hub. These sites are:

- Butterstile located on Butterstile Primary site
- Daisyfield located on St Stephen's Primary site
- High Meadow located on St John's Radcliffe Primary site
- Moorside located on St John with St Mark's Primary site
- Stepping Stones located on Radcliffe Hall Primary site
- Ramsbottom located as a stand-alone building
- Toodle Hill located on Heaton Park Primary site

- 3.6 The local authority would not provide the service directly but would tender out the offer. The Tender documents would establish clear guidelines for service provision, including a minimum number of places for two year olds eligible for government funding, as well as the financial terms on which centres would be made available. It is proposed that to ensure an adequate number of bids to take over the sites, rental charges would be set below the level of full cost recovery. This has been taken into account in the financial modelling for the new service. It has been advised that Tenders can be drawn up for individual sites and schools where the centres are currently located will be encouraged to tender.
- 3.7 The DfE has provided the local authority with Start-Up funding to support the establishment of 2 year old provision as well as Capital funding to be used if any conversion costs for the buildings are incurred. Any provider who is successful in gaining the Tender for a site would be able to apply for this support.
- 3.8 Once the Hubs are established the 7 current Children's Centres listed in 3.5 would be de-designated with the DfE as Children's Centres. Tottington Children's Centre, which has not had a stand-alone building, would also be de-designated.
- 3.9 Many of the centres received capital funding from the (then) Department for Children, Schools and Families) and clawback of funding may be triggered where an asset funded wholly or partly by the Department is disposed of or no longer used to meet the aims and objectives consistent with the original grant. However with the proposal to convert the Centres to the 2 year old offer, it will sustain the use of the buildings for children and families and will contribute to a major policy initiative of the current government. Experience in other local authorities suggests that the use of clawback is very unlikely.

4.0 STAFFING THE CHILDREN'S CENTRE HUBS

- 4.1 Out of a total expenditure of £2.7 million in 2013/14 on Children's Centre provision, the attached paper shows that before a child walks through a Children's Centre door 55% of total resources have been committed to management, administration and other costs associated with running the buildings. Whilst this suited the delivery of a universal service it does not suit the delivery of a targeted service.
- 4.2 For the new Children's Centre hubs it is proposed to have one co-ordinator and one administrator for each hub. In addition there will be a programme support worker to run stay and play and other programmes at the hub. The rest of the resource for staffing will be put into the employment of outreach workers as this is the activity which best meets the needs of the target groups.

4.3 The impact of the proposed changes in staffing is shown in Table 3:

Table 3 Changes to workforce of proposed service redesign

| | Current service | New service | Change |
|--------------------------------------|------------------------|--------------------|---------------|
| | FTE | FTE | FTE |
| Centre administrator | 13.1 | 6 | -7.1 |
| Centre coordinator | 4 | 0 | -4.0 |
| Cluster (hub) coordinator | 5 | 5 | 0.0 |
| Assistant cluster coordinator | 5 | 0 | -5.0 |
| Programme Support Worker | 0 | 6 | 6.0 |
| Development worker | 15.9 | 0 | -15.9 |
| Outreach worker | 11.3 | 35 | 23.7 |
| Project support worker | 8.7 | 0 | -8.7 |
| Administration assistant | 0.5 | 0 | -0.5 |
| Crèche and sessional worker | 0.3 | 0 | -0.3 |
| TOTAL | 63.7 | 52 | -11.7 |

The most significant impact on staffing will be in the reduction in management and administration roles which reflects the proposed reduction in the number of sites operating as children’s centres. Currently these constitute 27.6 FTE posts. It is proposed to reduce this number to 11.0 FTE. However the impact on staff will be mitigated to some degree as a number of posts are currently vacant.

4.4 The impact on the numbers of staff employed to work directly with customers will be positive – currently there are 36.2 FTE in a variety of front line roles, under the proposals the total will rise to 41.0 FTE (this includes 35 outreach workers and 6 programme support workers).

4.5 Outreach workers work with families referred by a range of professionals to provide early help. They assess need, support families and signpost appropriately to other services including programmes delivered by the children’s centres themselves, or delivered by partner organisations. A recently concluded pilot study in Radcliffe has provided many recommendations to guide the future development and effectiveness of this role. With appropriate supervision and support, it is envisaged that each outreach worker could at any one time manage a caseload of around 15 families. Interventions are expected to last about six months.

4.6 Under the new model outreach workers will be distributed geographically across the borough in line with need. Their proposed location and number of workers is shown in Table 4:

Table 4 Outreach workers by location

| | Outreach workers |
|--------------------------------|-------------------------|
| Woodbank with Elton hub | 4 |
| Redvales "spoke" | 5 |
| Besses hub | 4 |
| Little Oaks hub | 9 |
| Radcliffe hub | 8 |
| Sedgley hub | 5 |
| TOTAL | <u>35</u> |

5.0 COSTING THE SERVICE

- 5.1 Total expenditure on Children's Centres in 2013/14 by the Council was £2,785,681. Provision has been funded through the Government's Early Intervention Grant which for Bury has seen a reduction in £2,868,000 since 2012/13. These proposals will help deliver a proposed savings target of £820,000 which has been set for the service.

5.2 The provisional costs for the proposed new service are shown in Table 5:

Table 5: Cost of the new Children’s Centre Service

| | Manager | Programme Support Worker | Administrator | Outreach workers | Premises | Admin | Client & sessional | Caretaking & cleaning | Recharges | Building costs for converted sites |
|--------------------------------|-------------------|--------------------------|-----------------|-------------------|----------------|----------------|--------------------|-----------------------|----------------|------------------------------------|
| Redvales Outreach | | £33,705 | | £147,245 | £0 | £0 | £0 | £0 | £0 | |
| Woodbank with Elton Hub | £44,315 | £33,705 | £24,533 | £117,796 | £11,691 | £11,375 | £10,688 | £11,379 | £5,440 | |
| Besses Hub | £44,315 | £33,705 | £24,533 | £117,796 | £16,500 | £12,720 | £11,379 | £26,059 | £5,270 | |
| Little Oaks Hub | £44,315 | £33,705 | £24,533 | £265,041 | £21,971 | £8,426 | £15,874 | £7,729 | £5,270 | |
| Sedgley Hub | £44,315 | £33,705 | £24,533 | £147,245 | £12,377 | £5,928 | £7,827 | £8,950 | £5,270 | |
| Radcliffe Hub | £44,315 | £33,705 | £24,533 | £235,592 | £13,295 | £8,917 | £5,562 | £11,700 | £5,270 | |
| Sub totals | £221,575 | £202,230 | £122,665 | £1,030,715 | £75,833 | £47,366 | £51,329 | £65,817 | £26,520 | £105,000 |
| TOTAL | £1,949,049 | | | | | | | | | |

- Note that the Redvales “spoke” will be managed by the Little Oaks hub manager. The administration function will be covered by a new post of Redvales Business Development Officer who will be responsible for the management of all activity at the Redvales site. As a significant proportion of this activity generates income, and there is potential to increase this, it is proposed that the business development post should be self financing and not draw on the children’s centre budget.

Note that half of cost of meeting premises cost at Besses would be met through lettings income.

6.0 RISK MANAGEMENT

6.1 The following risks have been identified for the proposals:

- Proposals cannot be agreed in time to achieve the level of savings required in 2015/16
- Some Children Centre Advisory boards or School Governing Bodies oppose the proposals
- Providers of nursery care cannot be secured for all the converting sites by April 2015
- Decision made to proceed with new service is challenged on the grounds that due process is not followed during consultation
- Significant public opposition to the proposals including opposition to move to a targeted rather than a universal service and/or conversion of sites to nursery provision

6.2 A full Risk assessment action plan, including key measures that will be taken to Control or mitigate the risks, is included in the accompanying paper.

7.0 EQUALITY AND DIVERSITY

7.1 The new strategy for delivery of children's centres will provide positive support to the most vulnerable families in the borough as resources will be targeted to improve support to those families. The proposals to change the use of children's centres to offer two year old childcare places will have a positive impact on the 40% most vulnerable children and families. The two year old initiative will provide a service that is inclusive to all families who meet the governments' eligibility criteria regardless of ethnicity, disability, gender, race, religion or culture

7.2 The withdrawal of Children's Services as a universal provision will have a negative effect on a substantial number of children and families who have benefited from accessing universal services. In mitigation there will still be play and stay activities at the Children's Centre hubs and there will be signposting by the Children's Centres and by the Find It For Me/ Bury Local Offer website to activities and support for U5s provided by schools and the private and voluntary sector.

7.3 A full Equality Analysis is attached to this report.

8.0 CONSULTATION AND IMPLEMENTATION PROCESS

8.1 Following consideration and recommendations by Cabinet a full 12 week consultation is proposed. Consultation will take place with all Children's Centre staff and union representatives, all Children's Centre users,

- Children's Centre Advisory Boards and with the Governing Bodies of schools which currently are commissioned to provide Children's Centre services. Partners involved in Children's Centre delivery including Health commissioners and providers, police and Job Centre representatives and Adult Learning providers
- Early Years voluntary and private providers

Document Pack Page 18

- 8.2 The process of consultation will involve the use of meetings with staff and Children's Centre leaders; drop-in sessions at Children's Centres in addition to a consultation questionnaire available on-line and sent to Children's Centre users and other stakeholders.
- 8.3 The proposals will also be discussed with the wider community through an agenda item and attendance at Township Forums.
- 8.4 Following a report back to Cabinet in December 2014, a full 30 day Section 188 consultation will be organised. Confirmation of the proposals in February 2015 will be followed by a period for the implementation of the staffing proposals. Implementation of the Hub Children's Centres would be commenced from 1 April 2015.
- 8.5 Following the Cabinet decision in December 2014 tender documents will be developed and issued for the sites to be converted to provide free nursery places. With the need to complete a thorough tendering process and follow up, the need for building up-grades and adjustments and the need to obtain Ofsted approval it is likely that majority of the 2 year old provision will not start to operate until 1 September 2015.

9.0 CONCLUSION

- 9.1 Children's Centres in Bury have been very effective in working with their key partners from schools, health, the police, employment and the local community to establish themselves as key centres for the delivery of support for children and families. They have delivered up -to- now both a universal and a targeted offer but have increasingly found that the challenges of this has meant that children and families most in need have not always benefited from the good service provision. As resources for Children's Centres continue to reduce due to national government funding reductions to local authorities the risk to vulnerable families gets greater.
- 9.2 This report recommends a new model for the delivery of Children's Services in Bury based upon meeting the needs of the most vulnerable first and is backed up by evidence in the background paper. By focussing the work of Children's Centres on 5 Hubs and 1 Spoke substantial savings in co-ordination, management and administration of centres can be re-cycled to support more front-line delivery in the areas of most need in Bury. The targeting of work by the Hubs on health improvement, school readiness, early help to prevent safeguarding issues and improving families' economic well being will also allow them to increase their impact in these important areas for an Under 5's development.
- 9.3 The de-designation of eight of Bury's current Children's Centres will be mitigated by the proposed continued use of seven of these centres as venues for children and families accessing childcare and support for 2 year olds. Bury has found that the demand for these places over the last two years has outstripped the supply and these new proposals for Children's Centres provides an excellent opportunity to encourage schools and other providers to enter the market and provide additional places in many areas where they are most needed.

Document Pack Page 19

List of Background Papers:-

A proposed new model for Bury's Children's Centres in 2015/16 (attached)
Equality Analysis (attached)

Contact Details:-

Ian Chambers, Assistant Director Learning and Culture
i.chambers@bury.gov.uk

Tel: 0161 253 5477

This page is intentionally left blank

A PROPOSED NEW MODEL FOR BURY'S CHILDREN CENTRES IN 2015/16

1. OVERVIEW OF THE PROPOSAL

It is proposed that the delivery of targeted support to more vulnerable families in Bury should be central to the design of the new service. This is in line with Bury Council's stated priorities and the direction of national policy and debate.

Evidence on social and economic deprivation, school readiness and contact with children's social services indicates that need varies significantly across the borough and is most highly concentrated in Radcliffe, Bury East and parts of Prestwich. It is proposed that the deployment of resources should reflect the geographical pattern of need in Bury. The method underpinning these proposals is outlined in this document.

The experience of Bury's children's centres has shown that focussed and well managed support provided by outreach workers can prevent lower levels of need escalating to a level requiring statutory intervention as well as contribute to improved development and health outcomes for children. It is proposed therefore that the allocation of resources in the new service prioritises the outreach function and commits as much funding as possible to these posts.

Six sites across Bury will provide management hubs for these workers as well as the location for the delivery of courses and activities to underpin the support provided by them to targeted families. These sites will also operate a "stay and play" service and an open door for families or individuals seeking *ad hoc* advice or support. As the new model beds in, there will be increasing opportunities for the service to bid for additional funds, for example from Public Health and the CCG, to deliver further programmes and activities in support of shared objectives around child health and well being.

It is anticipated that a more targeted, family focussed approach will support the four key objectives proposed for Bury's children's centre service. These are:

- Improved health for under 5s
- Improved child development in the early years
- Effective intervention in safeguarding
- Improvements in families economic prospects

It is proposed that the remaining seven sites which operate as dedicated children's centres convert to locations for the delivery of free nursery places for two year olds. Forecasted demand for such places in April 2015 is currently expected to exceed supply in most of the areas where these are located. Increased provision of places should ensure that a higher proportion of the borough's more vulnerable two year olds are able to access a free nursery place in April next year.

2. THE RATIONALE FOR TARGETING PROVISION

The rationale for targeting resources can be made on a number of different counts. It is now well understood that an individual's life chances are substantially influenced by their first years of life and that social and economic deprivation have a negative influence. From an ethical standpoint this provides the rationale for intervening at the earliest stage to improve the circumstances of

those in greatest need. There is also a strong economic argument: early intervention may improve educational attainment and employment prospects, as well as physical and emotional health, all of which should increase the chances of individuals born into deprivation making a net contribution to the national economy, rather than representing a net cost.

The benefits can also be described at a more local level: higher rates of school readiness in Bury will benefit all children as more teaching resources in schools can be focussed earlier on learning, rather than on social and emotional development. Improvements in child health will free up resources to meet other health needs locally and a reduced number of families requiring statutory interventions should reduce the pressure on social services. More individuals in work will support the economic development of the local economy and increase Council tax revenues.

A further argument links to criticism voiced locally and nationally that children's centres have lacked focus, at least in part as a direct result of previous national policy, reinforced by OFSTED inspections. It has been said that they have been too ambitious, trying to do too much and spreading resources too thinly to effect real change. Targeting resources at those with greater needs is one way of addressing this critique. It also provides local authorities with a much clearer brief for directing the activity of children's centres and the resources allocated to them.

Finally, a targeted approach is in line with the direction of national political debate and current policy. National government has indicated that it expects local authorities to become much more active in targeting and directing resources for children's centres.

Figure 1 below proposes a hierarchy of objectives for Bury's children's centres to drive the allocation of resources and establish a "golden thread" linking local centre activities to high level goals. They draw from the set of indicators that have already been identified as targets for children's centres.

Figure 1: Proposed Hierarchy of Objectives for Bury's Children's Centres

| |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Goal – What are the wider objectives which the service will help achieve?</p> <ol style="list-style-type: none">1. Improved health for under 5s2. Improved child development3. Reduced risk of mistreatment or abuse of under 5s4. Improvement in families' economic prospects |
| <p>Purpose/Outcomes – What are the intended immediate effects of the service's activities and programmes?</p> <ol style="list-style-type: none">1. Higher rates of breast feeding Reduced obesity in reception Improved dental hygiene2. Improved school readiness3. Reduction in the rate of family needs escalating to a level requiring statutory involvement4. Reduced numbers of under 5s in households on benefits |

Outputs – what outputs (deliverables) are to be produced to achieve the purpose?

1. General promotion of positive health messages
Targeted one to one advice and support
Signposting to other specialist services
Delivery of specific programmes to families in greater need
2. Conversion of centres into sites to deliver two year old offer
Targeted marketing of the 2 year old offer to eligible parents
Targeted one to one advice and support
Signposting to other specialist services (e.g. Book Start)
3. Targeted one to one advice and support
Signposting to other specialist services
Delivery of specific programmes to families in greater need
4. Targeted one to one advice and support
Signposting to other specialist services including job clubs, digital inclusion initiatives etc.

Activities – what activities must be achieved to accomplish these outputs?

- Outreach workers to work directly with families in need to deliver improvements across the four outcomes. The distribution of workers across the borough determined by level of need.
- A schedule of programmes to meet specific needs delivered and/or hosted by the children's centres
- Partnership working at a local and borough level with relevant service providers to facilitate signposting and joined up service delivery

3. EVIDENCE OF SOCIAL AND ECONOMIC DEPRIVATION IN BURY

Implementation of a targeted strategy at a service level requires a measure of deprivation or need to allocate resources. This is discussed in this section.

The Index of Multiple Deprivation (IMD) is one well recognised national measure of social deprivation. This uses a composite measure of deprivation for every area with a population of between 1000 and 1500 in the country (these geographical units are known as Lower Super Output Areas (LSOAs) and there are 32,844 in England). Measures are ranked by percentile, with those LSOAs falling within the range of 0% - 0.99% representing the most deprived nationally and those falling within the 99%-99.99%, the least deprived.

Another measure more specific to education are measures of school readiness. With respect to child safety, the number of contacts to social services made on behalf of under 5s provides a good indication of risk.

The latest IMD rankings by decile for Bury by LSOA are provided in Appendix 1. There are 120 LSOAs in the borough. It is notable that Bury has within its boundaries some of the most deprived areas nationally as well as some of the least deprived.

The table indicates that 53 out of Bury's 120 LSOAs, or 44%, are among the 40% most deprived nationally – in other words the level of deprivation in Bury, as measured by the IMD, is slightly above the national average.

The relationship between deprivation and school readiness is presented in Table 1. This compares the number of reception children not school ready in the LSOAs

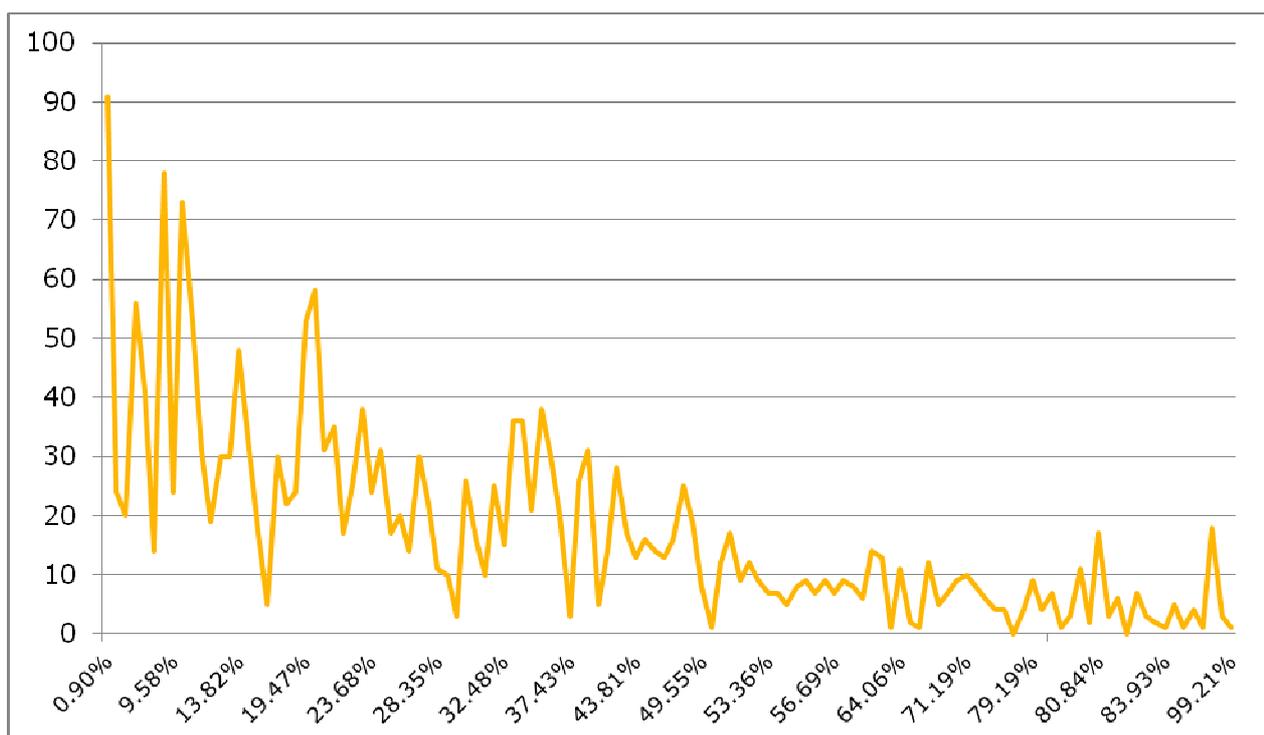
among the 20% least deprived nationally with those among the 20% most deprived. It is clear from Table 1 that deprivation has a marked impact on school readiness.

Table 1: The relationship between deprivation and school readiness

| | % reception children not ready for school | |
|-----------------------------------------------|-------------------------------------------|---------|
| | 2012/13 | 2013/14 |
| LSOAs among the 20% least deprived nationally | 13% | 18% |
| LSOAs among the 20% most deprived nationally | 38% | 43% |

Figure 2 presents the relationship between contacts to children’s social services and LSOA in Bury. The data indicates that in 2013/14 there were an average of 38 contacts in the LOSAs in Bury which are among the 20% most deprived nationally, compared to an average of five contacts in the LSOAs among the 20% least deprived. At the extremes, there were 91 contacts in Bury’s most deprived LSOA (which is one of the 1% most deprived LSOAs nationally) and only 1 in its least deprived (which is one of the 1% least deprived nationally).

Figure 2: Contacts to Social Services regarding <5s by LSOA ranking 2013/14



On the basis of this evidence, it is proposed that the IMD rankings should be used to allocate resources to children’s centres across Bury. The method proposed is to identify within each of the reach areas the number of children under 5 living in LSOAs which are among the 40% most deprived nationally. The results are used to determine weights which can then be applied to the allocation of resources. Table 3 summarises the results.

Table 3: Allocating resources to Children’s Centres in line with need

| | Total reach population December 2013 | Reach population in 40% most deprived LSOAs | Weights derived with respect to proportion of reach population in 40% most deprived LSOAs |
|------------------------------|--------------------------------------|---------------------------------------------|-------------------------------------------------------------------------------------------|
| Redvales | 1042 | 846 | 14% |
| Woodbank with Elton | 759 | 303 | 5% |
| Daisyfield | 612 | 218 | 4% |
| Butterstile | 733 | 474 | 8% |
| Besses | 1652 | 606 | 10% |
| Ramsbottom/Tottington | 1418 | 103 | 2% |
| Little Oaks/Moorside | 1816 | 1694 | 28% |
| Sedgley/Toodle Hill | 1688 | 284 | 5% |
| Radcliffe | 2273 | 1541 | 25% |
| Total | 11993 | 6069 | 100% |

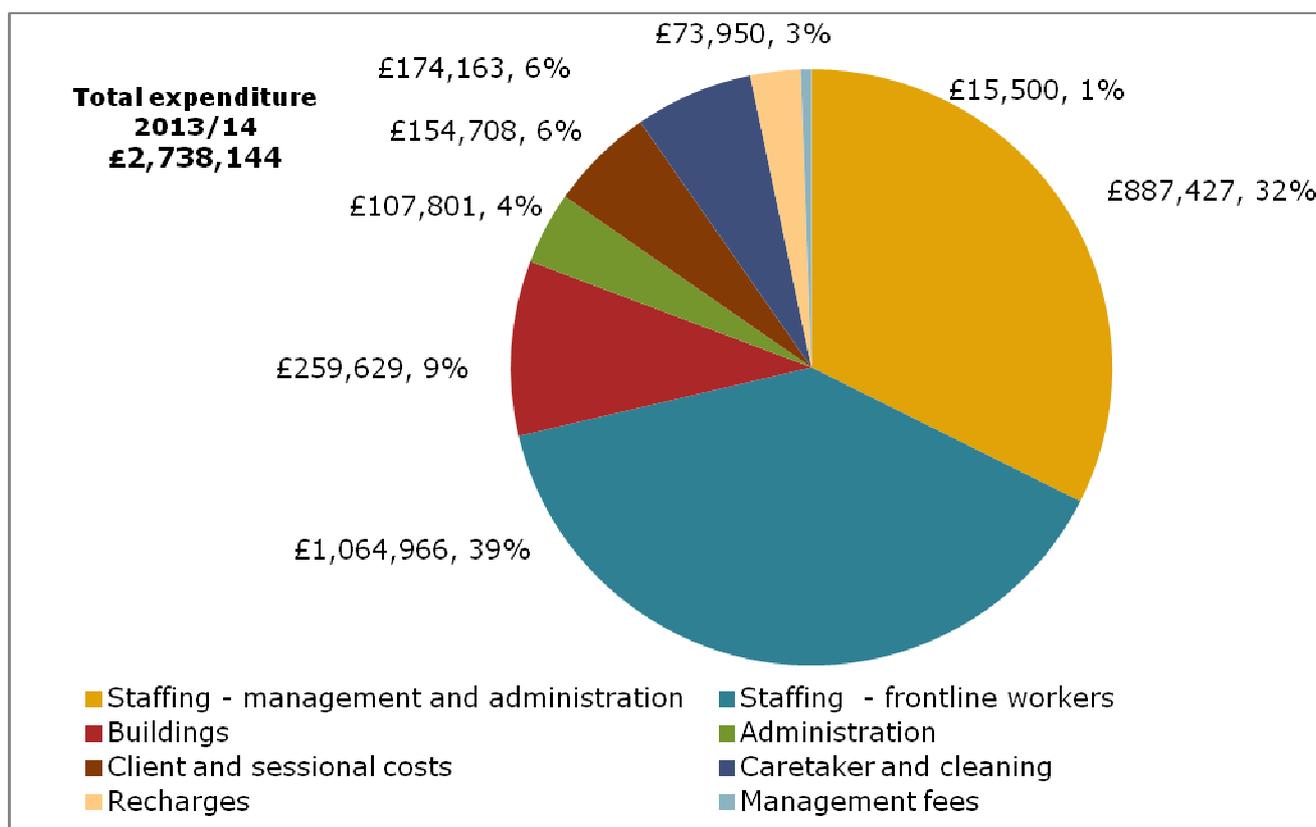
The geographical pattern of need is clear from Table 3. For example, just 11% of the under 5s in Bury who live in the 40% most deprived areas nationally are resident in the entire north and west of the borough (Ramsbottom/Tottington, Daisyfield, Woodbank with Elton) whilst 28% of these children live in the reach areas of Moorside and Little Oaks. If Redvales is added to this figure, then 42% of need as defined by this measure is concentrated in Bury East. The figure for Radcliffe is 25%, for Whitefield and Unsworth (Besses reach area) 10% and for Prestwich (Toodle Hill, Butterstile and Sedgley), 13%.

