

AGENDA FOR

CABINET

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To: All Members of Cabinet

Councillors : R Shori (Leader and Cabinet Member for Business Engagement and Regeneration (Chair)), J Lewis (Deputy Leader and Cabinet Member for Finance and Human Resources), S Walmsley (Cabinet Member for Strategic Housing and Support Services), A Quinn (Cabinet Member for Environment), T Holt (Cabinet Member for Health & Wellbeing), S Briggs (Cabinet Member for Children and Families), T Tariq (Cabinet Member for Communities), T Pickstone (without portfolio) and I Gartside (without portfolio)

Dear Member

Cabinet

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

Date:	Wednesday, 14 December 2016
Place:	Meeting Rooms A and B, Town Hall, Knowsley Street, Bury BL9 0SW
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

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

3 PUBLIC QUESTION TIME

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

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

4 MINUTES *(Pages 1 - 4)*

To approve as a correct record the minutes of the meeting held on 19 October 2016.

5 CORPORATE FINANCIAL MONITORING REPORT - APRIL 2016 TO SEPTEMBER 2016 *(Pages 5 - 36)*

6 TREASURY MANAGEMENT STRATEGY - MID YEAR REVIEW 2016/17 *(Pages 37 - 44)*

7 BURY WHOLE SYSTEM TRANSFORMATION - DEVELOPMENT OF A ONE COMMISSIONING ORGANISATION *(Pages 45 - 60)*

8 SPRINGS TENANT MANAGEMENT ORGANISATION SELF FINANCING OPTION PROGRESS UPDATE *(Pages 61 - 66)*

9 CORPORATE PERFORMANCE - 2016/2017 QUARTER 2 *(Pages 67 - 84)*

10 DIRECTOR OF PUBLIC HEALTH ANNUAL REPORT *(Pages 85 - 88)*

11 URGENT BUSINESS

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

12 EXCLUSION OF PRESS AND PUBLIC

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

13 **ITEM WITHDRAWN**

14 **APPROVAL OF AN EXTENSION TO THE HOUSING MANAGEMENT AGREEMENT BETWEEN THE COUNCIL AND SIX TOWN HOUSING PLUS RELATED MATTERS** *(Pages 89 - 92)*

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Minutes of:	THE CABINET
Date of Meeting:	19 October 2016
Present:	Councillor R Shori (in the Chair) Councillors K S Briggs, I Gartside, T Holt, J Lewis, T Pickstone, T Tariq and S Walmsley
Apologies:	Councillor A Quinn
Public attendance:	25 members of the public were in attendance.

CA.347 DECLARATIONS OF INTEREST

Councillor R Shori declared a personal interest that his partner is employed by the Council.

CA.348 PUBLIC QUESTION TIME

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

The meeting was attended by members of the public regarding the item of business relating to Home to School Travel Assistance Policy for Children and Young People with Special Educational Needs. The Chair stated that he would allow questions to be asked at the point in agenda when the item was considered and invited questions on any other matters.

No questions were asked.

CA.349 MINUTES**Delegated decision:**

That the minutes of the meeting held on 7 September 2016 be approved and signed by the Chair as a correct record.

CA.350 RESULTS OF THE PUBLIC CONSULTATION ON THE KEY PRINCIPLES FOR THE BURY LIBRARY SERVICE AND NEXT STEPS

The Leader and Cabinet Member (Strategic Housing and Support Services) submitted a report providing the summary of the outcomes of the public consultation on the six principles as follows.

Principle 1

To provide a Library Service across the borough which provides all residents and those working or studying in the borough with access to libraries and to electronic services sufficient in number, range and quality to support reading for pleasure, lifelong learning, the development of new skills and the effective use of information.

Principle 2

To ensure that the needs of more vulnerable residents and groups protected by Equalities legislation are taken fully into account in the review process.

Principle 3

To ensure that the resources committed to the Library Service are used as efficiently as possible by exploring options to reduce running and maintenance costs and to share premises with Council and other services.

Principle 4

To explore options for investing in technology to improve access to the Library Service, for example by extending opening hours, increasing our digital offer and enhancing provision for those with sensory impairments.

Principle 5

To welcome the contribution that members of the community can make to the Library Service as volunteers, supporting both traditional and digital services.