4. DEFINING THE FUNCTION AND STRUCTURE OF THE NEW SERVICE

Previous sections have defined a measure to underpin the allocation of resources geographically across the borough on the basis of need. A set of high level service objectives have also been proposed to direct the activity of the new service. In this section the proposed new service design is described after first outlining the existing allocation of spend.

Analysis of expenditure in 2013/14 indicates that resources allocated to Bury’s 14 children’s centres were used in the first instance to fund a building, an administrator and a coordinator. What remained was then used to deliver activities at the centre or fund outreach or development workers (“front line workers”). This is why £887,427 overall was spent on managers and administrators, equivalent to 32% of all expenditure on children’s centres. Figure 3 breaks down total spending for 2013/14.

Figure 3: Children’s Centre Expenditure 2013/14



The analysis presented in Figure 4 indicates that a service defined by a large number of buildings has very high overhead costs. Put another way, before the first child has walked through the door, 55% of total resources have been committed to management, administration and other costs associated with the operation of physical infrastructure. Whilst this may be a rational approach to resourcing a universal service, it does not fit with the proposed targeted approach.

The starting point for designing the new service has been to identify first the activity which best meets the needs of the defined target group. It is proposed that this is provided by the outreach function. The work of outreach workers already plays an important role within children’s centres. Working with families referred by a range of professionals who have identified a need for early help (in other words, at a threshold of need below that which would require consideration of statutory intervention by social services), these workers assess need, support families and signpost appropriately to other services including programmes delivered by the children’s centres themselves, or delivered by partner organisations. A recently concluded pilot study in Radcliffe has provided many recommendations to guide the future development and effectiveness of this role. With appropriate supervision and support, it is envisaged that each outreach worker could at any one time manage a caseload of around 15 families. Interventions are expected to last about six months.

The new model therefore maximises the allocation of resources to the outreach function and distributes these workers geographically across the borough in line with need. The outcome in terms of staff numbers is described below. However

to be effective, these workers require management support and supervision. Although the expectation is that they will be mobile workers, they will still require a base. In addition services and programmes need to be available locally to which families receiving support from outreach workers can be referred. These may include parenting programmes, support around dealing with domestic violence, healthy cooking programmes etc.

The provision of management resource and of local bases across the borough (which will require the commitment of administrative and infrastructure resource) has obvious implications for resource use. The approach to budgeting adopted has been to net these costs from the total available budget in 2015/16 and commit what remains to funding outreach worker posts (though as set out in more detail in Section 5, provision has to be made for some other costs, including those relating to the conversion of sites to fund free nursery places for two year olds).

5. THE LOCATION AND STAFFING OF THE PROPOSED CHILDREN'S CENTRE HUBS

In line with measure of need defined above, five children's centre hubs are proposed for the borough, plus an additional "spoke" at Redvales managed by the Little Oaks hub. The five proposed hubs are:

- **Woodbank with Elton Children's Centre**, covering the reach areas of the children's centres currently operating in Tottington, Ramsbottom, Daisyfield as well as Woodbank with Elton.
- **Little Oaks Children's Centre**, covering the reach area of Moorside as well as Little Oaks.
- **Coronation Road, Radcliffe**, covering the reach areas of High Meadow and Stepping Stones as well as Coronation road
- **Besses, Whitefield**, covering the existing reach area
- **Sedgley**, covering the reach areas of Toodle Hill, Butterstile as well as Sedgley.

These hubs will be financed and managed directly by the local authority. This represents a significant shift from the current decentralised model but it is in line with the need to target and direct resources at the borough's more vulnerable families.

Each hub will have a manager, whose responsibilities will include allocating early help referrals to outreach workers and managing some of these staff; a programme support worker with responsibility for operating the stay and play resource, overseeing the delivery of programmes and managing some of the outreach workers; and an administrator.

The Redvales "spoke" will be managed by the Little Oaks hub manager. There will be a Programme Support worker on site, however the administration function will be covered by a new post of Redvales Business Development Officer who will be responsible for the management of all activity at the Redvales site (which is local authority owned). As a significant proportion of this activity generates income, and there is potential to increase this, it is proposed that the business development post should be self financing and not draw on the children's centre budget.

Other expenses for each hub (buildings, including premises and maintenance; administration; caretaking and cleaning; client and sessional and recharges) are based on 2013/14 figures. There may be some opportunity to reduce these (for example, for caretaking, cleaning, maintenance and security) by negotiating one contract for the service but the potential for this remains to be established so savings have not been modelled at this stage.

Based on the above, and taking into consideration some additional expenditure to ensure the viability of converting sites for free nursery places (see Section 5.), the number of outreach workers per children centre hub is set out in Table 4.

Table 4: Outreach workers by location

| | Outreach workers |
|-------------------------|------------------|
| Woodbank with Elton hub | 4 |
| Redvales "spoke" | 5 |
| Besses hub | 4 |
| Little Oaks hub | 9 |
| Radcliffe hub | 8 |
| Sedgley hub | 5 |
| TOTAL | <u>35</u> |

6. CONVERSION OF SITES TO PROVIDE FREE NURSERY PLACES FOR TWO YEAR OLDS

As indicated in Section 3 above, analysis of data on school readiness by LSOA in Bury provides strong evidence of a relationship between social deprivation and the proportion of new reception children who are not ready for school.

The government's decision to fund free nursery places for two year olds from more deprived homes already represents an important opportunity to better prepare these children for school. However in parts of the borough a lack of places has been identified as a major constraint to meeting the demand for places for these children. In these circumstances, and given the strong links already existing between many of Bury's children's centres and local primary schools, as well as the need to streamline the current delivery model for children's centres, it is proposed that centres which are not required as hubs convert to sites for the delivery of the two year old offer.

The local authority would not provide the service directly but tender it out to any willing provider. Tender documents would establish clear guidelines for service provision, including a minimum number of places for two year olds eligible for government funding, as well as the financial terms on which centres would be made available. At this stage it is envisaged that to ensure an adequate number of bids to take over the sites, rental charges (to cover premises, utility, security, rates and insurance costs) would be set below the level of full cost recovery. This has been taken into account in the financial modelling for the new service.

Indications are that conversion would be appropriate at all seven sites and that a number of schools may be interested in tendering. The sites are Ramsbottom, Daisyfield, High Meadow, Moorside, Toodle Hill, Butterstile, Stepping Stones.

7. DELIVERING THE REQUIRED SAVINGS

Total expenditure on children's centres in 2013/14 was £2,785,681. The required saving target has been set at £820,000. Table 5 sets out expenditure on the new service for 2015/16. This is £1,949,049, which is £836,632 less than expenditure in 2013/14.

Table 5 Cost of the new children's centre service

| | Manager | Programme Support Worker | Administrator | Outreach workers | Premises | Admin | Client & sessional | Caretaking & cleaning | Recharges | Building costs for converted sites |
|--------------------------------|-------------------|--------------------------|-----------------|-------------------|----------------|----------------|--------------------|-----------------------|----------------|------------------------------------|
| Redvales outreach | | £33,705 | | £147,245 | £0 | £0 | £0 | £0 | £0 | |
| Woodbank with Elton Hub | £44,315 | £33,705 | £24,533 | £117,796 | £11,691 | £11,375 | £10,688 | £11,379 | £5,440 | |
| Besses Hub | £44,315 | £33,705 | £24,533 | £117,796 | £16,500 | £12,720 | £11,379 | £26,059 | £5,270 | |
| Little Oaks Hub | £44,315 | £33,705 | £24,533 | £265,041 | £21,971 | £8,426 | £15,874 | £7,729 | £5,270 | |
| Sedgley Hub | £44,315 | £33,705 | £24,533 | £147,245 | £12,377 | £5,928 | £7,827 | £8,950 | £5,270 | |
| Radcliffe Hub | £44,315 | £33,705 | £24,533 | £235,592 | £13,295 | £8,917 | £5,562 | £11,700 | £5,270 | |
| Sub totals | £221,575 | £202,230 | £122,665 | £1,030,715 | £75,833 | £47,366 | £51,329 | £65,817 | £26,520 | £105,000 |
| TOTAL | £1,949,049 | | | | | | | | | |

Note that the modelling assumes:

- that most of the expenses required to run Redvales as an outreach venue would be met through income generation on the site and
- half of cost of meeting premises cost at Besses would be met through lettings income.

APPENDIX 1: IMD RANKINGS BY DECILE FOR BURY BY LSOA (2010)

Note that the table also indicates the children’s centre within the reach area of which the LSOA falls.

| LSOA CODE | IMD SCORE | RANK OF IMD SCORE (where 1 is most deprived) | Decile | Children's Centre |
|-----------|-----------|----------------------------------------------|--------|-------------------|
| E01004960 | 68.52 | 293 | 0.90% | Moorside |
| E01005004 | 57.68 | 1082 | 3.33% | Coronation Road |
| E01005024 | 57.29 | 1135 | 3.49% | Little Oaks |
| E01004979 | 55.41 | 1347 | 4.15% | Moorside |
| E01004942 | 55.34 | 1360 | 4.19% | Besses |
| E01004987 | 50.95 | 2013 | 6.20% | Besses |
| E01004957 | 49.94 | 2189 | 6.74% | Little Oaks |
| E01004996 | 45.49 | 3113 | 9.58% | Stepping Stones |
| E01005008 | 45.29 | 3148 | 9.69% | Stepping Stones |
| E01004946 | 45.16 | 3188 | 9.81% | Besses |
| E01005032 | 44.91 | 3245 | 9.99% | Butterstile |
| E01004958 | 43.09 | 3671 | 11.30% | Little Oaks |
| E01005028 | 41.46 | 4131 | 12.72% | Redvales |
| E01005030 | 40.89 | 4297 | 13.23% | Redvales |
| E01005009 | 40.27 | 4488 | 13.82% | Stepping Stones |
| E01004994 | 37.73 | 5272 | 16.23% | Stepping Stones |
| E01005026 | 37.59 | 5322 | 16.38% | Redvales |
| E01004969 | 36.87 | 5553 | 17.10% | Toodle Hill |
| E01004972 | 35.81 | 5933 | 18.27% | Toodle Hill |
| E01004980 | 34.90 | 6254 | 19.25% | Moorside |
| E01004956 | 34.85 | 6272 | 19.31% | Moorside |
| E01004959 | 34.70 | 6323 | 19.47% | Little Oaks |
| E01005013 | 34.61 | 6348 | 19.54% | High Meadow |
| E01004948 | 33.64 | 6682 | 20.57% | Daisyfield |
| E01005012 | 33.48 | 6745 | 20.77% | High Meadow |
| E01004955 | 32.25 | 7240 | 22.29% | Little Oaks |
| E01005027 | 32.01 | 7343 | 22.61% | Little Oaks |
| E01004966 | 31.24 | 7656 | 23.57% | Woodbank/Elton |
| E01005039 | 31.15 | 7693 | 23.68% | Sedgley |
| E01004941 | 30.12 | 8145 | 25.08% | Besses |
| E01005059 | 29.78 | 8290 | 25.52% | Redvales |
| E01004978 | 28.97 | 8665 | 26.68% | Moorside |
| E01004943 | 28.80 | 8755 | 26.95% | Besses |
| E01004992 | 27.93 | 9159 | 28.20% | Stepping Stones |
| E01004947 | 27.89 | 9184 | 28.27% | Daisyfield |
| E01004977 | 27.85 | 9210 | 28.35% | Moorside |
| E01005036 | 26.85 | 9699 | 29.86% | Butterstile |
| E01005034 | 26.65 | 9809 | 30.20% | Butterstile |

| LSOA CODE | IMD SCORE | RANK OF IMD SCORE (where 1 is most deprived) | Decile | Children's Centre |
|-----------|-----------|----------------------------------------------|--------|-------------------|
| E01004990 | 25.91 | 10189 | 31.37% | Coronation Road |
| E01005015 | 25.68 | 10305 | 31.73% | Ramsbottom |
| E01004976 | 25.66 | 10317 | 31.76% | Moorside |
| E01005031 | 25.31 | 10493 | 32.30% | Butterstile |
| E01004954 | 25.21 | 10550 | 32.48% | Little Oaks |
| E01004986 | 24.51 | 10960 | 33.74% | Besses |
| E01005029 | 24.30 | 11098 | 34.17% | Redvales |
| E01004999 | 23.64 | 11502 | 35.41% | Coronation Road |
| E01004993 | 23.27 | 11739 | 36.14% | Stepping Stones |
| E01005003 | 23.21 | 11782 | 36.27% | Coronation Road |
| E01004964 | 22.87 | 11979 | 36.88% | Woodbank/Elton |
| E01005010 | 22.59 | 12157 | 37.43% | High Meadow |
| E01004991 | 21.89 | 12600 | 38.79% | Stepping Stones |
| E01004997 | 21.72 | 12724 | 39.17% | Coronation Road |
| E01005035 | 21.59 | 12814 | 39.45% | Butterstile |
| E01005045 | 20.53 | 13596 | 41.86% | Sedgley |
| E01004975 | 20.15 | 13887 | 42.75% | Toodle Hill |
| E01005044 | 20.03 | 13976 | 43.03% | Sedgley |
| E01004988 | 19.68 | 14229 | 43.81% | Besses |
| E01005040 | 19.16 | 14632 | 45.05% | Sedgley |
| E01004983 | 19.07 | 14693 | 45.23% | Besses |
| E01004995 | 18.90 | 14842 | 45.69% | Coronation Road |
| E01005006 | 18.86 | 14871 | 45.78% | Daisyfield |
| E01004961 | 18.64 | 15063 | 46.37% | Woodbank/Elton |
| E01005025 | 18.38 | 15266 | 47.00% | Redvales |
| E01005005 | 17.41 | 16096 | 49.55% | Daisyfield |
| E01004981 | 17.35 | 16151 | 49.72% | Moorside |
| E01004962 | 17.15 | 16325 | 50.26% | Woodbank/Elton |
| E01005054 | 16.42 | 16993 | 52.32% | Besses |
| E01005060 | 16.27 | 17114 | 52.69% | Redvales |
| E01005057 | 16.11 | 17264 | 53.15% | Besses |
| E01004998 | 16.03 | 17318 | 53.32% | Coronation Road |
| E01005041 | 16.00 | 17331 | 53.36% | Sedgley |
| E01005018 | 15.70 | 17611 | 54.22% | Ramsbottom |
| E01005023 | 15.43 | 17860 | 54.98% | Ramsbottom |
| E01005051 | 15.39 | 17892 | 55.08% | Tottington |
| E01005043 | 15.32 | 17965 | 55.31% | Sedgley |
| E01005042 | 15.12 | 18145 | 55.86% | Sedgley |
| E01004963 | 15.11 | 18157 | 55.90% | Woodbank/Elton |
| E01005002 | 14.82 | 18414 | 56.69% | Coronation Road |
| E01005014 | 14.81 | 18419 | 56.71% | Ramsbottom |
| E01004973 | 14.71 | 18520 | 57.02% | Toodle Hill |

| LSOA CODE | IMD SCORE | RANK OF IMD SCORE (where 1 is most deprived) | Decile | Children's Centre |
|-----------|-----------|----------------------------------------------|--------|-------------------|
| E01005007 | 14.06 | 19176 | 59.04% | Besses |
| E01005053 | 13.82 | 19455 | 59.89% | Tottington |
| E01004944 | 13.20 | 20154 | 62.05% | Besses |
| E01005033 | 12.71 | 20728 | 63.81% | Butterstile |
| E01004945 | 12.63 | 20807 | 64.06% | Besses |
| E01005047 | 12.17 | 21336 | 65.69% | Tottington |
| E01005021 | 11.82 | 21746 | 66.95% | Tottington |
| E01005050 | 11.74 | 21844 | 67.25% | Tottington |
| E01005037 | 11.72 | 21879 | 67.36% | Butterstile |
| E01004974 | 11.29 | 22373 | 68.88% | Toodle Hill |
| E01005017 | 10.96 | 22779 | 70.13% | Ramsbottom |
| E01004970 | 10.68 | 23125 | 71.19% | Toodle Hill |
| E01004967 | 10.10 | 23891 | 73.55% | Woodbank/Elton |
| E01005055 | 9.99 | 24027 | 73.97% | Besses |
| E01004982 | 9.77 | 24340 | 74.93% | Moorside |
| E01004971 | 9.51 | 24668 | 75.94% | Toodle Hill |
| E01004965 | 9.36 | 24875 | 76.58% | Woodbank/Elton |
| E01005056 | 9.09 | 25239 | 77.70% | Besses |
| E01005016 | 8.71 | 25722 | 79.19% | Ramsbottom |
| E01004952 | 8.68 | 25761 | 79.31% | Daisyfield |
| E01004984 | 8.63 | 25808 | 79.45% | Besses |
| E01005001 | 8.53 | 25922 | 79.80% | Coronation Road |
| E01004968 | 8.46 | 26025 | 80.12% | Woodbank/Elton |
| E01005000 | 8.41 | 26096 | 80.34% | Coronation Road |
| E01005022 | 8.30 | 26225 | 80.74% | Ramsbottom |
| E01005038 | 8.27 | 26260 | 80.84% | Butterstile |
| E01005019 | 8.24 | 26299 | 80.96% | Ramsbottom |
| E01004989 | 7.85 | 26777 | 82.44% | Besses |
| E01004950 | 7.78 | 26857 | 82.68% | Daisyfield |
| E01005011 | 7.65 | 27015 | 83.17% | Besses |
| E01004951 | 7.58 | 27086 | 83.39% | Daisyfield |
| E01005052 | 7.48 | 27221 | 83.80% | Tottington |
| E01004953 | 7.44 | 27262 | 83.93% | Daisyfield |
| E01005049 | 7.31 | 27411 | 84.39% | Tottington |
| E01004949 | 7.15 | 27623 | 85.04% | Daisyfield |
| E01005058 | 6.88 | 27969 | 86.11% | Besses |
| E01005046 | 6.72 | 28161 | 86.70% | Tottington |
| E01004985 | 6.62 | 28279 | 87.06% | High Meadow |
| E01005020 | 4.27 | 30785 | 94.78% | Ramsbottom |
| E01005048 | 2.24 | 32226 | 99.21% | Tottington |

Appendix 2: Risk Matrix

A NEW MODEL FOR BURY'S CHILDREN'S CENTRES - RISK ASSESSMENT ACTION PLAN

| | | | | |
|--------------------------------------------------|-------------------|----------------|-------------|-------------|
| <input type="checkbox"/> Risk rating likelihood: | 4: Almost Certain | 3: Probable | 2: Possible | 1: Unlikely |
| <input type="checkbox"/> Risk rating impact: | 4: High | 3: Significant | 2: Medium | 1: Low |

THEME: FINANCIAL AND INTERNAL CONTROL

| Risk rating | Last Rating - Q1 2013/14 | | |
|-------------|--------------------------|--------|-------|
| | Likelihood | Impact | Score |
| | 2 | 3 | 6 |

| Details of Risk |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proposals can't be agreed in time to achieve savings required in 2015/16. |
| Details of what could go wrong - Consequences? |
| Delays in progressing proposals through required corporate and consultation processes. Tender documents not completed in time. |
| Details of what impact this could have? |
| Sites agreed for conversion to nursery provision to create more places for qualifying two year olds not ready by April 2015. |
| Key Measures being taken to control the risk? |
| Sign off by SLT/Cabinet on 18th August at the latest and by Labour group by end August. Adequate resources committed to preparation of consultation paper so that eight week consultation with CC Advisory Boards, and School Governing Bodies ready to go live by second week of September. Tender documents prepared during consultation period ready for issue once sign off process is complete. |

THEME: PARTNERSHIP/CONTRACTUAL

| Risk rating | Last Rating - Q1 2013/14 | | |
|-------------|--------------------------|--------|-------|
| | Likelihood | Impact | Score |
| | 3 | 3 | 9 |

Details of Risk

Some CC Advisory Boards and/or School Governing Bodies oppose proposals

Details of what could go wrong - Consequences?

Delays in progressing delivery of redesigned service

Details of what impact this could have?

Target of conversion of sites for nursery provision by 1st April 2015 not achieved and a significant number of places for eligible two year olds are not available.

Key Measures being taken to control the risk?

Boards/schools which might provide greatest opposition are identified well in advance and a hearts and minds strategy designed for handling each one, involving senior council officials and local councillors.

THEME: PARTNERSHIP/CONTRACTUAL

| Risk rating | Last Rating - Q1 2013/14 | | |
|-------------|--------------------------|--------|-------|
| | Likelihood | Impact | Score |
| | 3 | 3 | 9 |

Details of Risk

Providers of nursery care cannot be secured for all converting sites by April 2015

Details of what could go wrong - Consequences?

Providers unable to develop a viable business model to deliver free nursery places as specified in tender documents

Details of what impact this could have?

Reduced supply of free nursery places for two year olds. Capital clawback - savings target not met.

Key Measures being taken to control the risk?

Draft tender and contractual agreements subjected to rigorous testing on the basis of financial viability. Financial support provided to cover a proportion of rental costs.

THEME: LEGAL

| Risk rating | Last Rating - Q1 2013/14 | | |
|-------------|--------------------------|--------|-------|
| | Likelihood | Impact | Score |
| | 2 | 2 | 4 |

Details of Risk

Decision made to proceed with new service challenged on grounds that due process not followed during consultation.

Details of what could go wrong - Consequences?

Opposition by campaigning public leads to a legal challenge and application for judicial review

Details of what impact this could have?

Significantly delay implementation of service change

Key Measures being taken to control the risk?

Legal advice so that due process is following during preparation and roll out of consultation.

THEME: CUSTOMER / CITIZEN

| Risk rating | | | |
|-------------|------------|--------|-------|
| | Likelihood | Impact | Score |
| | 4 | 2 | 8 |

Details of Risk

Significant public opposition to proposals including opposition to move to a targeted rather than universal service and/or conversion of sites to nursery provision.

Details of what could go wrong - Consequences?

Significant and vocal public campaign across local press, social media

Details of what impact this could have?

Delay implementation of new service design. Bad press locally and nationally for Bury - reputational damage.

Key Measures being taken to control the risk?

Council's marketing and communications team is ready with a highly effective strategy to communicate the rationale for service change across all press and digital (including social) media. Councillor members provided with detailed briefing in advance of consultation and councillors directly affected are given ample opportunity to discuss issues with Council officers and leadership.

APPENDIX 3: IMPACT ON ASSETS, WORKFORCE, CUSTOMERS AND USERS

A.3.1 ASSETS

Children's centres currently operate on 13 dedicated sites and within one library setting (Tottington). Details about current responsibility for running the centre, as well as location and ownership are set out in Table A3.1.

From the table the following can be observed:

- **Six centres are in separate buildings owned and funded by the Local Authority on primary school sites** (Coronation Road, Stepping Stones, Daisyfield, Little Oaks, Sedgley and Woodbank with Elton). It is proposed that:
 - Coronation Road, Little Oaks, Sedgley and Woodbank with Elton become hubs in the new model and
 - Daisyfield and Stepping Stones convert to sites for the delivery of free nursery places for two year olds.
- **Five centres are school owned buildings which have been refurbished or extended and/or funded by the Local Authority** (Besses, Butterstile, High Meadow, Moorside and Toodle Hill). It is proposed that:
 - Besses operates as a hub in the new model
 - Butterstile, High Meadow, Moorside and Toodle Hill convert to sites for the delivery of free nursery places for two year olds.
- **Two centres are stand alone sites which are local authority owned** (Ramsbottom, Redvales). It is proposed that:
 - Redvales provides a "spoke" for the Little Oaks hub. It should be noted that Redvales operates as the site for a number of services for under 5s, including private nursery provision.
 - Ramsbottom converts to a site for the delivery of free nursery places for two year olds.
- **One centre is located within a library** (Tottington). It is proposed that the use of this space as a community asset is explored.
- **Five sites currently operate as outreach venues for children's centres.** Four of these are school premises which have been refurbished by the Local Authority and are located on the site of primary schools (Whitefield Primary (Besses outreach), Fairfield Primary and Springside Primary (Little Oaks/Moorside outreach) and Elton Primary (Woodbank outreach)). One outreach site at Chesham Fold (Little Oaks/Moorside outreach) are premises rented on a three year lease from Six Town Housing and refurbished by the Local Authority. It is proposed that:
 - The four rooms on revert to school use.
 - The options of Chesham Fold providing an alternative use for children are explored.

Table A.3.1: OPERATION, LOCATION AND OWNERSHIP OF BURY'S CHILDREN'S CENTRES AND OUTREACH VENUES

| Children's Centres | LA or school run | Location | Ownership |
|---------------------------|----------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Besses | School | Ribble Drive Primary School | Council owned; subject to a 5 year lease of part of the building to Toddlers Pre-School from 7-10 2013 |
| Outreach venue | School | Whitefield Primary | Council owned |
| Butterstile | School | Butterstile Primary School | Council owned |
| Coronation Road | LA - Radcliffe Cluster | on the site of Radcliffe Primary School | Council owned |
| High Meadow | LA - Radcliffe Cluster | St John's Radcliffe | Manchester Diocese owned |
| Stepping Stones | LA - Radcliffe Cluster | on the site of Radcliffe Hall Primary School | Council owned |
| Daisyfield | LA - Ramsbottom Cluster | on the site of St Stephens Primary School | Council owned |
| Ramsbottom | LA - Ramsbottom Cluster | Stand alone building | Council owned |
| Tottington | LA - Ramsbottom Cluster | space within Tottington Library | Council owned |
| Little Oaks | LA - Bury East Cluster | Broad Oak High School | Council owned |
| Moorside | LA - Bury East Cluster | St John with St Mark Primary School | Manchester diocese owned |
| Outreach venue | LA - Bury East Cluster | Fairfield Primary School | Council owned |
| Outreach venue | LA - Bury East Cluster | Chesham Fold | Council owned subject to a 5 year lease to the Council from 18-10-2012 - the property is managed by Six Town Housing |
| Outreach venue | LA - Bury East Cluster | Springside Primary School | Council owned |
| Redvales | LA | Stand alone building with nursery provision | Council owned. Subject to 3 agreements: 1) 25 year lease Springs Tenant Management Cooperative from 23-4-2007 2) 1 year licence to John Henshaw (Community Café) from 18-9-2006 3) Lease to a private nursery - Fisherfield Nursery - dated 25-01-2006. Term has expired but tenant holding over |
| Sedgley | School - Prestwich Cluster | On the site of Sedgley Primary School | Council owned |
| Toodle Hill | School - Prestwich Cluster | On the site of Heaton Park Primary School | Council owned |

| | | | |
|---------------------|--------|-----------------------------------------|---------------|
| Woodbank with Elton | School | on the site of Woodbank Primary School | Council owned |
| Outreach venue | School | Elton Primary School soon to be Academy | Council owned |

Based on the above, it is not anticipated that the proposals will release any capital assets for disposal nor withdraw any of the service’s dedicated sites from their current designation as sites for the provision of services to under 5s.

A.3.2 WORKFORCE

Table A.3.2 details the current workforce and the proposed new structure.

Table A.3.2 Changes to workforce of proposed service redesign

| | Current service | New service | Change |
|-------------------------------|-----------------|-------------|--------------|
| | FTE | FTE | FTE |
| Centre administrator | 13.1 | 6 | -7.1 |
| Centre coordinator | 4 | 0 | -4.0 |
| Cluster (hub) coordinator | 5 | 5 | 0.0 |
| Assistant cluster coordinator | 5 | 0 | -5.0 |
| Programme Support Worker | 0 | 6 | 6.0 |
| Development worker | 15.9 | 0 | -15.9 |
| Outreach worker | 11.3 | 35 | 23.7 |
| Project support worker | 8.7 | 0 | -8.7 |
| Administration assistant | 0.5 | 0 | -0.5 |
| Crèche and sessional worker | 0.3 | 0 | -0.3 |
| TOTAL | 63.7 | 52 | -11.7 |

The most significant impact on staffing will be in the reduction in management and administration roles which reflects the proposed reduction in the number of sites operating as children’s centres. Currently these constitute 27.6 FTE posts. It is proposed to reduce this number to 11.0 FTE. However the impact on staff will be mitigated to some degree as a number of posts are currently vacant.

The impact on the numbers of staff employed to work directly with customers will be positive – currently there are 36.2 FTE in a variety of front line roles, under the proposals the total will rise to 41.0 FTE (this includes 35 outreach workers and 6 programme support workers running stay and play and programmes at the hubs). Development and outreach workers are both Grade 9 so there may be opportunities for staff in development roles to assume the new outreach function, subject to appropriate training. Project support workers (currently 8.7 FTE) are at a Grade 7 so an automatic transfer to the outreach function cannot be assumed. However there may be opportunities for developing these staff with appropriate training and development if they can demonstrate relevant skills and experience.

A.3.3 CUSTOMERS

Under the current arrangements the target customer base is pre-school children and their families. The size of this population within the reach area of each children’s centre is set out in Table A.3.3 (Figures for December 2013). The table also includes the location of the centre by township and the number of children within each reach area residing in LSOAs among the 40% most deprived nationally (MDI 2010).

Table A.3.3: Children's Centres in Bury – location and population served

| Children's Centre | Township | Population < 5 | | < 5s within 40% most deprived areas | |
|----------------------------|----------------------------------------|----------------|--------------|-------------------------------------|------------|
| | | Number | % total Bury | Number | % of total |
| Besses | Whitefield | 1,652 | 14% | 606 | 37% |
| Butterstile | Prestwich | 733 | 6% | 474 | 65% |
| Coronation Road | Radcliffe | 879 | 7% | 260 | 30% |
| Daisyfield | Bury West | 612 | 5% | 218 | 36% |
| High Meadow | Radcliffe | 542 | 5% | 303 | 56% |
| Little Oaks | Bury East | 858 | 7% | 858 | 100% |
| Moorside | Bury East | 958 | 8% | 836 | 87% |
| Ramsbottom | Ramsbottom, Tottington and North Manor | 739 | 6% | 103 | 14% |
| Redvales | Bury East | 1,042 | 9% | 846 | 81% |
| Sedgley | Prestwich | 1,145 | 10% | 94 | 8% |
| Stepping Stones | Radcliffe | 852 | 7% | 852 | 100% |
| Toodle Hill | Prestwich | 543 | 5% | 190 | 35% |
| Tottington | Ramsbottom, Tottington and North Manor | 679 | 6% | 0 | 0% |
| Woodbank with Elton | Bury West | 759 | 6% | 0 | 0% |
| Total | | 11,993 | | 5640 | |

All 14 centres keep records of attendance and the number of children seen each month. Based on this data, Table A.3.4 shows the average monthly attendance from April and December 2013 and as a percentage of all <5s in the reach area. This provides a measure of the service's penetration of its customer base and indicates that on average it reaches 12% each month, equivalent to 1401 children.

Table A.3.4 Children attending each month and as % of reach population

| Children's Centre | Average number of children seen each month | as % of total in reach area |
|----------------------------|--------------------------------------------|-----------------------------|
| Besses | 147 | 9% |
| Butterstile | 76 | 10% |
| Coronation Road | 110 | 13% |
| Daisyfield | 81 | 13% |
| High Meadow | 44 | 8% |
| Little Oaks | 124 | 14% |
| Moorside | 127 | 13% |
| Ramsbottom | 141 | 19% |
| Redvales | 73 | 7% |
| Sedgley | 97 | 8% |
| Stepping Stones | 90 | 11% |
| Toodle Hill | 74 | 14% |
| Tottington | 83 | 12% |
| Woodbank with Elton | 135 | 18% |
| Total | 1401 | 12% |

Table A.3.5 draws on data which includes attendance by LSOA. Results are grouped by MDI decile. The table also indicates the total number of under 5s in each decile and the proportion of these children seen on average each month.

Table A.3.5 Children seen by MDI decile

| LSOA | Number <5 seen | < 5 population by MDI decile | % < 5 population seen by MDI decile |
|-------|---------------------|------------------------------|-------------------------------------|
| <10% | 180 | 1,270 | 14% |
| <20% | 176 | 1,560 | 11% |
| <30% | 193 | 1,586 | 12% |
| <40% | 204 | 1,653 | 12% |
| <50% | 122 | 1,199 | 10% |
| <60% | 196 | 1,770 | 11% |
| <70% | 66 | 748 | 9% |
| <80% | 102 | 798 | 13% |
| <90% | 144 | 1,280 | 11% |
| <100% | 18 | 129 | 14% |
| | <u>1,401</u> | <u>11,993</u> | <u>12%</u> |

As measured by rate of penetration (i.e. % <5 seen by MDI decile), Table A.3.5 does not suggest that level of deprivation is related to service uptake. However the picture is slightly different if measured by the percentage of all children seen: 51% (754/1401) of all children seen on average each month in 2013 came from the LSOAs which are among the 40% more deprived nationally.

Under the proposed new service model, families and their children will be referred via Early Help pathways. Thirty five outreach workers will support these families. Based on current practice, it is expected that each outreach worker will work with around 15 families at any one time. Interventions with each family are expected to last about six months. If it is assumed that each family has an average of two children, then the total number of children supported at any one time by the service is estimated at 1,050.

This figure is 75% of the number of children currently seen (Table A.3.5). However, as measured in terms of children from more deprived areas of the borough, the estimate indicates that the service would reach significantly more children (1,050 rather than 754, or 39% more).

It should also be considered that sites converting to locations for the delivery of free nursery provision for two year olds will also be targeting these more deprived children.



Equality Analysis Form

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

1. RESPONSIBILITY

| | | |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-------------------------------|
| Department | Children, Young People and Culture | |
| Service | Learning and Culture – Early Years and early Help | |
| Proposed policy | Alternative Provision for U5's – Proposed new delivery model for Children's Centres | |
| Date | September 2014 | |
| Officer responsible for the 'policy' and for completing the equality analysis | Name | Ian Chambers |
| | Post Title | AD Learning & Culture |
| | Contact Number | 5720 |
| | Signature | |
| | Date | 11 th August 2014 |
| Equality officer consulted | Name | Liz Trayford |
| | Post Title | Planning and Research Officer |
| | Contact Number | X5658 |
| | Signature | |
| | Date | |

2. AIMS

| | |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is the purpose of the policy/service and what is it intended to achieve? | <p>For Children's Centres to move away from being a universal and targeted service to being a wholly targeted service. They will focus upon delivery of 4 key objectives:</p> <ul style="list-style-type: none"> • Improved school readiness for U5's • Improved school readiness • Effective early intervention in safeguarding • Improvements in families' economic Prospects <p>The current number of designated children's centres will be reduced from 14 to 5 Hubs and 1 spoke and resources for the remaining 6 will be allocated according to need based upon the Index of Multiple Deprivation index.</p> <p>7 of the remaining Children's Centres will be converted to deliver the free Childcare offer for 2 year olds with the 40% lowest deprivation</p> |
|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

| | |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Who are the main stakeholders? | All current users of Children’s Centres – children and families currently accessing both universal and targeted services offered by Bury’s 14 Children’s Centres. Partner agencies such as Health, Job Centre Plus, Primary Schools and Police also use or access Children’s Centres to help them deliver their priorities for children and families |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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 | Yes | No | Children with disability will be benefit from the more targted offer from Children's Centres |
| Gender | No | No | |
| Gender reassignment | No | No | |
| Age | No | Yes | Children from less deprived backgrounds will find a much more limited universal offer from Children's Centres as a result of the proposals |
| Sexual orientation | No | No | |
| Religion or belief | No | No | |
| Caring responsibilities | Yes | No | Support for carers with young children will be increased as they will benefit from the more targeted offer by CCs |
| Pregnancy or maternity | Yes | No | Teenage mothers and mothers from more deprived bacground will benefit from both the CC targeted services and from the increased 2yo offer opportunities |
| 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 increase in outreach work and related targeted work by CCs will help to readdress the disadvantages faced by certain vulnerable groups of children and families. Also by increasing provision for the free 2 year old offer those from the poorest 40% will be better able to access childcare opportunities. |
| 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 | |

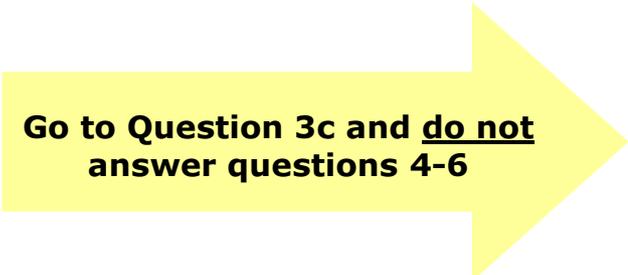
If you answered 'YES' to any of the questions in 3a and 3b

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.

n/a

4. EQUALITY INFORMATION AND ENGAGEMENT

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

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

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

| Details of the equality information or engagement | Internet link if published | Date last updated |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|--------------------------|
| The equality information is contained within the accompanying paper to the Cabinet Report entitled A Proposed New Model for Bury's Children's Centres in 2015/16 | Will be part of Bury Cabinet papers for the meeting on 3 rd September 2014 | August 2014 |
| | | |
| | | |
| | | |

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

A full consultation on the proposals will be carried out in the Autumn 2014 with all Children's Centre users, staff and stakeholders. Any outcomes from a range of engagement activities with these groups will be used to inform the final policy recommendations.

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>What will the likely overall effect of your policy/service plan be on equality?</p> | <p>The new strategy for delivery of children’s centres will provide positive support to the most vulnerable families in the borough as resources will be targeted to improve support to those families. The proposals to change the use of children’s centres to offer two year old childcare places will have a positive impact on the 40% most vulnerable children and families. The two year old initiative will provide a service that is inclusive to all families who meet the governments eligibility criteria regardless of ethnicity, disability, gender, race, religion or culture</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>The withdrawal of Children’s Services as a universal provision will have a negative effect on a substantial number of children and families who have benefited from accessing universal services. In mitigation there will still be play and stay activities at the Children’s Centre hubs and there will be signposting by the Children’s Centres and by the Find It For Me website to activities and support for U5s provided by the private and voluntary sector.</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>The recent successful pilot for outreach delivery in Radcliffe has identified ways of improving outreach support across a cluster of Children’s Centres. This experience will through the Children’s Centre hubs be rolled out across the borough to enhance the way outreach workers can support families and ensure they access opportunities to improve their children’s health, school readiness, emotional resilience and the families’ own economic well-being.</p> |
| <p>What steps do you intend to take now in respect of the implementation of your policy/service plan?</p> | <p>If Cabinet agrees the new way of working for Children’s Centres will be consulted upon with CC users, staff and stakeholders in order to inform the implementation strategy.</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.

| |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>A full QA system is in place for Children’s Centre delivery and this will be used along with the Annual Conversations held with CCs to monitor the impact of the revised way of working. Dates for review of the strategy will be identified following the full consultation and development of a final implementation plan for the proposals.</p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

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.

This page is intentionally left blank

SCRUTINY REPORT

MEETING: Overview and Scrutiny

DATE: 07th October 2014

SUBJECT: Anti-social Behaviour, Crime and Policing Act, 2014

REPORT FROM: Cllr Jane Lewis, Cabinet Member for Communities and Culture

CONTACT OFFICERS: Rachel Henry (R.E.Henry@bury.gov.uk)
Tel: 0161 253 7785
Cindy Lowthian (C.Lowthian@bury.gov.uk)
Tel: 0161 253 5121

1.0 BACKGROUND

In May 2012 the Home Office produced a white paper, "Putting Victims First: more effective responses to Anti-Social Behaviour", which outlined how the Government would support local areas to;

- Focus the response to anti-social behaviour on the needs of victims
- Empower communities to get involved in tackling anti-social behaviour
- Ensure professionals are able to protect the public quickly
- Focus on long-term solutions

- 1.1 The Act received Royal Assent on 13 March 2014. Parts 2 – 6 will be implemented on 20th October 2014 and Part 1, relating to the power to make Injunctions, will be implemented by mid January 2014 (exact date to be confirmed).
- 1.2 Parts 1-6 of the Act cover anti-social behaviour; six new powers replace 19 existing ones and are designed not only to provide effective respite for victims and communities but also to stop future anti-social behaviour by the offender. Through the inclusion of 'positive requirements', perpetrators may be required to address the underlying causes of their behaviour, for example, substance misuse, anger management or problem drinking.
- 1.3 Some of the powers are designed to address the anti-social behaviour of individuals while others relate to environmental nuisance and anti-social behaviour in a particular location. The Act also introduces the Community Remedy and Community Trigger which are designed to give victims and communities a say in the way anti-social behaviour is dealt with.

2.0 Consultations

The Home Office has conducted a range of consultation events both on line and face to face with the public and professionals which have informed the White Paper published in 2012, the Draft Bill and the final Act which gained royal assent in March 2014. The Bill was also subject to pre-legislative scrutiny.

- 2.1 Consultation on the Community Remedy has been overseen by the Office of the Police and Crime Commissioner (PCC) for Greater Manchester as they have responsibility for publishing the Remedy document. A Greater Manchester wide online survey was promoted locally to capture the views of Bury residents and the PCC's office is collating responses to inform the final document. A significant proportion of responses collated to date have come from people living in Bury (23%).

3.0 Local Response

- 3.1 Home Office guidance stresses that the new powers work best when complemented by effective partnership working and information sharing at a local level, using early and appropriate interventions to challenge anti-social behaviour. Bury benefits from a range of strong multi-agency approaches to tackle ASB which have provided the foundation for preparing a response to the new legislation. This includes:

- Multi-agency case conferences and problem solving forums.
- Joint Campaigns e.g. Safe4Summer, Be Safe Be Cool.
- Community based solutions including Restorative Justice Panels. The Panels are made up of trained community volunteers, who bring together both the victim (harmed) and the offender (harmer), and through mediation and dialogue work together to reach agreed outcomes outside of the criminal justice system
- Supporting Communities Improving Lives Team (SCIL) – working with families who are involved in criminality or anti-social behaviour through an intensive, co-ordinated approach that looks at the needs of the whole family.

- 3.2 Partnership approaches were strengthened in June 2014 through the establishment of a multi-agency 'Joint Enforcement Team' (JET) at Bury Police Station. JET brings officers from the Police, Council and Six Town Housing together to share information, undertake joint problem solving and tasking to resolve criminal, anti-social and environmental issues, protect victims and instigate action against perpetrators.

4.0 Details of the new powers:

- 4.1 Key changes arising as a result of the Act are outlined in **Appendix A**. These can be summarised as follows:
- Replacement of Anti-Social Behaviour Orders and a range of other court orders targeted at anti-social individuals with two new tools: **Injunctions**

and Criminal Behaviour Order. The new orders can have positive requirements attached to them to support perpetrators and address the root causes of their offending behaviour.

- Consolidation of a range of tools to deal with place specific anti-social behaviour. The aim has been to simplify the range of remedies available to address a wide range of behaviours that negatively affect the quality of life of residents living in a particular area. These include **Community Protection Notices (CPNs), Public Spaces Protection Orders (PSPOs), Closure Powers and Police Dispersal Powers.**
- Introduction of an **Absolute Grounds for Possession** in assured tenancies (private rented housing) and secure tenancies (social housing) where criminality has already been proved by another court.
- Introduction of a new '**Community Remedy**' which uses a restorative justice approach to deal with low level crime and anti-social behaviour. The Greater Manchester Police and Crime Commissioner is responsible for publishing a 'Community Remedy Document' following community consultation.
- Introduction of a new '**Community Trigger**' which will impose a duty on the statutory partners in Bury's Community Safety Partnership (CSP) to conduct a review of cases where victims or communities have complained about ASB on a number of occasions and they perceive local agencies have failed to respond effectively. Officers from the JET are currently working together to develop a locally agreed consistent procedure.

5.0 Progress to Date:

5.1 Planning work for the implementation of the new tools and powers is being overseen by the Anti-Social Behaviour Task and Finish Group. This group, chaired by the Director of Neighbourhoods from Six Town Housing Association, comprises of representatives from Six Town Housing, the Council's Community Safety and Environmental Services teams and the Police. This group was commissioned by the Community Safety Partnership (CSP) in November 2013 to review and improve the CSP's response to anti-social behaviour which led to the establishment of the Joint Enforcement Team. The local response to the changes in legislation is summarised below:

- Officers from JET (Police, Bury Council and Six Town Housing) are represented on the Greater Manchester ASB Reforms Group. This group has met over a number of months to develop shared templates and processes for utilising the new tools and powers.
- Representatives from the JET (Police, Council and Six Town Housing) attended the 'Train the Trainer' course at GMP Force Head Quarters. These representatives are now delivering cascade training to front line staff from the Police, Council and Housing Providers; this will be rolled out by 02 October 2014. It is also proposed that a presentation is shared with councillors at a future member briefing
- Three working groups have been established to plan for, and develop processes locally to utilise the new tools and powers. One Group is tasked at looking at the 'People' based powers (Chaired by the Anti-Social Behaviour Manager), including Injunctions and Criminal Behaviour Orders. The second group, chaired by the Head of Environmental Protection, is looking at the

'Place' based powers including Community Protection Notices, Public Spaces Protection Orders and Closure Powers. The third working group is looking at the new 'Putting Victims First' measures, namely the Community Trigger and Community Remedy. This group is chaired by the Partnership Sergeant from GMP. These groups bring together a range of agencies including the Police, Community Safety Team, housing providers, Youth Offending Team and Drug and Alcohol, Mental Health and Environmental Services. The proposals below have been informed by the work of the Anti-Social Behaviour Working Group and the task and finish groups.

6.0 PROPOSALS

6.1 It is proposed that:

- (i) Officers from environmental health act as the key agents for the local authority to issue CPNs and PSPOs. These officers have attended the local cascade training in preparation for the implementation of the new tools and powers in October 2014.
- (ii) The Head of Environmental Protection continue discussions with other departmental representatives to explore the potential for wider use of CPN's across the Council. (E.g. Highways, Parks and Countryside, Planning, Waste Management, Licensing, Trading Standards and Community Safety).
- (iii) The Head of Environmental Protection oversees the development of a corporate procedure, recording systems and timescales for the deployment of CPNs by different departments within the Council.
- (iv) Bury Council will then work with Six Town Housing and other social housing providers to develop more detailed proposals for delegating the powers to serve CPNs and Fixed Penalty Notices for breaches of CPNs and PSPOs.
- (v) The breach of a CPN and PSPO is a criminal offence punishable by prosecution or by serving a Fixed Penalty Notice (FPN). The Local Authority will receive these funds. If a CPN which has been issued by a housing provider using powers delegated by the Council is breached and prosecution is felt to be most appropriate way of actioning the breach, this prosecution will be brought by the Council rather than the housing provider.
- (vi) It is proposed that the level of fines for Fixed Penalty Notices (FPNs) issued as a sanction for breaching Community Protection Notices and Public Spaces Protection Orders be set at £90 to bring them in line with what is being proposed by other Greater Manchester authorities and that the level is reduced to £60 for payment within 14 days of the FPN being issued.
- (vii) It is recommended that the threshold for enacting the Community Trigger should be set in Bury at the minimum statutory level of 3 qualifying complaints within a six month period. However it is recommended that even cases which do not meet this threshold are still reviewed should hate crime be a factor or should the victim score 'amber' or 'red' on the risk matrix used to assess vulnerability in anti-social behaviour cases.

(viii) The Council will utilise links such as the Landlords Forum and Housing Association Liaison Group to work with landlords on the implications of the new Absolute Grounds for Possession for their tenancy agreements.

(ix) The following people be designated from the Council to approve Closure Notices:

- a. 24 Hour Notice – Assistant Director of Business Change and Redesign
- b. 48 Hour Notice – Executive Director of Communities and Wellbeing

7.0 **Risks**

7.1 Managing Expectations – the Council and partners need to continue to manage expectations in relation to ASB and the use of the new tools and powers within a challenging financial climate. Current levels of funding from the PCC were insufficient to cover the full costs of two ASB Caseworkers, so the Council's ASB casework capacity has reduced by half through the loss of one post. There has also been a reduction in enforcement staff numbers in Environmental Protection which has gone from 22.7 in 2011 to 15.5 at the present time. Opportunities for collaborative working through the Joint Enforcement Team (JET) and Supporting Communities Improving Lives (SCIL) will continue in order to make the best use of partner resources and achieve efficiencies through more effective liaison and case management.

8.0 **Financial Implications**

8.1 An Impact Assessment undertaken through the Home Office indicates that additional costs could be incurred to local authorities and other ASB practitioners associated with the introduction of the new Injunction. This is as a result of the potential for increased use of the injunction (lower burden of proof and thresholds etc.). Prosecuting breaches of the new injunctions will also fall to the prosecuting agency (that led on the injunction) rather than the police (as is currently the case). Other additional costs could include paying for 'positive requirements'.

8.2 Local estimates are that the new injunctions could incur an additional £2760 for the first year (based on current application levels for Anti-Social Behaviour Orders (ASBOs)).

8.3 There are provisions where there is a breach of a CPN, for the Council to take remedial action to address the issue. This could be clearing rubbish or cleaning off graffiti. Although reasonable charges for the work, equipment and administration can be charged to the perpetrator there is a risk of appeal and also risk of not being able to recover the full costs incurred.

9.0 **CONCLUSION**

9.1 The Act constitutes the biggest reform of anti-social behaviour legislation in over 10 years. It offers opportunities to the Council and partners to bring swift and effective relief to residents from anti-social behaviour in all its forms. It is vital through the decisions and processes implemented here in Bury that we

utilise the powers as fully as possible with the resources we have while managing the expectations that their introduction will raise within Bury's communities.

9.2 Next Steps:

- (i) This report will be taken forward to The Community Safety Partnership Strategic Meeting on 28th October 2014 and final report with key recommendations will be taken to Cabinet on 5th November 2014
- (ii) The JET team have agreed to review the use of the new powers in Bury after 6 and then 12 months from the implementation date of 20th October 2014. This will allow them to address any areas of concern and share good practice to ensure a continued effective partnership response to ASB in the Borough.

Appendix A – Details of the new Powers

(A) Power to grant Injunctions

The power to grant injunctions replaces 4 existing powers including Anti-Social Behaviour Injunctions and stand alone Anti-Social Behaviour Orders (ASBOs). In an attempt to reduce the burden on agencies of making applications on behalf of others, the legislation allows several agencies to make applications namely the Police, Council, Social Housing Providers, NHS Protect and the Environment Agency.

The types of behaviour this power is designed to address include vandalism, public drunkenness, and irresponsible dog ownership and noisy / abusive behaviour towards neighbours.

The responsibility for prosecuting breaches of the injunctions lies with the agency who applied for the injunction. For an adult a breach is contempt of court, punishable by a term of imprisonment of up to two years or an unlimited fine. Breach of injunction by someone under 18 could result in the youth court imposing a supervision order or, in the most serious cases, a detention order for those aged between 14 and 17. It is a requirement for the prosecuting agency to consult with the Youth Offending Team if the injunction will apply to a juvenile.

(B) Criminal Behaviour Order

The Criminal Behaviour Order (CBO) replaces the Anti-social Behaviour Order on Conviction (CRASBO) and Drink Banning Order on Conviction.

The CBO will be available on conviction for any criminal offence. The application will be made by the prosecuting agency which will usually be the Crown Prosecution Service but could be the Council e.g. for prosecutions under the Environmental Protection Act 1990. Breach is a criminal offence.

The CBO can include prohibitions to stop the offender from engaging in certain types of behaviour and can also include requirements for the offender to engage in activities to address the causes of their offending.

It is a requirement for the prosecuting agency to consult with the Youth Offending Team if the Criminal Behaviour Order will apply to a juvenile.

(C) Community Protection Notice

The Community Protection Notice (CPN) replaces the Litter Clearing Notice, Street Litter Clearing Notice and Graffiti/Defacement Removal Notice. It is intended to address a wide range of behaviours that negatively affect the quality of life of residents living in a particular area where the person or people responsible can be identified.

A CPN can be given to any individual who is over the age of 16 or a named representative of a business or organisation. It does not replace the statutory nuisance regime, for example noise that is classified as a 'statutory nuisance' will continue to be dealt with by environmental health officers under existing legislation.

'Authorised Persons' can issue a Community Protection Notice. This includes; a police constable and a PCSO (as the Chief Constable has stated his intention that PCSOs will be authorised to use these powers in Greater Manchester), officers or agents of the relevant local authority or a social housing provider if the housing provider is designated by the local authority.

A further Order needs to be laid before Parliament to facilitate the designation of social housing providers which is anticipated to happen within the next six months. Two social housing providers in Greater Manchester have agreed to act as pilots to test these powers and will then share the learning gained including risks and opportunities presented by designating the powers, across the region.