Principle 6

To meet local aspirations for a network of community spaces across the borough in which the Council and local communities can work together as partners in meeting local needs.

The report also sought approval to proceed to the next stage of the consultation process using the six principles, alongside the commissioned reports, as a basis for a review of the library service. The consultation would take place during October to December 2016. A further report would be produced to identify potential models/ options for library provision in the future and would be submitted for consideration by Cabinet on 18 January 2017.

Delegated decision:

That approval be given to move to Stage 2 of the consultation process, in accordance with the revised timetable, as detailed in the report submitted.

Reason for the decision:

The Council is committed to retaining a high quality Library Service in the borough and to provide a service that meets its statutory duties and supports the aspirations of residents of all ages for development of reading skills for the youngest, lifelong learning and access to books and information.

Other options considered and rejected:

To amend or reject the recommendation.

CA.351 HOME TO SCHOOL TRAVEL ASSISTANCE POLICY FOR CHILDREN AND YOUNG PEOPLE WITH SPECIAL EDUCATIONAL NEEDS

The Cabinet Member (Children and Families) submitted a report requesting adoption of a revised policy for assistance in support of home to school and college travel for children and young people with Special Educational Needs, following consultation with stakeholders.

The Council's existing policy required revision to reflect the expectations of the Children & Families Act 2014, which introduced significant reforms to the way

in which services for children and young people with Special Educational Needs or Disability are provided, commissioned or delivered. The Act seeks to provide greater flexibility and choice to families, and to enable the use of personal budgets where this is requested.

The new policy would be come into effect from 1 November 2016 and will apply to all annual reviews or new requests for transport after that date.

The Chair invited those members of the public present to speak and ask questions.

Cabinet was informed that the Bury Parents Forum had set up a Transport Steering Group and a position statement had been produced and sent to councillors. After receiving the proposed new policy from the Council the group had contacted Independent Parental Special Education Advice (IPSEA). The response received suggested that parts of the new policy were potentially unlawful. Parents did not believe it gave greater choice or flexibility to them and implementing the proposals could result in a legal challenge or judicial review. Concerns were also raised on the consultation process undertaken and the impact on families by ending the financial assistance or transport provision for respite and short break sessions.

The Executive Director (Children's Services) reported that having taken advice from the Council's Legal Services, officers were satisfied that the consultation process was done properly and the policy was correctly worded and a lawful document.

The consultation process had been ongoing for over a year and had involved the distribution of questionnaires to families of service users, the use of focus groups and had included user feedback sessions.

There is no statutory duty on the Council to provide financial assistance or transport provision for respite or short break sessions. The policy proposed to bring the current arrangements in line with legislation and address individual needs. The policy had not been produced in order to reduce the budget and was intended to prevent overspending on a service that was in very high demand. The policy criteria will be produced when the policy framework has been agreed using government guidance.

Delegated decision:

1. That the outcome of the consultation with stakeholders regarding the development of the new policy framework be noted.
2. That the revised home to school and college travel assistance policy framework for children and young people with special educational needs be adopted as detailed in the Appendix to the report submitted.

Reasons for the decision:

This decision enables the local authority to respond to the outcome of consultation, meet the requirements of the Children & Families Act 2014, and comply with its statutory duties in accordance with Section 508(B) of the 1996 Education Act, as amended by the Education and Inspections Act 2006.

Other option considered and rejected:

To make no changes to the current policy framework.

(Councillors Gartside and Pickstone abstained from voting on this item.)

CA.352 DRAFT BURY GROWTH PLAN

The Leader of the Council and Cabinet Member (Business Engagement and Regeneration) submitted a report presenting the draft Bury Growth Plan which is a high level strategy document setting out how, through collaborative working, the Council can achieve its ambitions for healthy, inclusive, sustainable and managed growth and increased resilience.

The Bury Growth Plan addresses the requirement for physical development in the borough and recognises the need to support social and economic growth to help create thriving, healthy and equitable communities. It also recognises the need for infrastructure and public service changes to support growth.

The Plan stresses that growth will require interventions to mitigate against negative environmental impacts and to support a low carbon economy.