The breach of a CPN is a criminal offence, which is punishable by a level 4 fine if a successful prosecution is brought, or by serving a Fixed Penalty Notice. Police Officers, PCSOs, Council Officers and social housing providers if designated by the Council will have the power to issue a Fixed Penalty Notice and each local area must set the level of fine at an amount not exceeding £100. The Council or another agency appointed by the Council can also apply for a Remedial, Forfeiture or Seizure Order if the CPN is breached and it is felt that the matter is so serious that a court order is warranted.

The Home Office has indicated that they do not anticipate a significant increase in the use of the notices as a result of the new powers; a number of safeguards have been built in to ensure notices are used proportionately including guidance which makes it clear that they should only be issued where there is no 'reasonable excuse' for the problem and there would be defence of having taken 'all practical measures' to address the issues. The Litter Clearance Notices and Graffiti Removal Notices which are being replaced by the CPNs have been of limited use because of their narrow remit and the cumbersome processes involved. It is anticipated that the CPN will be a more flexible and straightforward power to use and will be beneficial in addressing issues that don't meet the statutory nuisance threshold.

(D) Public Spaces Protection Order.

The Public Spaces Protection Order (PSPO) replaces the Designated Public Place Order, Gating Order and Dog Control Order and is only available to Local Authorities. It is intended to deal with a particular nuisance in an area, which negatively affects the community's quality of life. The restrictions imposed by the Order will apply to everyone or a specified group of people using that geographical area for example by restricting the use of a highway between certain hours or the drinking of alcohol in a public space. Orders can last for up to three years before requiring a review. Where an area has a current gating or dog control order in force this will continue to be valid for 3 years following the implementation of the new powers although the Council can review current orders prior to this date.

The breach of a PSPO is a criminal offence which is be punishable by a level 3 fine if a successful prosecution is brought or the serving of a Fixed Penalty Notice. Police Officers, PCSOs, Council Officers and social housing providers (if designated by the Council) will have the power to issue FPNs and each local area must set the level of fine at an amount not exceeding £100.

(E) Closure Power

The Closure Power replaces the Premises Closure Order, Crack House Closure Order, Noisy Premises Closure Order and S161 Closure Order. Both the Police and Local Authorities can use this power.

Initially a Closure Notice would be issued out of court by the Police or an identified person within the Local Authority in cases of possible or actual public nuisance associated with particular premises, for up to 48 hours. In all cases where a Closure Notice is issued, an application must be made to the Magistrates Court either to cancel the notice or for a Closure Order to be made. An Order can last up to 3 months extendable by a further 3 months.

There is a requirement for the police and local authority to consult before utilising this power. A Police Inspector can authorise a Closure Notice for up to 24 hours and a Police Superintendent for up to 48 hours. Officers need to be designated by the Chief Executive of the Council to issue Closure Notices although consideration needs to be given to the fact that they may need to be issued out of hours. A process therefore needs to be established whereby an officer within the Council will be available to issue and / or be consulted should this need arise.

(F) Police Dispersal Power

The Police Dispersal Power replaces the Dispersal Order and Direction to Leave. The Dispersal Power can be used by a Police Officer or PCSO to direct a person aged 10 and above who has committed, or is likely to commit anti-social behaviour, crime or disorder, to leave a specified area, and not return for a specified period of up to 48 hours. This does not replace the power to return a child under the age of 16 (who is on the streets between 9pm and 6am without an adult) home or to a place of safety. Failure to comply with a direction under this power is a criminal offence.

(G) Absolute Grounds for Possession

This will give social and private landlords the power to apply to the court to gain possession of a property if the tenant, a member of their household or a visitor has met one of the following conditions:

- 10.0 Convicted of a serious criminal offence
- 11.0 Found to have breached an Injunction under made under the Anti-Social Behaviour, Crime and Policing Act
- 12.0 Convicted for a breach of Criminal Behaviour Order
- 13.0 Convicted for a breach of an Abatement Notice
- 14.0 Had their property closed for more than 48 hours under a Closure Order.

There is no requirement for the landlord to prove that it is reasonable for the court to grant possession and the court cannot suspend possession for more than 14 days (or 6 weeks in exceptional circumstances).

Giving Victims a Say

(H) Community Remedy

The Community Remedy is a menu of options, developed by the Police and Crime Commissioner in consultation with the public that aims to give victims a say in the out of court punishment for offenders of low level crime and anti-social behaviour. The Remedy is likely to include options such as making a written apology, signing an

Acceptable Behaviour Contract, and doing unpaid work. The Community Remedy is designed to complement the Neighbourhood Resolution Panels available in many local areas and bring Restorative Justice formally onto the statute books. There is no penalty for failing to comply with a community remedy disposal unless it is part of a conditional caution but this could be used as evidence towards more punitive action. The same Remedy document will be available across Greater Manchester.

(I) Community Trigger

The Act introduces a requirement for relevant bodies within a local authority area to carry out an anti social behaviour case review when this is requested by a victim or victims and their case meets a locally agreed threshold. This threshold cannot be higher than:

1. Three incidents have been reported to the Council, Police and / or social housing provider in the last six months.
2. Or five individuals in the local community have complained separately to the Council, Police or social housing providers in the last six months about similar incidents of anti-social behaviour.

Once a case review has been triggered, there is then a requirement for relevant bodies, identified as Councils, Police Forces, Clinical Commissioning Groups and social housing providers who are co-opted into the group, to undertake a case review. The relevant bodies would collectively consider if the Community Trigger threshold has been met and recommend further actions deemed appropriate. The action plan will then be shared with the victim. If they are not satisfied with this response, they can appeal to the Chair of the Community Safety Partnership and ultimately the Police and Crime Commissioner. A locally agreed consistent approach to managing such complaints dealt with by this process is currently being developed.

Manchester City Council was one of 4 national pilot areas which tested the Community Trigger. The processes developed in Manchester under this pilot have been used by Bury and other local authority areas to inform local processes.



Equality Analysis Form

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

1. RESPONSIBILITY

| | | |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|
| Department | Communities and Wellbeing | |
| Service | Community Safety | |
| Proposed policy | Policies and Procedures around the new measures to address anti-social behaviour introduced under the ASB, Crime and Policing Act 2014 | |
| Date | 22 nd September 2014 | |
| Officer responsible for the 'policy' and for completing the equality analysis | Name | Rachel Henry |
| | Post Title | Anti-Social Behaviour Manager |
| | Contact Number | 0161 253 7785 |
| | Signature | Rachel Henry |
| | Date | 22 nd September 2014 |
| Equality officer consulted | Name | Catherine King |
| | Post Title | People Strategy Adviser - Equalities |
| | Contact Number | |
| | Signature | |
| | Date | |

2. AIMS

| | |
|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What is the purpose of the policy/service and what is it intended to achieve? | To fully utilise the measures introduced under the Act in order to provide swift, effective resolution to anti-social behaviour, crime and disorder issues thereby improving the quality of life of residents in the borough. |
| Who are the main stakeholders? | <ul style="list-style-type: none"> • Community Safety Team • Community Safety Partnership • Residents • Councillors • Council • Team Bury |

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 new measures are designed to bring swift and effective resolution to a wide range of issues. They can be used (where appropriate), to address issues of hate crime perpetrated against people because of their race. Overall, the measures will be utilised to maintain strong and safe communities where people from all backgrounds feel they belong. |
| Disability | Yes | No | The measures introduced under the Act can be used address ASB affecting those with disabilities. Tools and powers can be used to protect vulnerable people and build confidence in reporting to address disability hate crime. |
| Gender | No | No | The measures introduced under the Act will be used to address complaints of anti-social behaviour perpetrated against all people in Bury regardless of their gender. The Greater Manchester ASB Group are also exploring potential use of the tools and powers to address some domestic violence cases. |
| Gender reassignment | No | No | The measures introduced under the Act will be used to address complaints of anti-social behaviour from all people within Bury regardless of their sex. The new measures are designed to bring swift and effective resolution to a wide range of issues and can be used where appropriate to address issues of hate crime perpetrated against people because they have undergone gender reassignment. |
| Age | Yes | No | The measures introduced under the Act will be used to address complaints of anti-social behaviour against all |

| | | | |
|-------------------------------|-----|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | <p>people within Bury regardless of their age.</p> <p>The new measures have considerably less severe penalties for breach for young people (to the ones they replace) and instead, there is an emphasis on early intervention and positive interventions. These aim to divert young people away from anti-social behaviour and crime.</p> |
| Sexual orientation | Yes | No | <p>The measures introduced under the Act will be used to address complaints of anti-social behaviour from all people within Bury regardless of their sexual orientation.</p> <p>The new measures are designed to bring swift and effective resolution to a wide range of issues and will be used where possible to address issues of hate crime perpetrated against people because of their sexual orientation.</p> |
| Religion or belief | Yes | No | <p>The measures introduced under the Act will be used to address complaints of anti-social behaviour from all people within Bury regardless of their religious beliefs.</p> <p>The new measures are designed to bring swift and effective resolution to a wide range of issues and could be used to address issues of hate crime perpetrated against people because of their religious beliefs.</p> <p>The Council will ensure that any positive requirements or prohibitions they request within the new Orders will not conflict with the individuals religious practices.</p> |
| Caring responsibilities | No | No | <p>The Council will ensure that any positive requirements or prohibitions they request within the new Orders will take account of any caring responsibilities</p> |
| 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 | Yes | The Council will ensure that the new measures are used wherever possible to address harassment and victimisation. |
| 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 | Anti-social behaviour consistently ranks as the public's highest priority when it comes to crime and disorder in their area. So improving the powers available to police and others to tackle anti-social behaviour is likely to have a positive impact on victims and communities across the borough, promoting overall community wellbeing and cohesion. |

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 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------|
| <p>Widespread consultation with the public and practitioners was undertaken through the Home Office through every stage of these legislative changes. Public consultation undertaken by the Police and Crime Commissioner to inform the Community Remedy was widely publicised in Bury. 25% of responses received by the Police and Crime Commissioner are from Bury.</p> | | |
| | | |
| | | |

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

Need to monitor use of the new tools and powers to ensure Bury is using them to promote community wellbeing as well as community resilience. The Joint Enforcement Team have agreed to review the use of the new powers in Bury after 6 and then 12 months from the implementation date of 20 October 2014. This will allow them to address any areas of concern and share good practice – including how the tools and powers have been used to address harassment and hate crime in the

borough.

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What will the likely overall effect of your policy/service plan be on equality? | Positive- the new measures will be utilised in Bury to address harassment and victimisation, promote community safety, resilience and wellbeing. |
| If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them? | None |
| Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details. | To agree a communication plan (for the use of the new tools and powers) to build understanding across partners and communities. This will help also help to manage community expectations. |
| What steps do you intend to take now in respect of the implementation of your policy/service plan? | A report regarding Bury's implementation of the new legislation will be taken to Senior Management Team, Overview and Scrutiny and Cabinet. Task and Finish groups at a Greater Manchester and Bury level are overseeing the implementation process. A review will be carried out in six and then twelve months time to address any areas of concern and ensure a continued effective partnership response. |

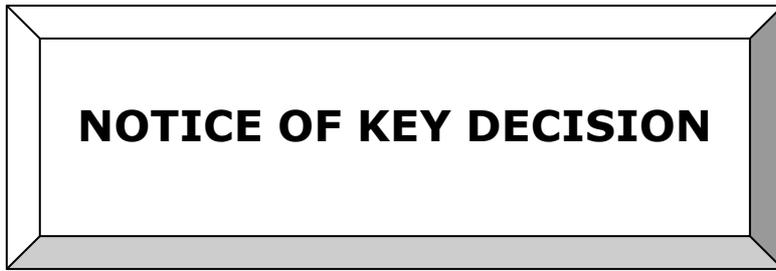
6. MONITORING AND REVIEW

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 use of the new measures in Bury will be reviewed 6 months and 12 months from when the powers are fully implemented on 20th October 2014

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.

This page is intentionally left blank



| | |
|--------------------|--|
| Agenda Item | |
|--------------------|--|

MEETING: CABINET
OVERVIEW & SCRUTINY COMMITTEE

DATE: 3 SEPTEMBER 2014
7 OCTOBER 2014

SUBJECT: CORPORATE FINANCIAL MONITORING REPORT –
APRIL 2014 TO JUNE 2014

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

CONTACT OFFICER: STEVE KENYON, ASSISTANT DIRECTOR OF
RESOURCES & REGULATION (FINANCE &
EFFICIENCY)

TYPE OF DECISION: CABINET (KEY DECISION)

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

SUMMARY: The report informs Members of the Council’s financial position for the period April 2014 to June 2014 and projects the estimated outturn at the end of 2014/15.

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

OPTIONS & RECOMMENDED OPTION Members are asked to note the financial position of the Council as at 30 June 2014, and to approve the s151 officer’s assessment of the minimum level of balances.

IMPLICATIONS:

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

Statement by the s151 Officer: The report has been prepared in accordance with all relevant Codes of Practice. There may be risks arising from remedial action taken to address the budget position;

these will be identified by Directors at the quarterly Star Chamber meetings.

Statement by Executive Director of Resources & Regulation:

Successful budget monitoring provides early warning of potential major overspends or underspends against budgets which Members need to be aware of.

This report draws attention to the fact that, based on the most prudent of forecasts, several budget hotspots exist which will need remedial action.

Members and officers will be examining these areas in more detail at the Star Chambers.

This report is particularly significant as it informs Members of the baseline financial position from which the Council sets its 2015/16 budget.

Equality/Diversity implications:

No

Considered by Monitoring Officer:

Budget monitoring falls within the appropriate statutory duties and powers and is a requirement of the Council's Financial Regulations to which Financial Regulation B: Financial Planning 4.3. (Budget Monitoring and Control) relates. The report has been prepared in accordance with all relevant Codes of Practice.

Are there any legal implications?

Yes

Wards Affected:

All

Scrutiny Interest:

Overview & Scrutiny Committee

TRACKING/PROCESS

ASSISTANT DIRECTOR: Steve Kenyon

| Chief Executive/ Strategic Leadership Team | Cabinet | Overview & Scrutiny Committee | Council | Ward Members | Partners |
|-----------------------------------------------------|-----------------|-------------------------------------|---------|-----------------|----------|
| 18/08/14 | 03/09/14 | 07/10/14 | | | |

1.0 INTRODUCTION

- 1.1 This report informs Members of the forecast outturn for 2014/15, based upon current spend for the period 1 April 2014 to 30 June 2014, in respect of the revenue budget, capital budget and the Housing Revenue Account.
- 1.2 Projections are based on current trends, information, and professional judgement from service managers and finance staff.
- 1.3 The revenue budget projections highlight the fact that budget pressures do still exist in some key areas and it will be necessary to continue to examine options for improving the situation further.

2.0 BUDGET MONITORING PROCESSES

- 2.1 Reports will be presented quarterly to facilitate close monitoring of spend and implementation of action plans during the year.
- 2.2 Reports are also presented to the Strategic Leadership Team on a monthly basis and detailed monitoring information will also be discussed at Star Chamber meetings during the year.
- 2.3 It is intended that improvements will continue to be made to the budget monitoring process, building on the significant developments implemented over the past few years.

3.0 SUMMARY OF REVENUE BUDGET POSITION

REVENUE OUTTURN 2013/14

- 3.1 The table below shows, there was a total underspend against the Revised Estimate of £0.406 million in 2013/14.

| | £000's |
|----------------------------|---------------|
| 2013/2014 Revised Estimate | 148,640 |
| 2013/2014 Outturn | 148,234 |
| Underspend | (406) |

- 3.2 Details of the major variations against budget are shown at Appendix A of the Revenue Outturn Report (pages 12 to 22): <http://councildecisions.bury.gov.uk/documents/s4034/Revenue%20Outturn%20Report%20201314.pdf>, and summarised below:

| Department | Budget £000s | Outturn £000s | Variance £000s |
|--------------------------------------|-------------------------|--------------------------|---------------------------|
| Communities & Neighbourhood Services | 39,541 | 39,410 | (131) |
| Children's Services | 47,444 | 47,841 | +397 |
| Adult Care Services | 56,236 | 56,376 | +140 |
| Chief Executive's | 4,926 | 5,286 | +360 |
| Non Service Specific | 493 | (679) | (1,172) |
| TOTAL | 148,640 | 148,234 | (406) |

QUARTER 1 FORECAST 2014/15

3.3 The table below outlines the annual budget and forecast outturn based upon known factors and the professional views of service managers as at month 3:

| Department | Budget £000 | Forecast £000 | Variance £000 |
|----------------------------------|----------------|------------------|------------------|
| Communities & Wellbeing | 69,018 | 69,580 | +562 |
| Resources & Regulation | 4,554 | 5,898 | +1,344 |
| Children, Young People & Culture | 33,992 | 34,533 | +541 |
| DCN Residual | 215 | (170) | (385) |
| Non Service Specific | 35,875 | 35,523 | (352) |
| TOTAL | 143,654 | 145,364 | +1,710 |

3.4 The projected overspend of **£1.710m** represents approximately **1.19%** of the total net budget of £143.654m.

3.5 Members need to be aware that financial reporting involves an element of judgement, and this particularly applies to the treatment of budget pressures. Often an area of overspending identified at this point in the year will resolve itself before the end of the year following appropriate remedial action.

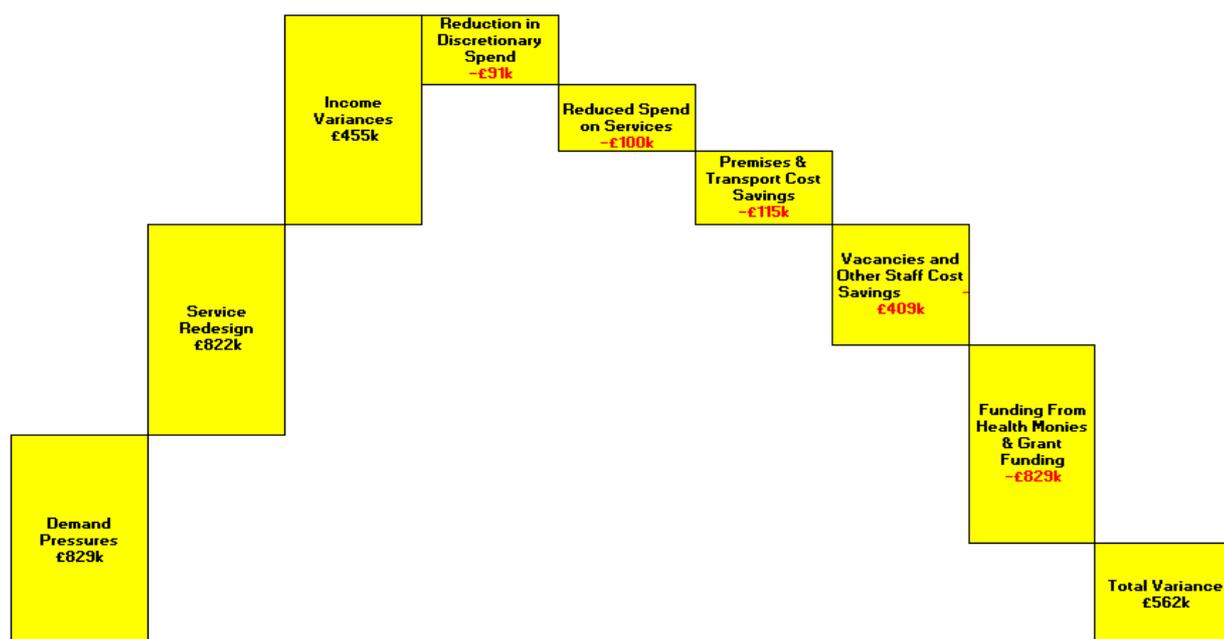
3.6 However it is felt appropriate to alert Members to potential problems at this stage so that they can monitor the situation and take ownership of the necessary remedial action and this is the basis on which the report is written.

4.0 SERVICE SPECIFIC FINANCIAL MONITORING

4.1 COMMUNITIES AND WELLBEING

4.1.1 The current projected overspend for Communities and Wellbeing is **£0.562m**, which is 0.8% of the Department’s net budget of £69.018m

4.1.2 Reasons for major variations are illustrated in the chart overleaf;



4.1.3 Further details by service area are outlined below, along with remedial action being taken.

| Adult Care/ Communities & N'hoods | Cost Bridge Activity | Variance £'000 | Reason | Action Being Taken |
|-----------------------------------------|-------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Demand Pressures | Adult Care | +829 | Demand pressures in Care in the Community budgets particularly around Domiciliary Care, Residential Care and Self Directed Support Budgets - (+£829k) | A range of preventative strategies continue to be introduced to manage this demand, such as reablement, triage, improved screening, 'signposting', and crisis response as well as a programme of training for front line staff around efficient support package planning. In addition, all existing high & medium cost care packages are kept under regular review. |
| | Communities & N'hoods | 0 | | |
| | Sub Total | +829 | | |
| Service Redesign | Adult Care | +553 | A number of service areas have yet to achieve 2014/15 savings target against specific schemes: Business and Development - £198k Commissioning Procurement & Finance - £135k Workforce -£20k Operations - £200k | An Action plan is being developed by senior management for each of the service areas, ensuring the savings target are achieved during 2014/15 at least on a temporary basis in the first instance, with longer term plans to achieve full year effect from 2015/16 onwards. |
| | Communities & N'hoods | +269 | Current projections indicated that Civic Halls savings from self management and extra income target not likely to be achieved in full during 2014/15, although this will be monitored closely during 2014/15. (+£39k). Delay in new Leisure Centres project (+£100k) Leisure Trust (+£70k) Sports Development (+£60k) | Continue to market & promote service and assess income & profitability of activities/events. Saving expected in future years if project proceeds. Offset by underspend on DCN contingency budget for 2014/15. Offset by underspends if possible and/or use other savings transferred to reserves to offset cost pressure in short term. |

| | Sub Total | +822 | | |
|------------------------------------|-----------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Income Variances | Adult Care | +8 | <p>Adult learning grant reduction (+£30k).</p> <p>Internal Recruitment agency additional income expectation (-£22k).</p> | <p>Planned reduction in spending levels in line with the grant receivable.</p> <p>This is a good news story for CWB and the hope is that further income can be generated from increased activity of the internal recruitment agency.</p> |
| | Communities & N'hoods | +447 | <p>Difficulty in meeting beverage service/café income target due to reduced footfall (+£40k).</p> <p>Civic Halls surplus below target (+£92k).</p> <p>Shortfall on pest control income (+£25k).</p> <p>Leisure income not meeting targets, including income lost during closure of Radcliffe Pool for repairs (+£274k).</p> <p>Transport Services income forecast to exceed budget (-£142k).</p> <p>Shortfalls on bulky waste income (+£47k) and trade waste income (+£100k).</p> <p>Other variances (+£11k).</p> | <p>Offset as much as possible by reducing spend.</p> <p>Continue to market & promote service and assess income & profitability of activities/events.</p> <p>Service will be reviewed to see if deficit can be eradicated.</p> <p>Offset as much as possible by reducing spend. Savings to date are shown below.</p> <p>Use to offset other overspends.</p> <p>Offset by underspends elsewhere in the service.</p> |
| | Sub Total | +455 | | |
| Reduced Discretionary Spend | Adult Care | -21 | The main Adult Care training budget is not expected to fully spend during 2014/15 (-£21k). | Forecast underspend may be used to offset pressure within other areas of adult care service budgets. |

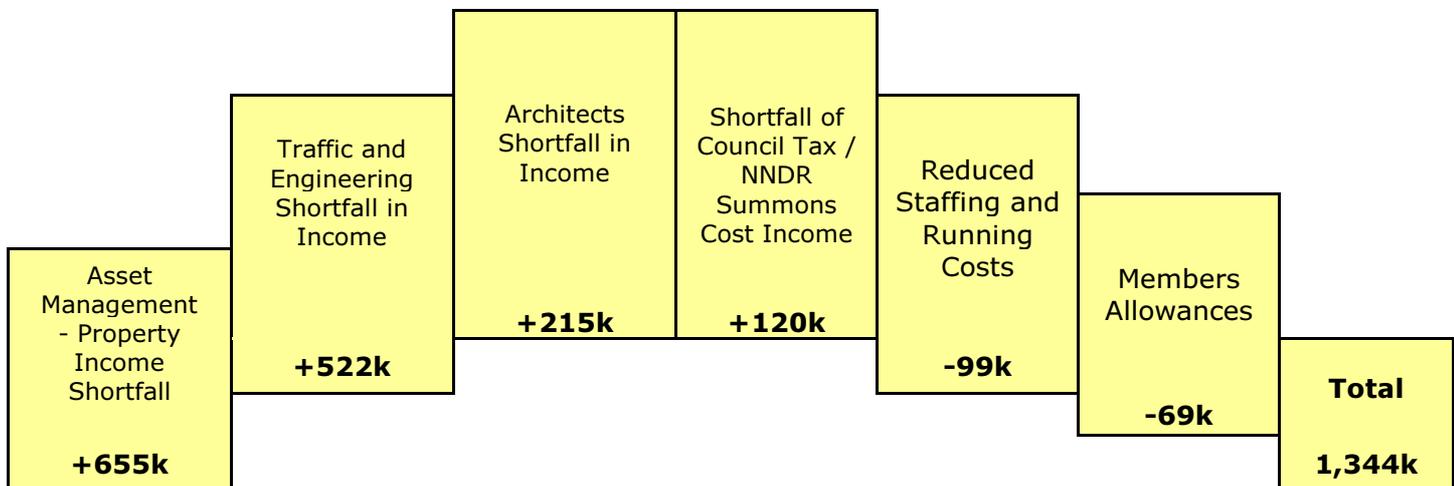
| | | | | |
|-----------------------------------------------|-----------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Communities & N'hoods | -70 | <p>Reduced spend at Leisure Centres (-£72k).</p> <p>Forecast underspend on caddy liners, after budget saving target taken into account (-£114k).</p> <p>Forecast overspend on budget for bulking up waste at Fernhill and costs of disposing of leaf clearance waste (+£80k).</p> <p>Forecast overspend on supplies & materials in waste management/ street cleaning (+£37k).</p> <p>Other variances (-£2k).</p> | <p>Use net savings to offset overspends.</p> <p>Monitor service and review arrangements as required.</p> <p>Overspends are offset by forecast savings on staff costs.</p> |
| | Sub Total | -91 | | |
| Reduced Spend on Services | Adult Care | -100 | Reduce spend activity on Carers services budget (-£100k). | Forecast underspend may be used to offset pressure within other areas of adult care service budgets. |
| | Communities & N'hoods | 0 | | |
| | Sub Total | -100 | | |
| Premises & transport cost savings | Adult Care | 0 | | |
| | Communities & N'hoods | -115 | <p>Underspends on transport repairs, hire & leasing costs (-£115k) plus other minor variances.</p> <p>The figure assumes that repair costs at Radcliffe pool to be met from reserves/capital.</p> | Use savings to offset overspends. |
| | Sub Total | -115 | | |
| Vacancies and Other Staff Cost Savings | Adult Care | -138 | <p>The following budgets are reporting underspends largely as a result of staffing vacancies:</p> <p>Strategic Commissioning (-£65k) Reablement (£-4k) Assessment and Care Mgt (-£10k) Older Peoples Day Care (-£59k)</p> | Forecast underspend will be used to offset pressure within other areas of adult care service budgets. |
| | Communities & N'hoods | -271 | <p>Reduced spend on Leisure Centre staff during closures (-£95k).</p> <p>Transport salary savings from reduced overtime/standby, vacancies & flexible retirements (-£19k).</p> | Use savings to offset overspends. |

| | | | | |
|-------------------------------------------------------|-----------------------|-------------|----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | Underspendings on waste management employee costs (-£157k). | |
| | Sub Total | -409 | | |
| Funding from Health Monies & Grant Funding | Adult Care | -829 | Funding to support the demand pressures of the Care in the Community budgets (-£829k). | Utilisation of historic underspends from Adult Care Specific Grants and a contribution of the Health monies towards the demand pressures within Community Care are ensuring that the net expenditure is balanced in year. |
| | Communities & N'hoods | 0 | | |
| | Sub Total | -829 | | |
| | Grand Total | +562 | | |

4.2 RESOURCES AND REGULATION

4.2.1 The Resources & Regulation Department is forecasting an overall overspend of **£1.344m**, or 29.5% of a net budget of £4.554m.

4.2.2 Reasons for major variations are illustrated in the chart below;



4.2.3 Reasons for major variations are illustrated in the table below;

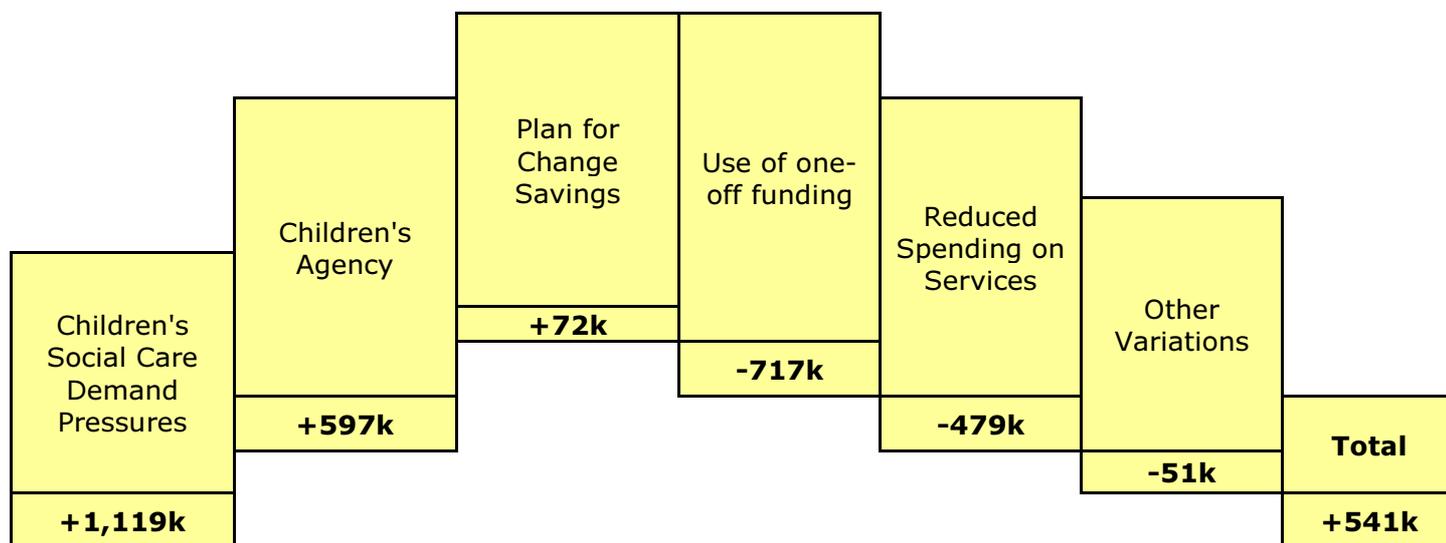
| Activity | Variance £'000 | Reason | Action Being Taken |
|-----------------------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Property Services | +655 | <p>Shortfall in income due to reduced occupancy levels.</p> <p>Should all of the properties within the non-operational property portfolio be let, the level of current market rents is such that the income budgets would still not be achieved.</p> | <p>Although most of the units at Bradley Fold that were vacated in 2011/12 have now been re-let, rents are significantly lower than what were achieved before the economic downturn. A number of units which were previously let have now been demolished owing to their poor condition. and business cases are being looked at for redevelopment viability.</p> <p>The accounts for the Mill Gate Centre have been scrutinised in detail to ensure that all monies properly due to the Council are being paid and this will be an ongoing process.</p> <p>A report is due to be considered by Cabinet on 3rd September which proposes the acquisition of secure property investments and the disposal of poorly performing assets. This would increase revenue income to the Council and achieve greater returns than monies currently held in other investments.</p> |
| Traffic & Engineering | +522 | <p>Estimated shortfalls in income relating to on and off-street parking and parking fines (+£294k), Greater Manchester Road Activities Permit Scheme (GMRAPS) (+£124), bus lane enforcement (+£31k), traffic management severance pay (+£17k) and delayed savings from Engineering Consultancy management restructure (+£56k).</p> | <p>Monitor income levels, adjust expenditure and targets where possible and review staff resources allocated to GMRAPS.</p> <p>Severance pay and management restructure delayed savings are one-offs to achieve planned savings longer term.</p> |

| | | | |
|------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Architects | +215 | Estimated shortfall in income target due to the reduction in tender levels that reflect the economic climate, this reduces the overall fees chargeable for the same amount of input. There has been a reduction in large projects and increases in time charge activity limits the potential for surplus income. The projection is in line with outturn for the past few years. | Reduce spend and fee levels where possible. |
| Summons Costs | +120 | Summons costs income for council tax and business rates are forecast to under-recover against historically over-inflated income budget targets. | Internal measures being taken to improve the income recovery rate. |
| Reduced Staffing and Running Costs | -99 | Vacant posts not filled and tightening of controllable expenditure across the department. | To be used to assist in reducing the estimated overspend within the department. |
| Members Allowances | -69 | Reductions in the level of Special Responsibility Allowances paid to Members continue to result in this forecasted underspend. | To be used to assist in reducing the estimated overspend within the department. |

4.3 CHILDREN’S, YOUNG PEOPLE AND CULTURE

4.3.1 The overall Children’s, Young People & Culture budget is currently projecting an overspend of **£0.541m**, or 1.59% based on net budget of £33.992m.

4.3.2 Reasons for major variations are illustrated in the chart below;



4.3.3 Further details of the major variations are provided in the table below:

| Activity | Variance £'000 | Reason | Action Being Taken |
|---------------------------------|----------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Social Care Demand Pressures | +1,119 | | |
| | Made up of: | | |
| Leaving Care | +420 | Spending on housing and further education of 19+ students who have now left our care. | The overspend remains at similar levels to the previous year due to housing costs. Additional costs are expected for the void costs for properties earmarked for the HEN Project. |
| Advice & Assessment | +545 | | Overspend due to agency social workers currently forecast for the full year, 2 agency Social workers are covering sickness/maternity, 13 are above establishment and have been brought in to bring caseload numbers into line with Ofsted recommended quotas. |
| Safeguarding | +92 | | The overspend is predicted due to agency social workers covering vacancies, this could reduce if they are successful in recruiting. |
| Children & Young people in Care | +62 | | Forecast overspending of £62,000 due to an establishment shortfall, honorarium and Agency staff to cover sickness. |

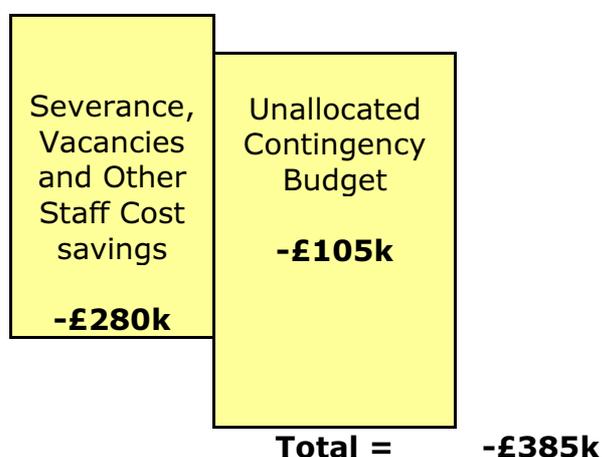
| | | | |
|--------------------------------------------------------|-------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Demand pressures - Children's Agency Placements</p> | <p>+597</p> | <p>Continuing increased Demand</p> | <p>The continuing overspend has decreased from the projected £1½+ million overspending during the corresponding period in 2013/14.</p> <p>A range of preventative strategies have been /are being introduced to try to minimise future spending, with all high and medium cost care packages being rigorously reviewed. It is estimated that during the forthcoming months this overspend will continue to reduce the cost burden on this highly volatile budget.</p> <p>It is anticipated that these strategies will result in a balanced budget in 2015/16.</p> <p>However, there is no guarantee that the total expenditure will be reduced as unknown future demand pressures could have a significant impact on the budget.</p> <p>Children, Young People & Culture constantly strive to minimise the costs of each placement, which are amongst the lowest in the north-west, but it is extremely difficult to contain a budget that is subject to such significant and variable demand pressures.</p> |
| <p>Plan for Change Savings</p> | <p>+72</p> <p>Made up of:</p> | | |
| <p>Libraries</p> | <p>+22</p> | | <p>School library services have ceased however there are still associated service costs.</p> |
| <p>School Crossing Patrol</p> | <p>+50</p> | | <p>Plan for Change savings 2013/14 not implemented.</p> |

| | | | |
|-------------------------------|-------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Use of previous year's monies | -717 | Previous years' underspending of external grant monies brought forward | During 2012/13 Children's Services took action to reduce spending in particular areas, including many supported by external grants as well as utilising underspendings on some externally funded schemes that now no longer exist. These unspent monies were brought forward into 2014/15 and are being used to offset some of the demand pressures affecting the department. |
| Reduced Spending on Services | -479 | | |
| | Made up of: | | |
| School Attendance | -65 | | Higher than anticipated buy-back income and penalty notice income. |
| Youth Service | -68 | | Savings identified on youth projects used to offset the shortfall on salaries. |
| Management & Administration | -346 | | Continued use of external funding. |
| Other | -51 | | Grant from Museum Development Fund has now ceased, alternative funding is being sourced but unsecured at this stage (+£55k); General efficiencies and budget management savings (-£106k). |

4.4 COMMUNITIES AND NEIGHBOURHOODS - RESIDUAL

4.4.1 There is a projected underspend of £0.385m on former DCN costs against a budget of £215,000.

4.4.2 The main reasons are shown in the chart below:



4.4.3 Further details are provided in the table below;

| Activity | Variance £'000 | Reason | Action Being Taken |
|-----------------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Severance vacancies and other staff cost variances. | -280 | Salary savings of £80,000 in 2014/15 from approved VER/VES applications. Provision in budget for severance costs (-£200k) currently uncommitted. | Full year impact of savings from approved VERS will be used in 2015/16 to reduce the need to make alternative cuts in services. Budget may be required later in the year if further VER/VES applications are received and approved. |
| Uncommitted contingency budget | -105 | Budget set aside to meet unforeseen costs. No commitments identified. | Transfer budget to other departments to offset budget pressures from delays in achieving savings. |

4.5 NON-SERVICE SPECIFIC

4.5.1 There is a forecast net underspend of **£0.352m**, or 0.98% based on net budget of £35.875m. This relates primarily to the Council's Treasury Management activity (see Section 8.0, page 19 for further details), increased annual subscription costs and contributions (+£130k) and a slightly higher than expected airport dividend (+£84k).

5.0 CAPITAL BUDGET

5.1 CAPITAL PROGRAMME

5.1.1 The revised estimated budget for the Capital Programme 2014/15 at the end of June is shown in the table below:

| 2014/15 | £m |
|---------------------------------------------|---------------|
| Original Capital Programme | 24.284 |
| Approved Slippage from 2013/14 | 16.126 |
| In year adjustments and contributions | (0.408) |
| Estimated re-profiled projects into 2015/16 | (9.368) |
| Revised Budget for Year at Quarter 1 | 30.634 |

5.1.2 The expenditure and funding profile for the Capital Programme together with a detailed breakdown of the Original Approved Programme, the Revised Estimate, Forecast Outturn, Actual Spend to end of Month 3, and the estimated under/over-spend of the capital programme for 2014/15 is shown in Appendix A.

5.1.3 Members should note that given the complexity and size of some of the larger schemes currently in the Council's Capital Programme the information received from budget holders can vary significantly from one quarterly report to the next and should be read in this context.

5.1.4 At the end of Quarter 1, a total of **£9.368m** of the 2014/15 budget has been identified for re-profiling to 2015/16. Most of this amount is attributed to Children's, Young People & Culture Services Projects where the schemes are funded mainly by grants from Department of Education to a total of £8.570m. The remainder is attributable to Highways Traffic Calming schemes with a total of £0.219m and a further £0.475m on the A56 Prestwich Village Corridor Improvements.

5.2 Expenditure

5.2.1 The Forecast Outturn as at Month 3 is **£28.915m** and Budget Managers have reported that they expect to spend up to this amount by 31 March 2015.

5.2.2 The actual expenditure incurred by the end of Month 3 totals **£1.968m**.

5.2.3 The main areas of expenditure in the first quarter are:

- Property Redevelopment Schemes £0.335m
- Children's, Young People and Culture £0.605m
- Older People schemes £0.134m
- Housing Public Sector £0.193m

5.3 Variances

5.3.1 Appendix A provides details of variances for each scheme based on latest available information received from budget managers and at Month 3 it shows a projected underspend for the Programme of £1.721m. This amount is the balance of several

larger schemes in the programme that are in the process to finalise details and not material in relation to the size of the programme and the schemes that are forecasted to overspend are monitored and analysed by budget managers. Remedial action if required will be taken as soon as the schemes' details for expenditure and funding availability are finalised.

5.3.2 Brief reasons for all variances are provided in Appendix A attached with the report.

5.4 Funding

5.4.1 The funding profile included in Appendix A shows the resources available to cover the capital programme during 2014/15.

5.4.2 The principal source of funding for Capital schemes approved for the 2014/15 programme consists of external resources together with resources unspent and carried forward from previous years. The Council and Cabinet have also approved a second phase of Invest to Save schemes supported by the Council's own resources of **£0.886m** for the year.

5.4.3 The position of the capital receipts and borrowing as at the end of Month 3 is reported below. The figures in the table show the total funding requirement for the revised estimated capital programme and the expected resources to be supported by the Council as at the end of Quarter 1 of the year.

| 2014/15 Use of Council Resources for Capital Investment | £m |
|----------------------------------------------------------------------------|--------------|
| Revised Capital Programme for the year | 40.002 |
| Use of external funding and contributions | 34.969 |
| Balance of programme relying on Council resources | 5.033 |
| Use of Capital receipts and earmarked reserves | 0.905 |
| Use of Prudential Borrowing (2014/15 approved Invest to Save schemes) | 0.886 |
| Use of Prudential Borrowing (2013/14 schemes brought forward) | 3.242 |
| Total Council Resources used to support the Capital Budget for Year | 5.033 |

5.5 Capital Programme Monitoring

5.5.1 The programme will be monitored closely during the year by the Capital Programme Monitoring Group (CPMG) and Management Accountancy with an aim to deliver schemes on cost and on time with minimum potential slippage into 2015/16. Departmental representatives will examine and confirm any action necessary to ensure that schemes are completed within approved time and cost parameters with slippage into the following years shown at its minimum.

6.0 HOUSING REVENUE ACCOUNT

- 6.1 The Housing Revenue Account (HRA) relates to the operation of the Council's housing stock and can be viewed as a landlord account. It is required by statute to be accounted for separately within the General Fund and is therefore effectively ring-fenced.
- 6.2 The latest estimates show a projected surplus (working balance carried forward) of £1.000m at the end of 2014/15. The projected outturn shows a working balance carried forward of £0.811m. See Appendix B.
- 6.3 There are a number of variations that contribute to the projected outturn position however the only area where the variance exceeds 10% and £50k is Interest receivable – on balances. The projected reduction in income of £0.073m reflects the lower rate of interest achieved in the last financial year.
- 6.4 The two main impacts on the HRA year-end balance are normally **void levels** and the **level of rent arrears**, but levels of **Right to Buy sales** can also be a major influence on the resources available.

Voids:

The rent loss due to voids for April to June was on average 2.26% compared to a void target level set in the original budget of 1.8%. If this level continues for the rest of the year there would be a reduction in rental income of around £0.136m; the projection of rental income in Appendix B has been calculated on this basis.

Six Town Housing have started a review looking at the voids processes and the various factors affecting demand.

Arrears:

The rent arrears at the end of June totalled £0.882m, an increase of 3.7% since the end of March. Of this total £0.372m relates to former tenants and £0.510m relates to current tenants.

The Council is required to make a provision for potential bad debts. The contribution for the year is calculated with reference to the type of arrear, the amount outstanding on each individual case and the balance remaining in the provision following write off of debts.

Based on the performance to the end of June, projected for the full year, this provision would require an additional contribution of £0.200m to be made.

The 2014/15 HRA estimates allow for additional contributions to the provision totalling £0.614m, £0.184m for uncollectable debts and £0.430m to reflect the potential impact that welfare benefit changes could have on the level of rent arrears. Therefore there is a potential underspend of £0.414m. The projected outturn has not been amended to reflect this as the impact of further benefit changes needs to be assessed and the level of rent arrears is volatile.

Right to Buy Sales:

From April 2012 the maximum Right to Buy discount increased from £26,000 to £75,000.

This has resulted in an increase in the number of applications and ultimately sales. There were 13 sales in 2012/13 and this increased to 40 sales last year.

The forecast for 2014/15 was set at 42, this being the level of sales assumed for Bury in the Government's self-financing valuation.

From July 2014 the maximum Right to Buy discount will increase from £75,000 to £77,000 and the maximum percentage discount on houses will increase from 60% to 70% (in line with the discounts allowed on flats). These changes may increase the number of applications and sales.

The number of sales has a direct effect on the resources available to the HRA – the average full year rent loss for each dwelling sold is around £3,800.

- 6.5 There have been 7 sales in the period April to June. The level of applications and sales is being monitored and the rental income projections will be revised at the end of the second quarter if sales are expected to exceed forecast.

7.0 PRUDENTIAL INDICATOR MONITORING

- 7.1 It is a statutory duty for the Council to determine and keep under review the "Affordable Borrowing Limits". The authority's approved Prudential Indicators (affordability limits) for 2014/15 is outlined in the approved Treasury Management Strategy Statement.

- 7.2 The authority continues to monitor the Prudential Indicators on a quarterly basis and Appendix C shows the original estimates for 2014/15 (approved by Council on 19 February 2014) with the revised projections as at 30 June 2014. The variances can be seen in the Appendix together with explanatory notes. The Prudential Indicators were not breached during the first three months of 2014/15.

8.0 TREASURY MANAGEMENT

8.1 Investments:

- 8.1.1 At the 30 June 2014 the Council's investments totalled £66.5 million and comprised:-

| Type of Investment | £ Million |
|--------------------------------------------|-------------|
| Call Investments (Cash equivalents) | 35.7 |
| Fixed Investments (Short term investments) | 30.8 |
| Total | 66.5 |

- 8.1.2 All investments were made in line with Sector's suggested credit worthiness matrices and the approved limits within the Annual Investment Strategy were not breached during the first quarter of 2014/15.

- 8.1.3 The Council has earned the following return on investments:
Quarter 1 0.67%

- 8.1.4 This figure is higher than Sector's suggested budgeted investment earnings rate for returns on investments, placed for periods up to three months in 2014/15, of 0.50%

8.2 Borrowing:

8.2.1 No external borrowing was undertaken in the quarter to 30th June 2014.

At 30 June 2014 the Council's debts totalled £217.914 million and comprised:-

| | 30th June 2014 | | |
|--------------------------------|----------------|----------------|--------------|
| | Principal | | Avg. Rate |
| | £000 | £000 | |
| Fixed rate funding | | | |
| PWLB Bury | 153,862 | | |
| PWLB Airport | 4,549 | | |
| Market Bury | 57,500 | 215,911 | |
| Variable rate funding | | | |
| PWLB Bury | 0 | | |
| Market Bury | 0 | 0 | |
| Temporary Loans / Bonds | 2,003 | 2,003 | |
| Total Debt | | 217,914 | 3.96% |

8.2.2 The overall strategy for 2014/15 is to finance capital expenditure by running down cash/investment balances and taking shorter term borrowing rather than more expensive longer term loans. With the reduction of cash balances the level of short term investments will fall. Given that investment returns are likely to remain low for the financial year 2014/15, then savings will be made by running down investments and taking shorter term loans rather than more expensive long term borrowing.

8.2.3 It is anticipated that further borrowing will be undertaken during this financial year.

9.0 MINIMUM LEVEL OF BALANCES

9.1 The actual position on the General Fund balance is shown in the following table:

| | £m |
|--------------------------------------------------------|---------------|
| General Fund Balance 31 March 2014 per Accounts | 11.580 |
| Less : Minimum balances to be retained in 2014/15 | -4.500 |
| Less : Contribution towards cost of Equal Pay | -1.500 |
| Less : Forecast overspend | -1.710 |
| Available balances at 1 April 2014 | 3.870 |

9.2 Based on the information contained in this report, on the risk assessments that have been made at both corporate and strategic level, on the outturn position for 2014/15 and using information currently to hand on the likely achievement of savings options, it is clear that there is no reason to take the minimum level of balances above the existing level of £4.500m.

9.3 In light of the above assessment it is recommended that the minimum level of balances be retained at **£4.500m**.

- 9.4 Members are advised that using available balances to fund ongoing expenditure would be a breach of the Council's Golden Rules. Likewise, Members are advised that the Authority faces significant funding reductions in the future, and balances are likely to be required to fund one-off costs of service transformation.

10.0 EQUALITY AND DIVERSITY

- 10.1 There are no specific equality and diversity implications.

11.0 FUTURE ACTIONS

- 11.1 Budget monitoring reports will continue to be presented to the Strategic Leadership Team on a monthly basis and on a quarterly basis to the Cabinet; Overview & Scrutiny Committee; and Audit Committee.
- 11.2 Star Chambers have been diarised for Quarters 1, 2 & 3 with Q1 meetings scheduled to take place in August 2014.

Councillor Mike Connolly, Leader of the Council and Cabinet Member for Finance

List of Background Papers:-

Finance Working Papers, 2014/15 held by the Assistant Director of Resources & Regulation (Finance & Efficiency).