Delegated decisions:

1. That approval be given to the Draft Bury Growth Plan, subject to targeted external stakeholder consultation.
2. That authority be delegated to the Chief Executive in consultation with the Leader of the Council to incorporate any nonstrategic changes prior to adopting and implementing the Plan.

Reason for the decision:

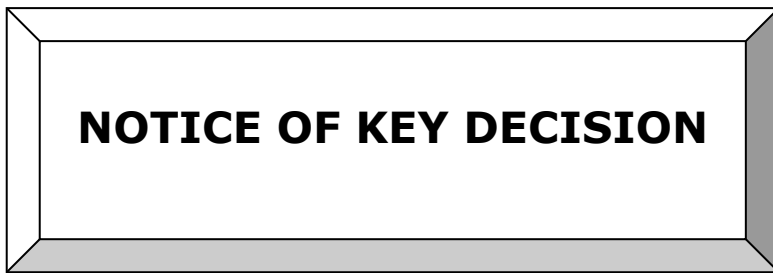
The Bury Growth Plan recognises that Bury's population is growing and more jobs and homes are needed in the Borough to accommodate this growth.

Other option considered and rejected:

That Cabinet identify specific revisions to the Draft Bury Growth Plan prior to the commencement of consultation.

COUNCILLOR R SHORI
Chair

(Note: The meeting started at 6.00pm and ended at 7.05pm.)



Agenda Item	
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MEETING: **CABINET OVERVIEW & SCRUTINY COMMITTEE**

DATE: **14 DECEMBER 2016**
14 DECEMBER, 2016

SUBJECT: **CORPORATE FINANCIAL MONITORING REPORT – APRIL 2016 TO SEPTEMBER 2016**

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

CONTACT OFFICER: **STEVE KENYON, INTERIM EXECUTIVE DIRECTOR OF RESOURCES & REGULATION**

TYPE OF DECISION: **FOR INFORMATION**

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 2016 to September 2016 and projects the estimated outturn at the end of 2016/17.

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 September 2016.

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. Additionally, a series of measures has been drawn up to address the extremely difficult financial situation facing the Council in 2016/17 and these are detailed in par. 3.7 on page 5 of this report.

Statement by Interim 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 council wide Star Chamber meeting.

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

EXECUTIVE DIRECTOR: Steve Kenyon

Chief Executive/ Strategic Leadership Team	Cabinet	Overview & Scrutiny Committee	Council	Ward Members	Partners
07/11/16	14/12/16	14/12/16			

1.0 INTRODUCTION

- 1.1 This report informs Members of the forecast outturn for 2016/17 based upon current spend for the period 1 April 2016 to 30 September 2016 in respect of the revenue budget, capital budget, treasury management 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 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

- 3.1 The table below outlines the annual budget and forecast outturn based upon known factors and the professional views of service managers as at month 6:

Department	Budget £000	Forecast £000	Variance £000
Communities & Wellbeing	69,873	72,468	+2,595
Resources & Regulation	3,396	4,551	+1,155
Children, Young People & Culture	35,323	38,306	+2,983
Non Service Specific	16,943	15,131	(1,812)
TOTAL	125,535	130,456	+4,921

- 3.2 The projected overspend of **£4.921m** represents approximately **3.92%** of the total net budget of £125.535m.
- 3.3 An overview of the reasons for this variance is outlined in the table overleaf; more detailed analysis is provided in section 4 of the report.

Month 6 Reason	Communities & Wellbeing £'000	Children Young People & Culture £'000	Resources & Regulation £'000	Non Service Specific £'000	TOTAL £'000
Demand Pressures	3,089	1,529	410	254	5,282
Delayed Achievement of Cuts Options	2,196	0	0	0	2,196
Non-Achievement of Cuts Options	1,017	1,420	62	0	2,499
Income Shortfall	91	0	1,226	0	1,317
Planned use of one-off funding	-2,325	292	0	0	-2,033
Impact of 10 Control Measures	-1,607	-409	-334	0	-2,350
Other	134	151	-209	-2,066	-1,990
TOTAL	2,595	2,983	1,155	-1,812	4,921

- 3.4 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 be resolved before the end of the year following appropriate remedial action.
- 3.5 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.
- 3.6 Due to the extremely difficult financial situation facing the Council in 2016/17 the Senior Leadership Team has therefore agreed and drawn up an action plan with some immediate additional spending controls over & above usual controls.