Contact Details:-

Steve Kenyon, Assistant Director of Resources & Regulation (Finance & Efficiency), Tel. 0161 253 6922, E-mail: S.Kenyon@bury.gov.uk

Document Pack Page 93

Month 3 - 2014/15

| | (1) | (2) | (3) | (4) | (5) | (6) | (7) | (8) | (9) | | | |
|------------------------------------------------|-----------------------------------------------|---------------|---------------|-----------------------------------|----------------------------|----------------------------------------------|--------------------------|-------------------------|----------------------------------------------------------|----------------|------------------------------------------------------------------------------|---------------------------------------------------------------------|
| | 2014/15 Original Estimate | Slippage | Adjust-ments | Revised Estimate Before Reprofile | Reprofiled to Future Years | Revised Estimate After Reprofile Col.4-Col.5 | Forecast Outturn 2014/15 | 2014/15 Month 03 Actual | Month 3 Variance / (Underspend) or Overspend Col.7-Col.6 | | Notes | |
| | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's | £000's | | | |
| Children, Young People & Culture | Support Services | 84 | - | 84 | - | 84 | 84 | 33 | - | K | | |
| Children, Young People & Culture | DFES - Devolved Formula | 500 | 1,250 | (7) | 1,743 | (1,209) | 534 | 542 | 105 | J | Spend takes place over a 3yr rolling programme allocated directly to schools | |
| Children, Young People & Culture | NDS Modernisation | 3,926 | 7,767 | (78) | 11,614 | (7,108) | 4,506 | 4,505 | 315 | L | | |
| Children, Young People & Culture | Access Initiative | - | 62 | - | 62 | (38) | 24 | 24 | 0 | K | | |
| Children, Young People & Culture | Targetted Capital Funds | - | 130 | - | 130 | - | 130 | 130 | 19 | K | | |
| Children, Young People & Culture | New Sports Hall - Derby | 321 | 134 | (321) | 134 | - | 134 | 127 | 91 | L | | |
| Children, Young People & Culture | Children Centres | - | 44 | - | 44 | (34) | 10 | 10 | 0 | J | | |
| Children, Young People & Culture | Free School Meal Capital Grant | 356 | - | - | 356 | (10) | 346 | 346 | 6 | J | | |
| Children, Young People & Culture | Early Education Fund | - | 321 | - | 321 | (171) | 150 | 150 | - | J | | |
| Children, Young People & Culture | 16-19 Demographic Growth Fund | 274 | 174 | - | 447 | - | 447 | 447 | - | J | | |
| Children, Young People & Culture | Libraries/Adult Education | - | 109 | - | 109 | - | 109 | 109 | 34 | J | | |
| Communities & Wellbeing | Contaminated Land | - | 31 | 0 | 32 | (7) | 24 | 24 | 6 | (0) | J | |
| Communities & Wellbeing | Air Quality | - | 19 | - | 19 | (9) | 10 | 10 | 7 | - | J | |
| Communities & Wellbeing | Improving Info.Management | - | 37 | - | 37 | - | 37 | 37 | - | - | J | |
| Communities & Wellbeing | Learning Disabilities | - | 148 | - | 148 | - | 148 | 148 | 0 | (0) | J | |
| Communities & Wellbeing | Mental Health | - | - | - | - | - | - | - | (41) | - | K | retention only due September |
| Communities & Wellbeing | Older People | 448 | 92 | - | 540 | - | 540 | 622 | 134 | 82 | L | Contribution from reserves to be added to scheme |
| Communities & Wellbeing | Empty Property Strategy | 198 | 405 | - | 604 | - | 604 | 251 | - | (353) | L | re-profile to future years to be calculated |
| Communities & Wellbeing | GM Green Deal and ECO Deliver Partnership | 0 | 1,200 | - | 1,200 | - | 1,200 | - | - | (1,200) | L | review by Month9 expected |
| Communities & Wellbeing | Disabled Facilities Grant | 652 | 337 | - | 989 | - | 989 | 989 | 96 | (0) | K | |
| Communities & Wellbeing | Waste Management | - | 124 | - | 124 | - | 124 | 124 | - | - | K | |
| Communities & Wellbeing | Parks | - | 2 | - | 2 | - | 2 | 2 | - | (0) | K | |
| Communities & Wellbeing | Leisure Facilities | - | 2 | - | 2 | - | 2 | 2 | - | 0 | K | |
| Resources & Regulation | Traffic Management Schemes | 205 | 314 | - | 519 | (219) | 300 | 300 | - | - | K | |
| Resources & Regulation | Public Rights of Way | 23 | 17 | - | 40 | - | 40 | 40 | - | - | K | |
| Resources & Regulation | Planned Maintenance | 1,233 | 105 | - | 1,338 | - | 1,338 | 1,336 | 11 | (1) | K | |
| Resources & Regulation | Travel Plans | - | 26 | - | 26 | (26) | 2 | - | - | (2) | K | |
| Resources & Regulation | Bridges | 445 | 32 | - | 477 | - | 477 | 477 | 76 | - | K | |
| Resources & Regulation | Transportation & Parking | - | 80 | - | 80 | (62) | 18 | 20 | 8 | 2 | J | to be re-profiled at Mth6 |
| Resources & Regulation | Street Lighting LED Invest to Save | 1,046 | 528 | - | 1,574 | - | 1,574 | 828 | - | (746) | L | may require re-profiling |
| Resources & Regulation | A56 Prestwich Village Corridor Improvements | 500 | - | - | 500 | (475) | 25 | 25 | 2 | - | K | |
| Resources & Regulation | Planning Environmental Projects | 237 | 366 | (2) | 601 | - | 601 | 603 | 18 | 2 | J | |
| Resources & Regulation | Development Group Projects | 206 | 126 | - | 332 | - | 332 | 330 | 13 | (2) | K | |
| Resources & Regulation | Corporate ICT Projects | - | 140 | - | 140 | - | 140 | 140 | - | - | K | |
| Resources & Regulation | Townside Fields - Joint Venture | - | 5 | - | 5 | - | 5 | - | 274 | (5) | K | |
| Resources & Regulation | Depot & Operational Premises | - | 83 | - | 83 | - | 83 | 83 | 0 | 0 | J | |
| Resources & Regulation | Opportunity Land Purchase | - | 109 | - | 109 | - | 109 | 109 | 0 | - | K | |
| Resources & Regulation | Demolition of the Rock Fire Station | - | 94 | - | 94 | - | 94 | 94 | 0 | - | K | |
| Resources & Regulation | Inwell Street Redevelopment | - | - | - | - | - | - | 53 | 53 | 53 | L | Longer term scheme, only fees recorded |
| Resources & Regulation | Bradley Fold | - | 32 | - | 32 | - | 32 | 33 | - | 1 | J | |
| Resources & Regulation | Demolition of Former Police HQ, Inwell Street | - | 22 | - | 22 | - | 22 | 500 | 6 | 478 | L | Estimate based on recent quote for works to be carried out in 14/15 |
| Resources & Regulation | Bury Market - New Toilets | - | (13) | - | (13) | - | (13) | 200 | 48 | 213 | L | Contribution to budget amount expected in the year |
| Resources & Regulation | Radcliffe Town Centre Redevelopment | 700 | 174 | - | 874 | - | 874 | 874 | 108 | - | J | |
| Resources & Regulation | The Rock Fire Station Redevelopment | - | 4 | - | 4 | - | 4 | 4 | 4 | - | K | |
| Resources & Regulation | Radcliffe TC Bus Station Relocation | 1,000 | - | - | 1,000 | - | 1,000 | 1,000 | 36 | - | K | |
| Resources & Regulation | New Leisure Centre at Knowsley Street | - | - | - | - | - | - | 79 | 79 | 79 | L | Longer term scheme, only fees recorded |
| Resources & Regulation | Property Management / Sale of Assets | - | - | - | - | - | - | 252 | 231 | 252 | L | Offset at year end against realised sales. |
| Resources & Regulation | ELR Trust | - | - | - | - | - | - | - | 1 | - | L | |
| Housing Public Sector | Disabled Facilities Adaptations | 534 | - | - | 534 | - | 534 | 557 | 24 | 23 | L | |
| Housing Public Sector | Major Repairs Allowance Schemes | 7,361 | 1,406 | - | 8,768 | - | 8,768 | 8,768 | 168 | (0) | K | |
| Housing Public Sector | Major Repairs Allowance Schemes | 4,119 | - | - | 4,119 | - | 4,119 | 3,524 | - | (595) | L | |
| Total Bury Council controlled programme | | 24,284 | 16,126 | (408) | 40,002 | (9,368) | 30,634 | 28,915 | 1,968 | (1,719) | | |

Funding position:

| | | | | | | | |
|--------------------------------------|---------------|---------------|--------------|---------------|----------------|---------------|---------------|
| Capital Receipts | 205 | - | 700 | 905 | (219) | 686 | 606 |
| Reserve / Earmarked Capital Receipts | - | - | - | - | - | - | 140 |
| General Fund Revenue | 699 | 596 | - | 1,295 | - | 1,295 | 1,295 |
| Housing Revenue Account | - | - | - | - | - | - | - |
| Capital Grants/Contributions | 9,780 | 10,881 | (408) | 20,254 | (8,674) | 11,580 | 11,580 |
| HRA/MRA Schemes | 12,014 | 1,406 | - | 13,420 | - | 13,420 | 13,420 |
| Supported Borrowing | - | - | - | - | - | - | - |
| Unsupported Borrowing | 1,586 | 3,243 | (700) | 4,128 | (475) | 3,653 | 1,875 |
| | 24,284 | 16,126 | (408) | 40,002 | (9,368) | 30,634 | 28,915 |

Key for budget monitoring reports

Projected Overspend (or Income Shortfall)

| | |
|--------------------------------------------------------|-------------------------------------|
| a major problem with the budget | more than 10% and above £50,000 |
| a significant problem with the budget | more than 10% but less than £50,000 |
| expenditure/income in line with budget | |
| a significant projected underspend (or income surplus) | more than 10% but less than £50,000 |
| a major projected underspend (or income surplus) | more than 10% and above £50,000 |

| |
|---|
| J |
| K |
| L |

This page is intentionally left blank

April 2014 - June 2014 Monitor

| | 2014/15 Original Estimate | 2014/15 Latest Estimate | 2014/15 Projected Outturn | 2014/15 Variation Over/(Under) |
|-----------------------------------------------------------------------------------------------|---------------------------------|-------------------------------|---------------------------------|--------------------------------------|
| | £ | £ | £ | £ |
| INCOME | | | | |
| Dwelling rents | 30,187,600 | 30,187,600 | 30,075,400 | 112,200 |
| Non-dwelling rents | 220,800 | 220,800 | 222,100 | (1,300) |
| Heating charges | 71,600 | 71,600 | 73,700 | (2,100) |
| Other charges for services and facilities | 904,100 | 904,100 | 922,800 | (18,700) |
| Contributions towards expenditure | 53,900 | 53,900 | 53,900 | 0 |
| Total Income | 31,438,000 | 31,438,000 | 31,347,900 | 90,100 |
| EXPENDITURE | | | | |
| Repairs and Maintenance | 0 | 0 | 0 | 0 |
| General Management | 739,100 | 739,100 | 699,800 | (39,300) |
| Special Services | 752,300 | 752,300 | 752,300 | 0 |
| Rents, rates, taxes and other charges | 50,000 | 50,000 | 90,000 | 40,000 |
| Increase in provision for bad debts - uncollectable debts | 184,400 | 184,400 | 184,400 | 0 |
| Increase in provision for bad debts - impact of Benefit Reforms | 430,400 | 430,400 | 430,400 | 0 |
| Cost of Capital Charge | 4,530,300 | 4,530,300 | 4,493,000 | (37,300) |
| Depreciation/Impairment of fixed assets - council dwellings | 7,361,500 | 7,361,500 | 7,361,500 | 0 |
| Depreciation of fixed assets - other assets | 40,500 | 40,500 | 41,900 | 1,400 |
| Debt Management Expenses | 40,700 | 40,700 | 41,000 | 300 |
| Contribution to/(from) Business Plan Headroom Reserve | (358,000) | (358,000) | (358,000) | 0 |
| Total Expenditure | 13,771,200 | 13,771,200 | 13,736,300 | (34,900) |
| Net cost of services | (17,666,800) | (17,666,800) | (17,611,600) | 55,200 |
| Amortised premia / discounts | (14,600) | (14,600) | (14,600) | 0 |
| Interest receivable - on balances | (164,200) | (164,200) | (91,000) | 73,200 |
| Interest receivable - on loans (mortgages) | (1,900) | (1,900) | (1,000) | 900 |
| Net operating expenditure | (17,847,500) | (17,847,500) | (17,718,200) | 129,300 |
| Appropriations | | | | |
| Appropriation relevant to Impairment | 0 | 0 | 0 | 0 |
| Revenue contributions to capital | 4,652,500 | 4,652,500 | 4,664,500 | 12,000 |
| (Surplus) / Deficit before ALMO/SHU payments | (13,195,000) | (13,195,000) | (13,053,700) | 141,300 |
| Payments to Six Town Housing / Transfers re Strategic Housing Unit excluded from above | | | | |
| Six Town Housing Management Fee | 12,875,000 | 12,875,000 | 12,922,500 | 47,500 |
| Contribution to SHU Costs | 320,000 | 320,000 | 320,000 | 0 |
| Total | 13,195,000 | 13,195,000 | 13,242,500 | 47,500 |
| (Surplus) / Deficit after ALMO/SHU payments | 0 | 0 | 188,800 | 188,800 |
| Working balance brought forward | (1,000,000) | (1,000,000) | (1,000,000) | 0 |
| Working balance carried forward | (1,000,000) | (1,000,000) | (811,200) | 188,800 |

| key for budget monitoring reports | |
|----------------------------------------------|--------------------------------------------------------------------------------------|
| Projected Overspend (or Income Shortfall) of | |
| | a major problem with the budget - more than 10% and above 50K |
| | a significant problem with the budget - more than 10% but less than 50K |
| | expenditure/income on line with budget |
| | a significant projected underspend (or income surplus) - more than 10% but under 50K |
| | a major projected underspend (or income surplus) - more than 10% and above 50K |

This page is intentionally left blank

The table below shows the prudential indicators as derived from the Treasury Management Strategy Report for 2014/15 and the Original Budget for 2014/15 as approved at Council in February 2014. The Original Budget for 2014/15 is compared with the Forecast Outturn for 2014/15 as at 30th June 2014.

| CAPITAL EXPENDITURE | Original Budget 2014/15 | Forecast Outturn at 30 June 14 | Variance | Notes |
|--------------------------------------------------------|-------------------------|--------------------------------|----------|-------|
| | £'000 | £'000 | | |
| Estimate of Capital Expenditure | | | | |
| Non-HRA | 11,770 | 16,067 | 36.51% | 1 |
| HRA existing expenditure | 7,895 | 12,848 | | |
| TOTAL | 19,665 | 28,915 | | |
| Estimate of Capital Financing Requirement (CFR) | | | | |
| Non-HRA | 130,949 | 123,273 | (5.86%) | 2 |
| HRA existing expenditure | 40,531 | 40,531 | | |
| HRA reform settlement | 78,253 | 78,253 | | |
| | 249,733 | 242,057 | | 3 |

| AFFORDABILITY | Original Budget 2014/15 | Forecast Outturn at 30 June 14 | Variance | Notes |
|----------------------------------------------------------------|-------------------------|--------------------------------|----------|-------|
| | £'000 | £'000 | | |
| Estimate of incremental impact of capital investment decisions | | | | |
| Increase in council tax (band D, per annum) | £0.08 | £0.00 | | 4 |
| Increase in housing rent per week | £0.00 | £0.00 | | 5 |
| Ratio of Financing Costs to net revenue stream | | | | |
| Non-HRA | 3.18% | 3.10% | (2.53%) | 6 |
| HRA | 14.18% | 14.18% | 0.00% | 6 |
| Net External Borrowing only to support the CFR in Medium Term | £'000 | £'000 | | |
| Net External borrowing over medium term | 201,361 | 201,361 | | 7 |
| Total CFR over Medium Term | 242,057 | 242,057 | | 7 |
| Net External Borrowing < Total CFR | TRUE | TRUE | | |

| EXTERNAL DEBT | Original Budget 2014/15 | Forecast Outturn at 30 June 14 | Variance | Notes |
|-----------------------------------|-------------------------|--------------------------------|----------|-------|
| | £'000 | £'000 | | |
| Authorised limit of external debt | | | | |
| Borrowing | 205,400 | 205,400 | | 8 |
| Other long term liabilities | 7,000 | 7,000 | | |
| HRA reform settlement | 79,300 | 79,300 | | |
| TOTAL | 291,700 | 291,700 | 0.00% | |
| Operational boundary | | | | |
| Borrowing | 170,400 | 170,400 | | 8 |
| Other long term liabilities | 7,000 | 7,000 | | |
| HRA reform settlement | 79,300 | 79,300 | | |
| TOTAL | 256,700 | 256,700 | 0.00% | |

| TREASURY MANAGEMENT | Original Budget 2014/15 | Forecast Outturn at 30 June 14 | Variance | Notes |
|-----------------------------------------------------------------------------------------------------|-------------------------|--------------------------------|----------|-------|
| Upper limit for fixed interest rate exposure Net principal re fixed rate borrowing / investments | 140% | 140% | 0% | 9 |
| Upper limit for variable rate exposure Net principal re variable rate borrowing / investments | -40% | -40% | 0% | 9 |
| Upper limit for total principal sums invested for > 364 days | £10 m | £10 m | | 10 |
| Maturity structure of fixed rate borrowing at 30 Sept 2013 | Upper/lower limit | Actual | | |
| Under 12 months | 40% - 0% | 7.02% | | |
| 12 months and within 24 months | 35% - 0% | 2.89% | | |
| 24 months and within 5 years | 40% - 0% | 8.29% | | |
| 5 years and within 10 years | 50% - 0% | 6.70% | | |
| 10 years and above | 90% - 30% | 75.10% | | |

Notes to the Prudential Indicators:

1. The original budget shows the approved Capital Programme expenditure of £19,665,000. The forecast outturn of £28,915,000 is higher than budget because of slippage from 2013/14.
2. Following the Government announcement to reform the system of financing Council housing, the Authority had to pay the Department for Communities and Local Government £78.253m on the 28th March 2012. The Council financed this expenditure by PWLB loans.
3. Capital Financing Requirement relates to all capital expenditure – i.e. it includes relevant capital expenditure incurred in previous years. The Capital financing requirement reflects the authority’s underlying need to borrow.
4. The finance costs related to the increases in capital expenditure impact upon Council tax. The increase in Council Tax reflects the level of borrowing to be taken in 2014/15 to finance current and previous years’ capital expenditure.
5. There is no direct impact of capital expenditure on housing rents as the housing rent is set according to Government formula.
6. The ratios for financing costs to net revenue stream for both General Fund and HRA have remained relatively stable.
7. To ensure that borrowing is only for a capital purpose and therefore show that the authority is being prudent this indicator compares the level of borrowing and capital financing requirement (CFR) over the medium term. The level of borrowing will always be below the CFR.

8. The authorised limit and operational boundary are consistent with the authority's plans for capital expenditure and financing. The authorised limit is the maximum amount that the authority can borrow.
9. The variable and fixed limits together look at the whole portfolio and will therefore together always show 100% exposure. Variable interest rate limit can be positive or negative as investments under 364 days are classed as variable and are credit balances which are offset against debit variable loans. The smaller the balance of investments, the more likely the variable limit will be positive as the variable loan debit balance will be higher than the credit investment balance offset against it.
10. Principal sums invested for periods longer than 364 days have been set at £10 million. The investment balance is estimated to be cash flow driven, however if the opportunity arises that surplus investment balances are available then advantage will be taken of favourable rates.

This page is intentionally left blank



**REPORT TO SENIOR MANAGEMENT TEAM,
STRATEGIC LEADERSHIP TEAM AND
OVERVIEW & SCRUTINY**

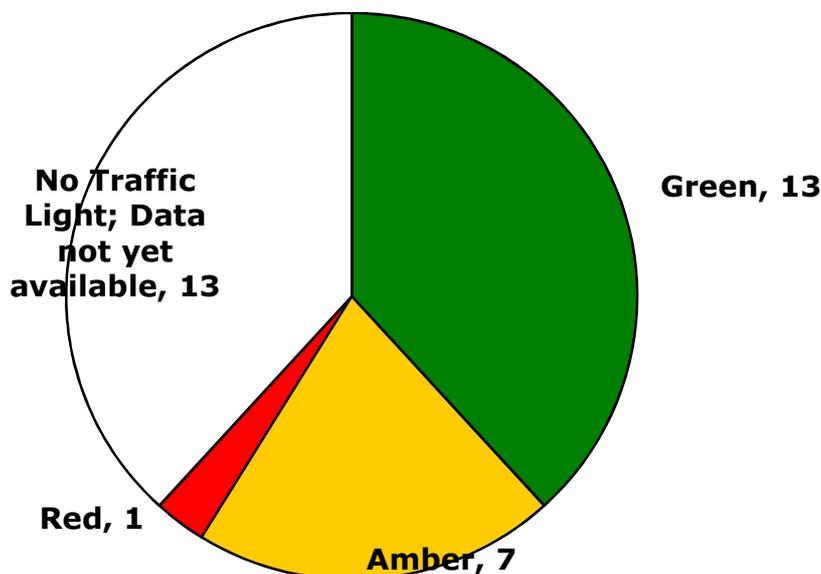
| | |
|------------------------------|------------------------------------------------------------------------------------------------------------------|
| Title: | Corporate Plan Performance Monitoring Report – Quarter 1 2014-15 |
| Date of Meeting: | 1 September 2014 (SMT) 15 September 2014 (SLT) 7 October 2014 (Overview & Scrutiny Committee) |
| Project Lead Officer: | Leader of the Council |
| Project Contact: | Amy Svensson, Improvement Adviser, Policy and Improvement Team |

1.0 PROJECT DESCRIPTION

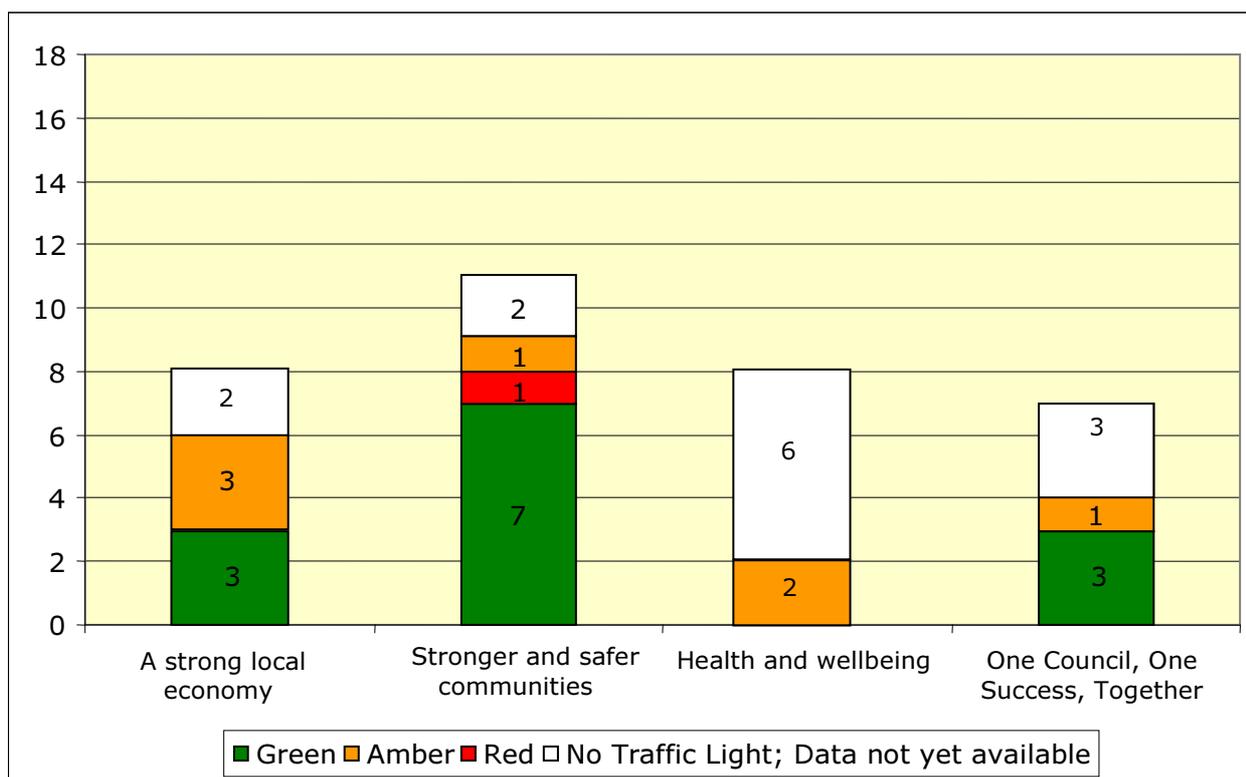
- 1.1 The Council publishes a Corporate Plan each year with progress updates reported to Cabinet bi-annually and performance updates reported to Overview and Scrutiny quarterly. This report outlines performance against the Plan for quarter 1 2014-15.
- 1.2 The Corporate Plan Performance Report outlines the progress during quarter one 2014-15 for the corporate performance indicators within the Bury Council Corporate Plan. The information is extracted from the Performance Information Management System (PIMS).

3.0 SUMMARY OF KEY ISSUES

3.1 Our position at quarter 1 2014-15 is:



- 3.2 Of the 34 corporate performance indicators detailed in the Corporate Plan, 21 of these have outcomes for quarter 1 on which we can report. Thirteen indicators (38%) have demonstrated an improvement on the out turn for 2013-14 and/or exceeded the target set for this year. This figure has reduced since last quarter but traditionally performance improves throughout the year as more data becomes available and remedial action is taken to address underachievement.
- 3.3 Seven indicators (shown as amber on the chart) are unchanged from last year or fall just short of expectations.
- 3.4 The percentage of household waste sent for reuse, recycling and composting is the one 'red' indicator this quarter. This is because Bury is currently trialling a new method of calculation which will eventually be adopted by all Local Authorities. The service must provide details of the different pathways and treatments for the waste tonnage figures collected and this is then fed through to Greater Manchester Waste Disposal Authority (GMWDA) and the Department for Environment, Food and Rural Affairs (DEFRA). This has caused a delay in reporting the actual figure for Q1. Figures based on the revised definition will be input in time for quarter 2.
- 3.5 The major concern this quarter is the number of 'white' indicators where the information is incomplete to enable progress to be measured. It was expected that two indicators would be updated annually and two bi-annually but this quarter reveals a total of thirteen indicators cannot be rated as follows:
- 2 are annual indicators
 - 2 indicators report biannually
 - 1 indicator is affected by a change in methodology
 - 2 indicators have no targets set. Both of these relate to contextual financial data
 - No data is available for 6 of these indicators
- 3.6 This produces the following results across the priority areas as follows:



3.7 At this point of the year, available data shows the position to be positive but there is a significant gap in our knowledge, particularly in relation to health and well being. For five indicators, work is ongoing to rectify problems with the Adult Care data collection and reporting software (PROTOCOL) and data will be provided once this has been completed. For the remaining indicators without in-year data or full-year targets, the Policy and Improvement Team will be meeting with the teams to provide data for Quarter 2.

4.0 EQUALITY AND DIVERSITY

4.1 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.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 The report provides details of the progress made at quarter one 2014-15.

5.2 From the data provided at quarter 1, performance against the Corporate Plan shows that 13 out of 34 (38%) of indicators have achieved their target and/or performed better than last year. However the major issue is the number of indicators which have been unable to report in Q1. This has contributed to a lower success rate than last quarter (66%). The attached report shows more detail on individual indicators and provides background commentary on the results together with proposed actions to improve output.

5.3 Comments and feedback on performance at Q1 is welcomed.

This page is intentionally left blank

One Council. One Plan.

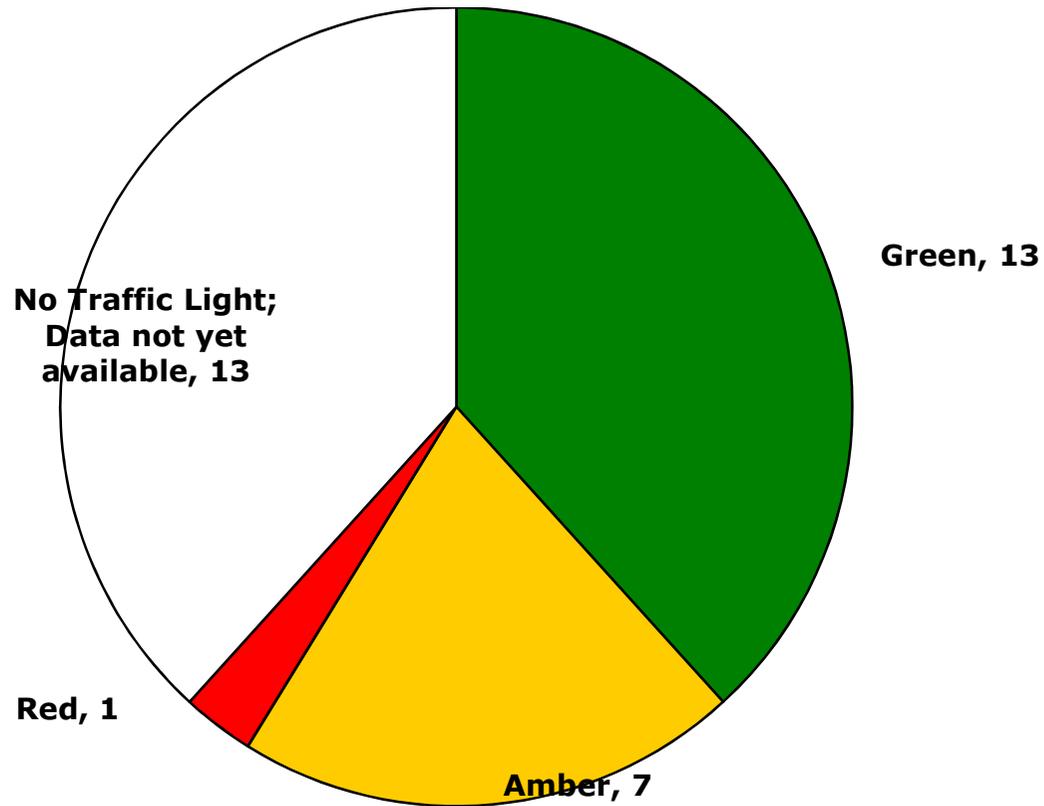
**Quarter One 2014-15:
Performance Report**

INTRODUCTION

- 1.1 This report outlines progress during quarter one of 2014-15 for the corporate performance indicators within the Bury Council Corporate Plan. The information provided is extracted from the Performance Information Management System (PIMS).
- 1.2 There are currently 34 performance indicators from PIMS and this report provides a summary of the overall performance of these indicators.
- 1.3 Where data are unavailable for Quarter 1 2014-15, 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 2013-14 performance
 - Amber – Within 15% of achieving target or within 15% of 2013-14 performance
 - Red – Below target or worse than we achieved in 2013-14.
 - No Traffic Light – Information not available due to various reasons.
- 1.5 The detail of this corporate performance report can be viewed or downloaded on the corporate performance information monitoring system (PIMS). If you require copies of the reports or need training on the operation of the monitoring system; *please contact Amy Svensson on Ext. 6549.*

SUMMARY

2.1 Overall the Council currently reports performance against a total of 34 corporate performance indicators. The chart below shows the proportion of these performance indicators that are categorised as Red, Amber and Green using the criteria set out in paragraph 1.4.



| A strong local economy | | | | | |
|-------------------------------------------------------------------------------------------------------|-------------------------------|---------------------|------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Measure | Higher/ lower is better | 2013/14 Baseline | 2014/15 Q1 | Target | Commentary |
| Overall employment rate for Bury (working age) | Higher | 73.90% | 72.9% (Green) | 70.00% | This figure has reduced slightly since Q4 2013/14 but is still meeting the current target. Existing target carried forward from 2013/14 until Bury Employment Forum agrees a set of future targets. |
| Inequality gap in the achievement of a Level 3 qualification by the age of 19 | Higher | 20% | Annual indicator | 18% | Performance data to be reported at Quarter 4 2014/15. |
| Percentage of 16-18 year olds by academic age who are not in education, employment or training (NEET) | Lower | 5.90% | 6.1% (Amber) | No target available | Provisional year on year NEET performance shows no change from June 2013 with 6.1% NEET and 3.5% not known. Service did not provide a target. |
| Proportion of working age people on out of work benefits | Lower | 3.1% | 2.6% (Green) | Target to be set | This figure has reduced from Q4 2013/14. Bury Employment Forum to agree a 2014/15 target. |
| Percentage of households that experience fuel poverty | Lower | No data available | 10.3% (Green) | 10.4% | The figure reported reflects data for 2012. This is updated annually and is next due in August 2015. The target is the average for England. |
| Percentage of work programme leavers that move into employment | Higher | 0% | 0% (Amber) | 5% by 2016 | No clients have currently moved into employment, though the project only commenced late March 2014. 38 people have been referred into the programme, with 25 individuals met thus far. Programme Target up to 2016 – Engage with 250 ESA WRAG clients – 5% move into employment. Bury Employment Forum to agree a 2014/15 |

| | | | | | |
|-----------------------------------------------------------------------------------------------------|----------------------------------------|-----------------------------|-----------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | target. |
| Percentage of total JSA (Job Seekers Allowance) claimants that are by youths (16-24) | Higher | 28.65% | 27.41% (Amber) | Target to be set | This figure has reduced from Q4 2013/14. Bury Employment Forum yet to agree 2014/15 target. |
| Proportion of people who entered the national careers service work programme that gained employment | Higher | No data available | No data available | Target to be set | New performance indicator. Monitoring system being developed to provide data at Q2 2014/15. |
| Stronger and safer communities | | | | | |
| Measure | Higher/ lower is better | 2013/14 Baseline | 2014/15 Q1 | Target | Commentary |
| Percentage of household waste sent for reuse, recycling and composting | Higher | 37.27% | 45% Red | 60% | Not calculated yet and probably not until the end of September because the method of calculating the data has changed. Training courses have been set up. This figure is an estimate. |
| Residual household waste – kgs per household | Lower | 125.13 | 120 Green | 445 | Not calculated yet and probably not until the end of September because the method of calculating the data has changed. Training courses have been set up. This figure is an estimate. |
| Number of serious violent crime per 1,000 population | Lower | 0.45 | 0.22 (Green) | 0.88 | 42 incidents of SVC have been recorded during the period April - June 2014. This equates to 0.22 incidents per 1,000 population. Cumulative Indicator - unable to compare against 2013/14 year-end data. |

| | | | | | |
|--------------------------------------------------------------|-------|--------|---------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number of serious acquisitive crimes per 1,000 population | Lower | 11.11 | 2.67 (Green) | 12.95 | 495 incidents of SAC have been recorded during the period April - June 2014. This equates to 2.67 per 1,000 population. Cumulative Indicator - unable to compare against 2013/14 year-end data. |
| Assault with injury crime rate per 1,000 population | Lower | 4.27 | 1.17 (Green) | 6.25 | 217 assaults were recorded during the period April - June 2014. This equates to 1.17 per 1,000 population. Cumulative Indicator - unable to compare against 2013/14 year-end data. |
| Reduction in number of incidents of ASB per 1,000 population | Lower | 46.12 | 12.31 (Green) | 49.24 | 2280 incidents were reported during the period April - June 2014. This equates to 12.31 per 1,000 population. Cumulative Indicator - unable to compare against 2013/14 year-end data. |
| Percentage rate of repeat incidents of domestic violence | Lower | 27.94% | 23.94% (Green) | 26% | 23.94% of repeat cases to MARAC is equivalent to 17 cases during the period April - June 2014. Cumulative Indicator - unable to compare against 2013/14 year-end data. |
| Number of empty properties | Lower | 1,024 | Bi-annual indicator | No target required | This is a contextual indicator so no target is required. Data will be reported at Q2 & Q4 given the data collection required and action needed to take at operational level to engage with owners, and the time it takes to bring properties back into use. In April this year the data was streamlined in |

| | | | | | |
|----------------------------------------------------------|--------|-------------------|---------------------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | conjunction with council tax and work is underway with the database to report at Q2. |
| Number of empty properties brought back into use | Lower | 66 | Bi-annual indicator | 100 | <p>This is a slightly ambitious target but, having looked at the old BVPI 64 figures, we feel it is achievable.</p> <p>Data will be reported at Q2 & Q4 given the data collection required and action needed to take at operational level to engage with owners, and the time it takes to bring properties back into use.</p> <p>In April this year the data was streamlined in conjunction with council tax and work is underway with the database to report at Q2.</p> |
| Number of homeless acceptances | Higher | No data available | 2.0 (Green) | 2.4 | The figure reported reflects data for 2012/13. Updated annually, next update due May 2015. |
| Number of families turned around* through SCIL programme | Higher | 179 | 223 (Amber) | 385 | <p>This is a cumulative indicator. 223 families have been turned around to date which is 57.9% of the overall 385 families target. Progress has been excellent since August 2013. DCLG are pleased with our progress. The Programme is making a real difference to families as we are seeing families life's turned around. The Government is expanding the Programme, AGMA has committed to being an early enabler for the next phase of the Troubled Families programme and Bury has given a commitment to be part of the Programme and is looking at the operational and financial arrangements required for</p> |

delivery.

*There are national and local criteria for a family to be considered complex. A family has turned around when they no longer meet this criteria.

Health and Wellbeing

| Measure | Higher/ lower is better | 2013/14 Baseline | 2014/15 Q1 | Target | Commentary |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|---------------------|-------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proportion of older people (aged 65 or over) who are still at home 91 days after discharge from hospital into reablement/rehabilitation services | Higher | 81.40 | No data available | No target available | Unable to provide data due to Adult Care data collection and reporting software (PROTOCOL). Work is ongoing to rectify these problems and data will be provided once this has been completed. |
| Rate of alcohol related admissions to hospital per 100,000 population | Lower | No data available | 616 (Amber) | 637 | New methodology for calculating this indicator. Not comparable to previous figures. Annual figure for 2012/13; quarterly figures will be available by the end of August 2014. Target is England average. |
| Injuries due to falls in people aged 65 and over | Lower | No data available | 1,906 (Amber) | 2011 | Annual figure for 2012/13; next update due May 2015. |
| Proportion of carers with a completed assessment in the year | Higher | No data available | No data available | No target available | Unable to provide data due to Adult Care data collection and reporting software (PROTOCOL). Work is ongoing to rectify these problems and data will be provided once this has been completed. |
| Permanent admissions of older people (aged 65 and over) to residential or nursing care homes per 1,0000 population | Lower | No data available | No data available | No target available | Unable to provide data due to Adult Care data collection and reporting software (PROTOCOL). Work is ongoing to rectify these problems and data will be provided once this has been completed. |

| | | | | | |
|------------------------------------------------------------------------------|--------|-------------------|-------------------|---------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Proportion of people using Social Care who receive Self-Directed Support | Higher | No data available | No data available | No target available | Unable to provide data due to Adult Care data collection and reporting software (PROTOCOL). Work is ongoing to rectify these problems and data will be provided once this has been completed. |
| Proportion of people using social care who receive direct payments | Higher | No data available | No data available | No target available | Unable to provide data due to Adult Care data collection and reporting software (PROTOCOL). Work is ongoing to rectify these problems and data will be provided once this has been completed. |
| Proportion of children's social care assessments completed within timescales | Higher | No data available | 96.2% | No target available | <p>There is no comparable 2013/2014 Q4 data, as the format and timescales for children's social care assessments changed on 1 April 2014. Previous performance reports will have been with reference to the now-redundant NI59 and NI60, relating to Initial and Core assessments respectively; from 1 April social care assessments have taken the form of a single continuous assessment (C&F assessment) with a different timescale for completion.</p> <p>The year to date performance figure is based on C&F assessments completed in Q1. As C&F assessments were not introduced before 1 April 2014, and the maximum expected period for their preparation is 45 working days, the proportion completed within time is very high.</p> |

Finance Summary

| Department | Budget £000 | Forecast £000 | Variance £000 |
|------------------------------------------------|------------------------|--------------------------|--------------------------|
| Communities & Wellbeing Resources & Regulation | 69,018 | 69,580 | +562 |
| Children, Young People & Culture | 4,554 | 5,898 | +1,344 |
| DCN Residual | 33,992 | 34,533 | +541 |
| Non Service Specific | 215 | (170) | (385) |
| | 35,875 | 35,523 | (352) |
| TOTAL | 143,654 | 145,364 | +1,710 |

The projected overspend of £1.710m represents approximately 1.19% of the total net budget of £143.654m.

Performance Indicators

| Measure | Higher/ lower is better | 2013/14 Baseline | 2014/15 Q1 | Target | Commentary |
|----------------------------------------------------------------------------------------|----------------------------------------|-----------------------------|-----------------------|---------------|---------------------------------------------------------------------------------------------------------------|
| Percentage Council Tax collected | Higher | 96.97% | 28.6% (Green) | 96.5% | This is a cumulative indicator. Slightly down on last year but still within target. |
| Percentage of business rates collected | Higher | 94.23% | 28.6% (Green) | 96.5% | Collection during Q1 has been steady and the quarterly target 28% has been exceeded. |
| Average time taken in calendar days to process Housing Benefit/Council Tax new claims. | Lower | 22.6 | 19.56 (Green) | 26 | Good start to the year, however a difficult Q2 ahead due to several members of staff leaving in coming weeks. |
| Forecast outturn (Revenue) (council -wide) | Lower | 406,000 | +£1,710k | No target set | Overspend of £1,710k. |
| Forecast outturn (Capital) (council -wide) | Lower | 5,000 | 1.719m | No target set | Forecasted underspend of £1.719 million. |

| | | | | | |
|--------------------------------------------------------------------|--------|-------|------------------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Number of FTE days lost due to sickness absence | Lower | 9.82 | 10.17 (Amber) | 9.2 | <p>No specific action plan however we are:-</p> <ul style="list-style-type: none"> Updated our Redeployment Policy. Reviewing the Managing Attendance Policy. Refreshing Work Life Balance Policies. Improving and increasing our employee benefits including salary sacrifice schemes. Continuing with a programme of work to increase employee engagement. Working on guidance around employees with Cancer. Updating our exit interview arrangements. |
| Percentage of employees satisfied with Bury Council as an employer | Higher | 60.4% | Annual indicator | 75% | <p>The figure at Q4 2013/14 was 60.4% for the organisation as a whole. The target has been carried over from 2013/14. The next available figure relating to this will be available quarter 4 2014/15 depending upon when we agree to next carry out the survey.</p> |

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 |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------|------------------|------------------|------------------|------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 01 | The <u>potential</u> liability facing the Council in respect of Equal Pay significantly weakens the Council's financial position | Mike Owen / Guy Berry | 1 | 1 | 1 | | | | Risk further reduced as most cases have now been settled. To remain on register till exercise complete. |
| 02 | There is no robust financial strategy or change management strategy to address effectively the significant funding reductions that the Council faces. | Steve Kenyon | 3 | 3 | 9 | | | | Draft allocations for 2015/16 have been reiterated as part of a DCLG consultation exercise; however final figures are unlikely to be available until December 2014. 2015/16 budget options are currently being developed jointly by Cabinet and SLT. There is no funding data available beyond 2015/16 at this stage. |
| 03 | 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 | | | | Income pressures were largely addressed in 2013/14 budget. Demand pressures remain a risk and will continue to be monitored / managed through Star Chamber |

| | | | | | | | | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|---|---|---|--|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | | | | process. 2013/14 Outturn showed a £406k underspend. |
| 04 | The budget strategy does not reflect, or respond to, national policy developments, e.g. Council Tax Support scheme and changes to the Business Rates regime | Mike Owen/Steve Kenyon | 4 | 2 | 8 | | | | Risk reduced as new arrangements have been in place now for 12 months. However, risk remains high given volatility, and influence from factors which are beyond the control of the Council (e.g. appeals). |
| 05 | The Council's asset base is not operated to its maximum effect to deliver efficiency savings and ensure priorities are fulfilled. Ineffective use of assets presents both a financial and a performance risk. | Mike Owen | 2 | 1 | 2 | | | | Asset Management Plan now in place; office accommodation moves took place Summer 2013 and further moves are taking place to reflect the new Departmental Structure. |
| 08 | The Council fails to manage the expectations of residents, service users & other stakeholders in light of funding reductions | Mike Owen | 3 | 2 | 6 | | | | Widespread consultation took place re: Budget / Plan for Change. Early release of some 2015/16 budget options to allow for consultation and ensure April 2015 implementation. |
| 09 | The Government's changes to Council Tax Benefit impact adversely upon the Public / Vulnerable People. Also budgetary risk to the Council in the event of claimant numbers rise | Mike Owen | 3 | 3 | 9 | | | | Impact on residents being managed through Welfare Reform Board. Budgetary impact continues to be assessed through monthly monitoring / Star Chamber process. |
| 10 | Changes resulting from the wider Welfare reform agenda impact adversely upon the public / vulnerable people. | Mike Owen | 3 | 3 | 9 | | | | Welfare Reform Board coordinating action plan with partner organizations (e.g. Six Town, CAB). Whilst impact on individuals can have significant implications, this is being |

| | | | | | | | | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---|---|---|--|--|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | | | | mitigated where possible. |
| 11 | That the scale and pace of Public Sector reform impacts adversely upon key Council Services, compounded by the loss of capacity following staff leaving the Council (420+ since 2010) | Mike Kelly | 4 | 2 | 8 | | | | <p>Workforce Development Plan now in place to ensure continuity / succession planning.</p> <p>Risk will be closely monitored as the Council-wide restructure takes effect.</p> |



**ANNUAL COMPLAINTS REPORT
APRIL 2013 – MARCH 2014**

**Jane Whittam
Assistant Team Manager - Information
12 June 2014**

PURPOSE/SUMMARY:

This report has been produced in line with the statutory requirement to update Members and provide current information in respect of complaints related to Children's Social Care Services. This report looks at the period 1 April 2013 to 31 March 2014, and will allow Members to see the extent and complexity of Children's Social Care Service's span of activity and to receive information relating to the quality of the services delivered.

Members are asked to note the content of the report and advise officers of future requirements in respect of the reporting of complaints relating to Children's Social Care Services.

1.0 INTRODUCTION

- 1.1 In line with guidance from the Department for Education, Local Authorities are required to publish an Annual Complaints Report covering the council year. This report is to provide current information in respect of complaints related to Children's Social Care Services for the year 2013 / 2014.
- 1.2 As part of our refined approach to monitoring performance, the status of complaints is also reported weekly to the Children's Senior Management Team. Lessons learnt from complaints are also discussed monthly within the Children's Services Extended Managers Meeting.

2.0 WHAT IS A COMPLAINT

- 2.1 A complaint may be generally defined as 'an expression of dissatisfaction or disquiet' in relation to an individual child or young person, which requires a response. A complaint may be made by written or verbal expression.
- 2.2 Complaints principally concern service delivery issues, including the perceived standard of these services and their delivery by service providers. These recorded figures only represent a percentage of complaints received as many complaints / concerns are managed daily on an informal basis operationally and are thus, not registered formally by the complaints section.
- 2.3 The Complaints Procedure is not designed to deal with allegations of serious misconduct by staff. These situations are covered under the separate disciplinary procedures of the Council.
- 2.4 It is a legal requirement that Children's Social Care Services has a distinct complaints procedure. This statutory procedure provides the means for a child or young person to make a complaint about the actions, decisions or apparent failings of a local authority's children's social care provision. It also allows an appropriate person to act on behalf of the child or young person concerned or to make a complaint in their own right.
- 2.5 For some service users and for children and young people in particular, it is not easy to make a complaint. This can be the case when the person using the service may be apprehensive about what may happen if they do complain. It is important, therefore, that all complaints are treated seriously, in confidence, investigated and are given due attention. It is therefore the role of the Assistant Team Manager (Information) to provide a degree of

independence and support to the complainant whilst ensuring the complaint follows the statutory procedure. If a complaint is received directly from a child or young person, an automatic referral is made for advocate support to Bury Children's Rights Service, which is an independent advocacy service commissioned by Children's Social Care. Feedback to complainants about their complaint is essential.

- 2.6 A prime objective of the Complaints Procedure is to ensure the Local Authority develops a listening and learning culture where learning is fed back to children and young people who use services. Complaints present an opportunity for the Local Authority to learn why people who are using our services find them unsatisfactory, and how we can improve the services we provide.

3.0 THE SOCIAL CARE COMPLAINTS PROCEDURE

- 3.1 The handling and consideration of complaints consists of three stages:-
- Stage 1: Local Resolution,
 - Stage 2: Independent Investigation
 - Stage 3: Review Panel
- 3.2 Local Resolution requires the Local Authority to resolve a complaint as close to the point of contact with the service user as possible (i.e. through front line management of the service). Emphasis is placed on resolving complaints under Stage 1, local resolution, because this should provide a more timely response and is user friendly. The Department strives to investigate and resolve complaints within 10 working days although the procedure allows a 20 working day time scale for more complex complaints. In most circumstances complaints are considered at Stage 1 in the first instance.
- 3.3 Where the complaint is not resolved locally, or the complainant is dissatisfied with the Local Authority's response, the complaint can be considered at Stage 2. An independent investigation is completed by a senior manager from outside the team to which the complaint refers to. This is overseen by an Independent Person from outside the Local Authority to ensure a full and fair investigation is carried out. We aim to send a response with a full report within 25 working days, although this can be extended to 65 working days.
- 3.4 Where Stage 2 of the Complaints Procedure has been concluded and the complainant is still dissatisfied, they will be eligible to request further consideration of the complaint by a Stage 3 Review Panel. The Panel does not reinvestigate the complaint or consider any substantively new issues of complaint that have not been first considered at Stage 2. The purpose of the Panel is to consider the initial complaint and, wherever possible, work towards a resolution. The Panel should be convened within 30 working days of request and its report (including any recommendations) will be sent within 5 working days following the meeting. The Department then issues its response to the complainant within a further 15 working days.
- 3.5 Where a complainant remains dissatisfied with the Local Authority's response to the Review Panel's recommendations, the complainant has the right to refer his / her complaint to the Local Government Ombudsman. The Assistant Team Manager (Information) will assist with this process as far as possible.

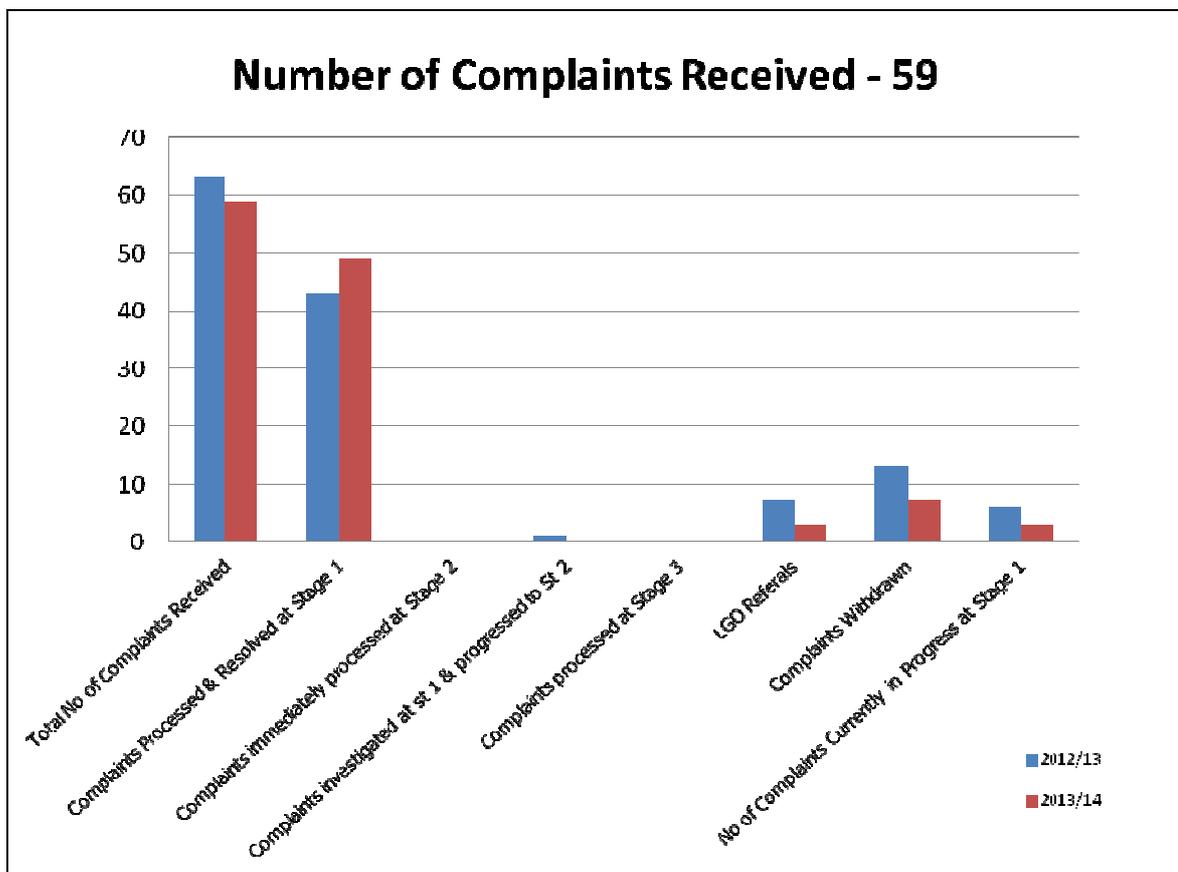
ANALYSIS OF COMPLAINTS RECEIVED

All figures detailed below are from 1 April 2013 to 31 March 2014. Reference is also made to outstanding complaints or complaints which were reported as not being agreed or completed as of 31 March 2013.

4.0 SOCIAL CARE COMPLAINTS RECEIVED

4.1 A total number of 59 complaints were received across all social care teams during the 2013 – 2014 financial year. This reflects a 6% decrease in the number of complaints received when compared with the 63 complaints that were received during the last financial year (April 2012 – March 2013).

4.2



4.3 The 3 complaints which were received during March 2014 but which were not actually completed within the 2013 / 2014 financial year have now been responded to during April 2014; 2 within 10 working days and one within 20 working days. 7 of these complaints were withdrawn, and 3 of these were enquiries from the Local Government Ombudsman. This report therefore focuses on the 49 complaints which were actually investigated at Stage 1 of the Social Care Complaints Procedure during the last financial year (April 2012 – March 2013).

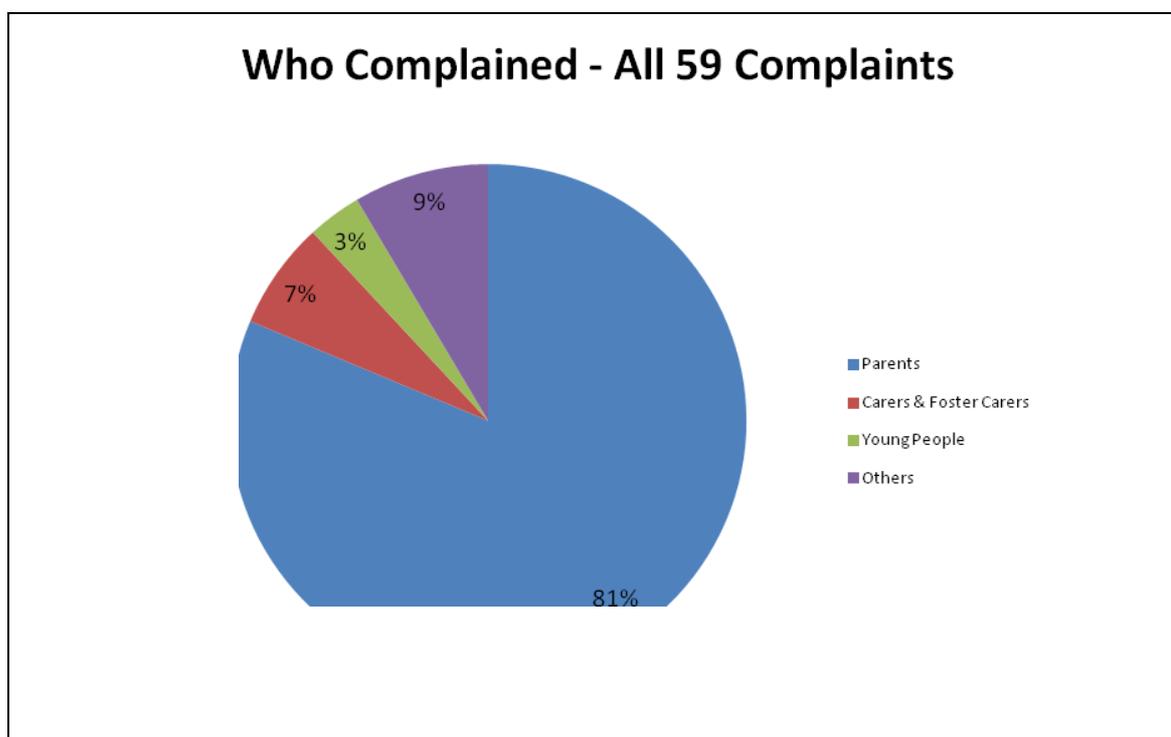
4.4 In addition to the 59 complaints received in 2013 / 2014, 6 complaints received towards the end of 2012 / 2013 were also investigated during the

2013 / 2014 financial year. 1 of these complaints was responded to within 10 working days, 4 were responded to within 20 working days and 1 took over 20 working days with the agreement of the complainant.

5.0 WHO COMPLAINED?

5.1 The vast majority of complaints were received from parents. Young people are encouraged to raise their own concerns with the assistance of advocacy from Bury Children’s Rights Service. Bury Children’s Social Care Services and Bury Children’s Rights Service continue to work with their joint working protocol to ensure that a consistent and timely service is offered to children and young people in the care of Bury Local Authority when they raise a concern via their advocate.

5.2



6.0 ADVOCACY

6.1 5 complaints were made using the service of an external Advocate, compared to 14 during the previous financial year. The number of complaints received through Bury Children’s Rights Service was 3, compared with 8 last year. There has been a reduction in the number of complaints received from the Hospital Citizens Advice Bureau as a result of work being carried out with them at the end of the last financial year in order that they understand the Social Care thresholds.

6.2 Concerns and complaints received from Children and Young People in Care are very important. These young people are often supported to make a complaint by Bury Children’s Rights.

6.3 The advocate from Bury Children’s Rights Service will initially raise the concern with the Young Person’s Social Worker, and if no response is received

within a timely manner, this will be referred to the Social Worker’s Line Manager for a response.

- 6.4 Should a response not be provided within a timely manner, or if the Young Person is unhappy with the response, their advocate will assist the child or young person to make a formal complaint at Stage 1 of the Statutory Children’s Social Care Complaints Procedure.
- 6.5 The Children in Care Council are currently involved in updating our Complaints Leaflet.

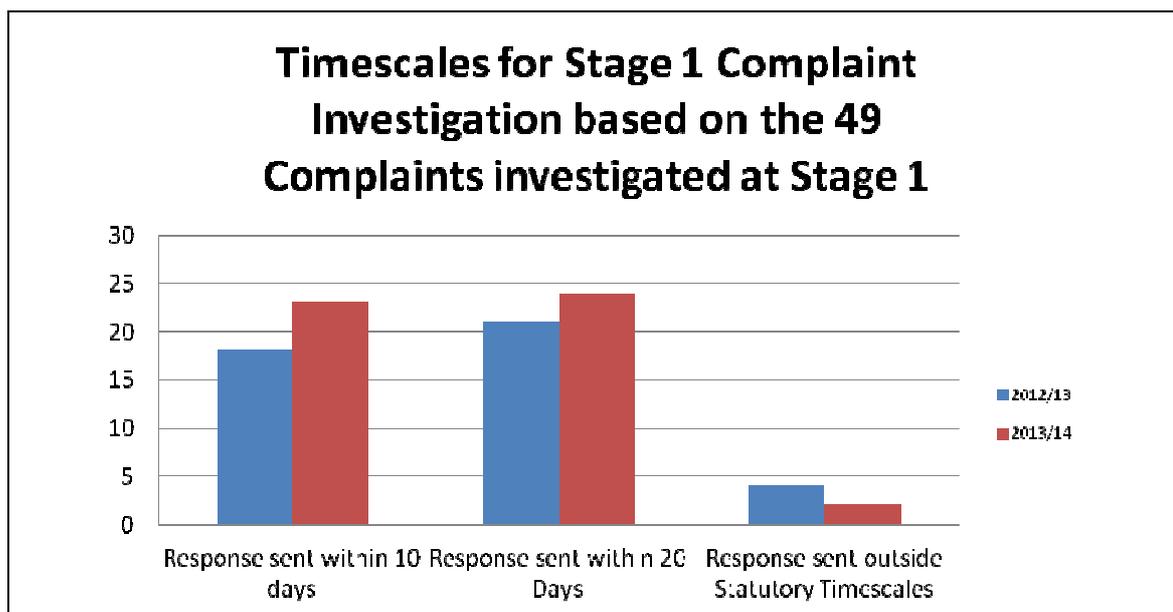
7.0 TIMESCALES OF STAGE 1 SOCIAL CARE COMPLAINTS

7.1 Performance Indicators show that for the fourth year running, staff have continued to make significant improvements to the timescales in which we have responded to complaints compared with the figures from 2012 / 2013. Of the complaints received and investigated within 2013 / 2014, 46.94% of complaints have been dealt with within ten working days, compared with 41.86% for the same period in 2012 / 2013 and 95.92% of complaints have been dealt with within twenty working days compared with 90.69% during 2012 / 2013.

| Year | 10 Working Days | 20 Working Days |
|-------------|-----------------|-----------------|
| 2009 / 2010 | Unavailable | 60% |
| 2010 / 2011 | 32.72% | 65.46% |
| 2011 / 2012 | 36.36% | 79.55% |
| 2012 / 2013 | 41.86% | 90.96% |
| 2013 / 2014 | 46.94% | 95.92% |

7.2 Delays were agreed with the complainant for the 4.08% of the complaints which were dealt with outside timescales. The additional time taken prevented these complaints being taken to stage 2.

7.3



8.0 COMPLAINTS PER TEAM

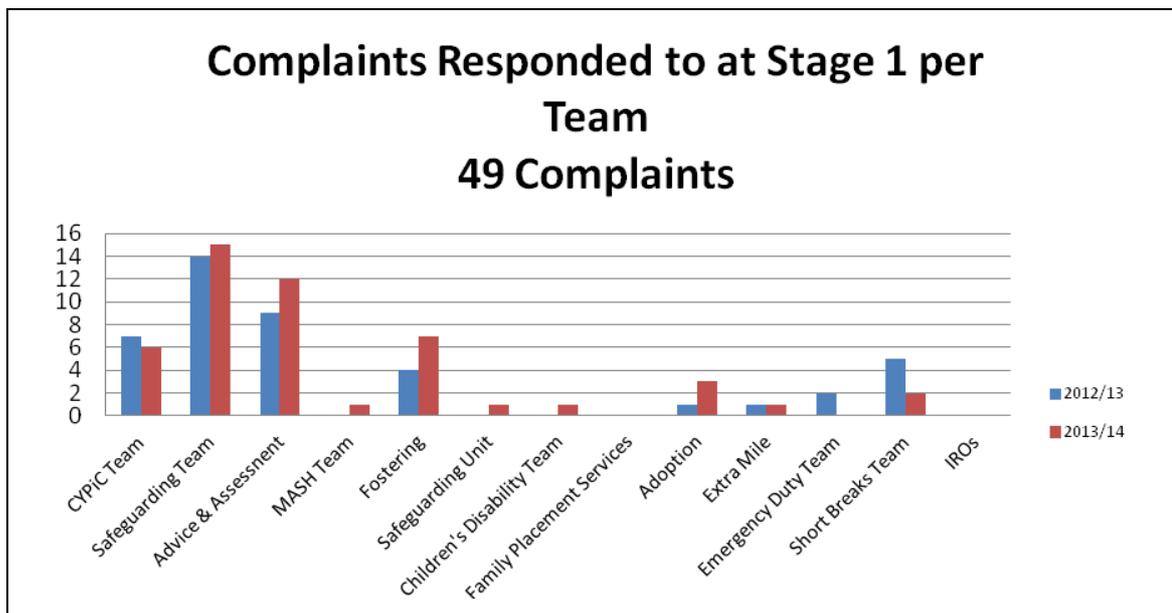
8.1 Figures show that 30.61% of complaints have been investigated and responded to by the Safeguarding team, which is a similar level to the 32.56% during 2012 / 2013. Slight increases in complaints have been seen in other departments.

8.2 Neighbouring authorities have continued to note an increase in complaints over the past twelve months. Despite budget cuts and staff restrictions and restructures, it is pleasing to note that we have seen a decrease in complaints being made. Parents, carers and children are provided with complaints leaflets during visits, and are aware of how to make complaints. During a recent Safeguarding Diagnostic by the Local Government Agency and a Thematic Inspection of Early Help by Ofsted, both agencies reported on the positives of the lessons learnt from complaints.

8.3 Whilst the percentage of complaints between teams has changed from last year, the following figures clearly highlight that just over half the complaints received were with regard to the two largest Social Care Teams (Safeguarding and Advice & Assessment).

8.4 It should be noted that the MASH Team is a new team set up in August 2014, and complaints received by this team would previously have been recorded within the figures for the Advice and Assessment Team.

8.5

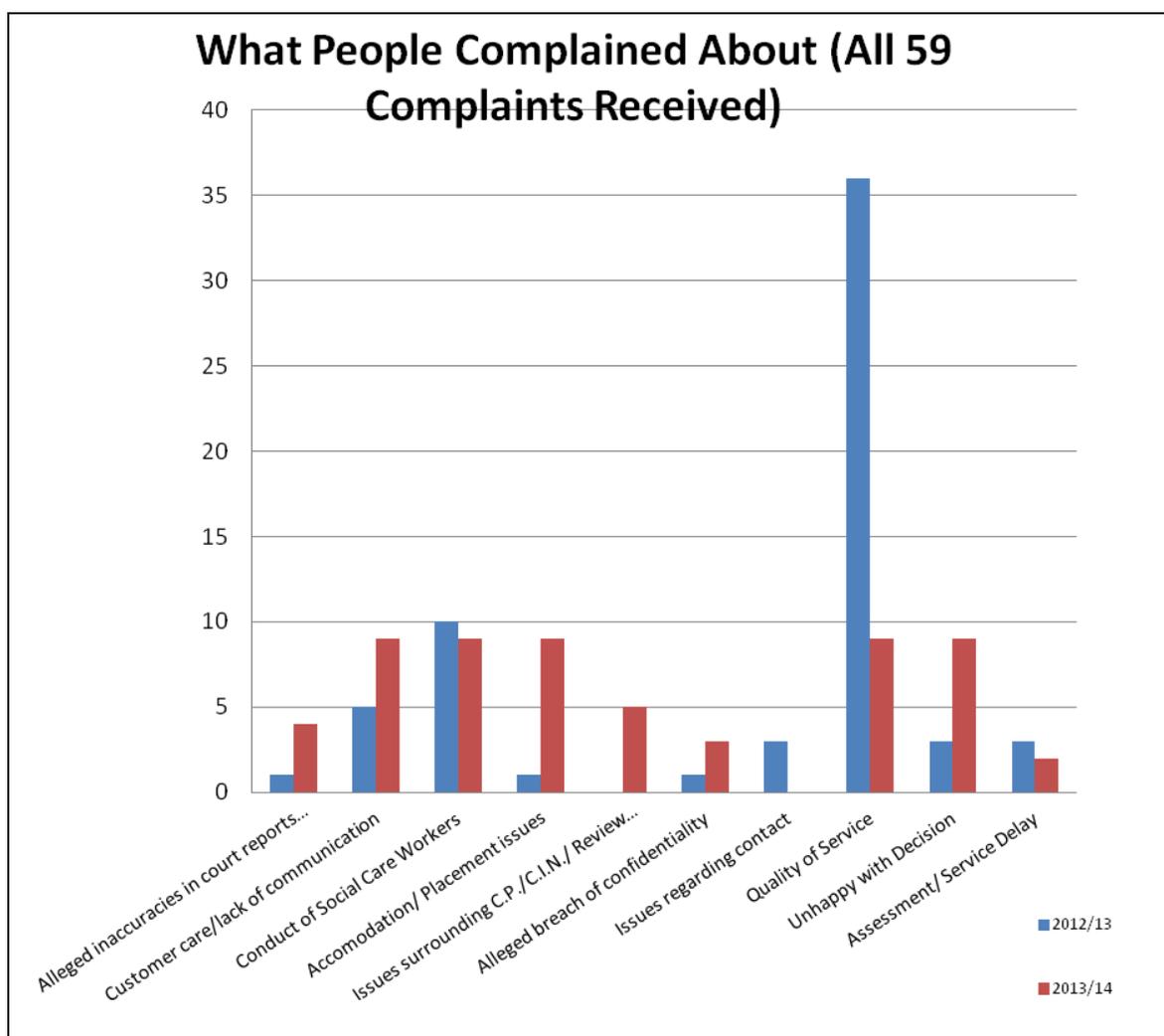


9.0 WHAT PEOPLE COMPLAINED ABOUT

9.1 All complaints received in respect of staff conduct have also been addressed personally by Managers on an individual basis.

9.2 The above graph shows that over the last twelve months we have been able to narrow complaints down to more specific details rather than quality of service. There is no main pattern to the complaints received which is pleasing as it does not highlight a particular weak area within the teams / service.

9.3



10.0 HOW WE DEALT WITH COMPLAINTS

10.1 Each of the 49 complaints investigated at Stage 1 was investigated by the relevant Service Manager or Team Manager, and a response was provided to the Complainant explaining the situation or what the service intends to do as a result of the complaint. In the majority of cases, a letter of explanation or an apology was sufficient to resolve the matter.

10.2 Whilst a number of complainants were initially dissatisfied with the Stage 1 outcome, we were able to resolve the complaints without the need to progress to Stage 2 by offering meetings with the Strategic Lead for Safeguarding and the Assistant Team Manager (Information).

10.3 There have been 3 complaints which were received by the Local Government Ombudsman and which we were asked to supply information to support their enquiry.

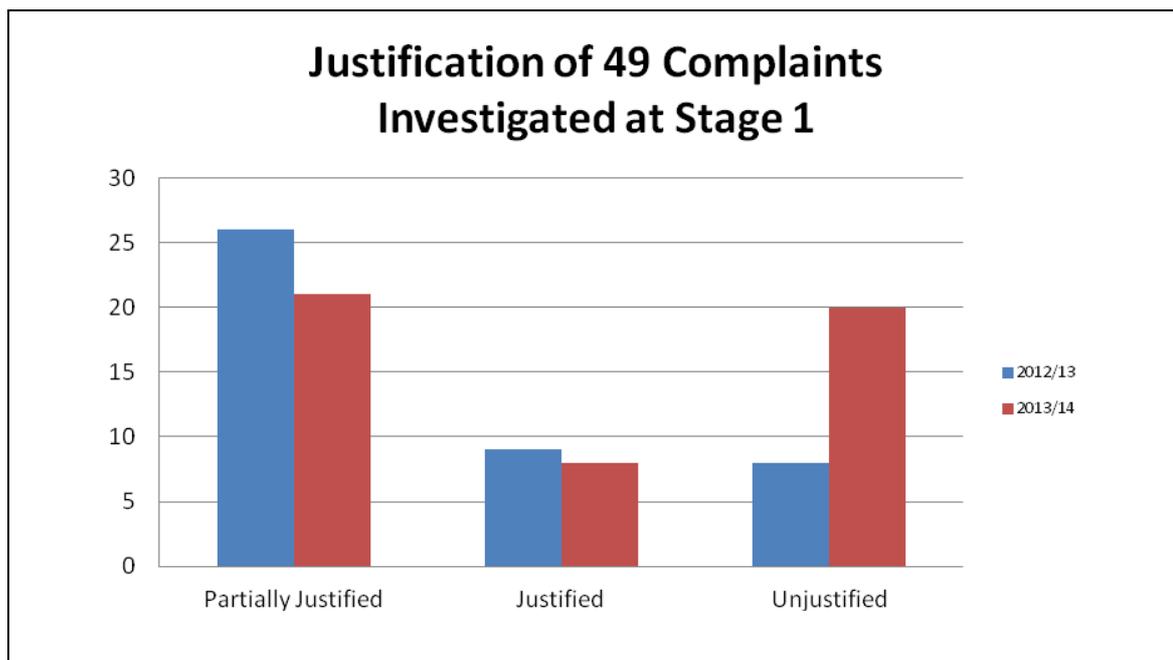
10.4 To date we have received a provisional view on one case that the LGO will be closing the complaint as they have been unable to discuss the complaint with the complainant in order to gain sufficient information to proceed.

10.5 Two cases are currently outstanding with the Ombudsman, awaiting a decision as to whether they are happy with the information supplied or whether they intend to investigate as a formal complaint.

10.6 At the end of the financial year, there have been no cases which have been formally investigated by the Local Government Ombudsman.

10.7 There have therefore been no complaints that progressed to Stage 2 or 3 and at the time of writing.

10.8



11.0 QUALITY ASSURANCE / BUDGET POSITION

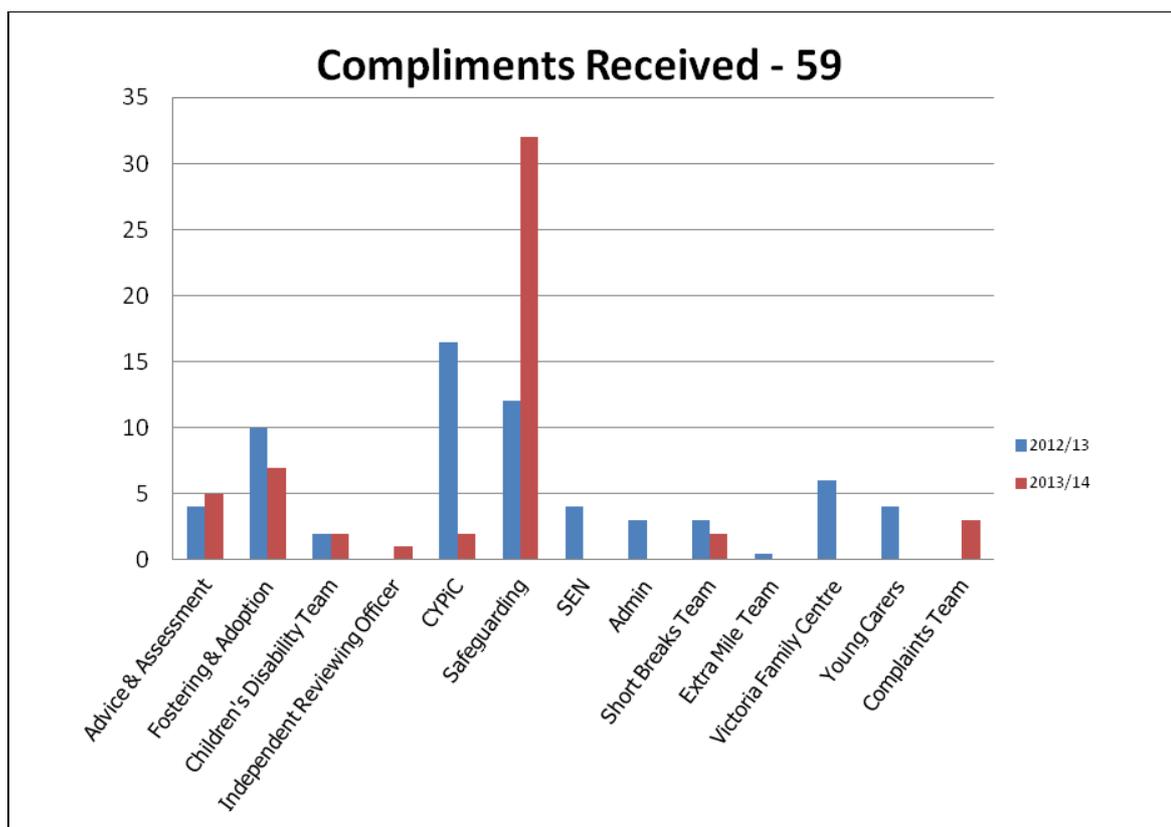
11.1 This year, more staff are now familiar with carrying out complaint investigations and providing a written response; in addition there has been an increase in quality assurance procedures. These measures have resulted in the Local Authority having been able to resolve all complaints at Stage 1 of the Complaints process without the need to carry out any Stage 2 Complaint Investigations.

11.2 We have therefore not incurred any costs for Stage 2 Complaint Investigations which is a saving of £1007.70 when compared with the previous financial year.

12.0 COMPLIMENTS RECEIVED

12.1 59 compliments regarding the Children’s Social Care Teams have been received over the last twelve months, compared with 65 which were received during the last financial year.

12.2



12.3 It is pleasing to note that the number of compliments received for the Safeguarding Team have more than doubled in the last financial year. A considerable number of these compliments have been received from the Courts with regarding to the reports and information provided during Legal Proceedings.

The graph reflects a significant reduction in the number of compliments received by the Children and Young People in Care (CYPiC) Team. This is a team in which there has been a high level of staff sickness and agency cover.

13.0 EQUAL OPPORTUNITIES MONITORING

13.1 Whist efforts have been made to monitor the ethnic origin of the Authority's complainants; many have not returned the diversity questionnaire.

13.2 Due to the limited number of questionnaires being returned, a true and accurate reflection of the Authority's Complainants cannot be reported.

14.0 REPEAT AND VEXATIOUS COMPLAINTS

14.1 It should be noted that as reported in the last financial year we do still receive a small number of complaints which may be construed as either vexatious or repeated. This is something that has also been noted by colleagues in neighbouring Authorities. This type of complaint impacts greatly on the time of both the Assistant Team Manager (Information) and Departmental Staff, and hinders the completion of other complaints.

14.2 The Local Government Ombudsman remains a source for advice in these situations, especially when it is clear that a Stage 2 Investigation would not

provide a different outcome / resolution, and a small number of complainants were advised to contact the LGO if they remained unhappy with the Local Authority's response.

- 14.3 The LGO agreed with the Council's decision and did not carry out any further investigations other than one outstanding and identified at 10.3.

15.0 DEVELOPMENT OF COMPLAINT MANAGEMENT & EXPERTISE

- 15.1 The North West Complaints Managers Group meets bi-monthly. Meetings are well attended. The network aims to raise standards for Complaint Management across Authorities. Both this group, and the Children's Subgroup continue to be a valuable source of advice and support.

16.0 LEARNING FROM COMPLAINTS

- 16.1 In order to demonstrate learning from complaints and the Department's commitment to use complaints to improve standards of services, all Service Managers complete a "Lessons Learnt" form following each complaint investigation. All recommendations arising from complaints have been recorded and followed up by Service Team.

- 16.2 During the last twelve months, a report has been issued to Team Managers on a quarterly basis to ensure feedback to complaints is reported back to staff.

- 16.3 Feedback and discussion from complaints also takes place with Team Managers during the monthly Extended Manager's Meetings. This feedback is then shared with staff during Team Meetings.

- 16.3 Some complaints identify lessons learnt in dealing with an individual or family; others offer a wider learning experience

- 16.4 The recommendations which have arisen from complaints during 2013 / 2014 which have now been implemented are detailed below:

- Staff to consider sensitivity around Christmas and festive holidays and to understand how difficult the assessment and court process is for service users.
- To ensure that parents who are excluded from review meetings are offered a separate meeting to keep them informed and ensure that the decision for exclusion is reviewed at each meeting.
- The issue of confidentiality and sharing sensitive information to be regularly reviewed in Team Meetings
- Social Workers need to be clear from the start of involvement of the difference between CIN and CP but to advise parents/carers that if concerns remain and parents/carers refuse to work with the department we will consider if a CP plan is required
- Introduction of a communication diary between foster carers and birth mother in improve communication.
- Social Workers must share assessments / reports with parents and record the parents' view within the body of the assessment or the report. The Safeguarding Unit have distributed

expectations to all Team Managers/Social Workers around timescales in which to share reports with parents prior to meetings. If this is not complied with, Conferences will be stood down. This will ensure that parents are prepared for discussions at meetings.

- It has been highlighted that Social Workers need to be mindful of any potential language barriers and ensure that translation services are involved from the beginning and that all information gathered is shared.
- Medical policies and procedures have been reviewed and updated with regard to medical consent for CYPiC, and this has been shared with staff
- Protocol / guidance to be developed for Digital Images Clear guidance must be given to families when they are sharing information of a safeguarding matter that this cannot remain confidential – this will reduce the complaints about potential breaches of data protection.
- Tracking spreadsheet to be set up and maintained by the post adoption worker to detail requests for access to records as this can be a lengthy process and will assist in good communication.
- A duty tray has been created within the Safeguarding Team to ensure that there are no delays in allocation of cases and to prevent any issues with regards to communications between MASH and Safeguarding Team.
- Reflection on the way we deal with allegations of domestic violence to ensure we allow both partners to voice their concerns.
- Early resolution and maintaining good communication between birth parents and foster carers is essential to prevent unnecessary complaints. Establishing communication protocols for the future to ensure good flow of information between the parties concerned.
- To ensure that prospective foster applicants are aware of the background information required. Management to be involved in informing the prospective applicants if not proceeding to the assessment stage.

17.0 CONCLUSIONS

17.1 The Complaints process has been monitored and evaluated throughout the year to ensure that we not only meet the requirements of the statutory regulations and guidance, but that of our Service Users. Improved feedback and learning from complaints may be a factor in the reduction in complaints compared to increases seen in other Local Authorities. We are able to evidence that changes to Social Care processes have been made and also that improvements have been made to the Authority's response time to complaints.

17.2 There is still further scope for the timescales in which we respond to complaints to be improved and for complaints to contribute towards improvements to the services we provide.

17.3 To ensure that we continue to work and resolve complaints quickly and

effectively, experienced Team Managers have worked with newer Team Managers in the investigation and response to complaints and procedures have been implemented to quality assure all written responses.

- 17.4 It is essential to the smooth running of investigating and responding to complaints that delays are kept to a minimum, and that any delays in the investigation process do not add to the initial complaint. Whilst it is pleasing to note that staff have made huge improvements in the completion of complaints within timescales and have reduced the number of complaints responded to outside the statutory timescales, there is still scope to improve the number of complaints that we respond to within the statutory response time of ten working days.
- 17.5 Strict monitoring and following up on complaint investigation continues to be a priority to ensure complaints are responded to effectively within the ten day timeframe.

This page is intentionally left blank