These include:

1. Recruitment freeze on staff and new agency placements (exceptions to be signed off by SLT);
2. Release of all existing casual / agency staff (exceptions to be signed off by SLT);
3. Cease overtime / additional hours (exceptions to be signed off by SLT);
4. Enter into no new training commitments, and review existing arrangements (exceptions to be signed off by SLT);
5. Re-launch Work Life Balance options around reduced hours / purchase of leave;

6. Cease spend on discretionary budgets; stationery, office equipment etc;
7. Cease spend on IT / Communications (exceptions to be signed off by SLT);
8. Any spend greater than £250 to be signed off by Executive Director;
9. Any new contractual commitments greater than £5,000 (lifetime value of contract) to be signed off by SLT;
10. Consider "in year" budget options – e.g. previously unidentified efficiencies, review of non-key services.

3.7 These were communicated to staff on 9 August and compliance with these will be monitored throughout the year. It is expected that these actions will not only help to reduce the financial burden facing the Council within the current year but also for the coming years.

3.8 It is estimated that these additional measures will reduce spend pressures by approximately £1.5 million; and this is reflected in the minimum level of balances assessment at section 10.

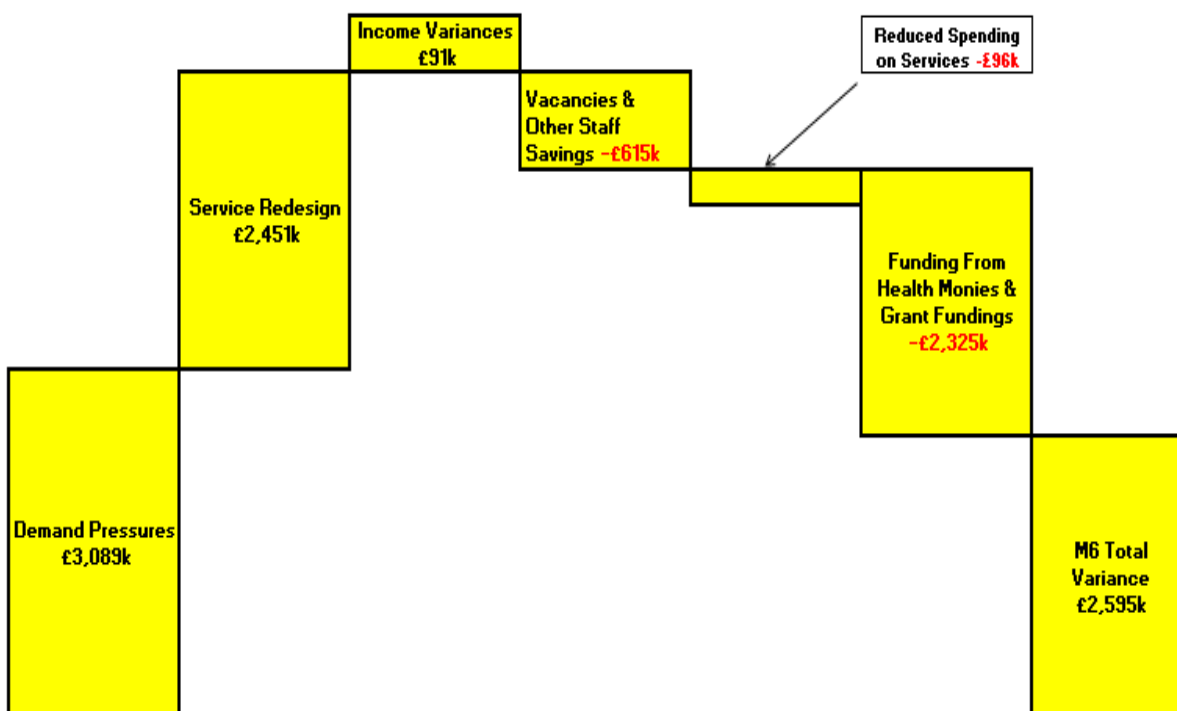
3.9 In addition to these measures, Executive Directors have been tasked with preparing "turnaround" plans as a matter of urgency for their Departments, to ensure that levels of expenditure are controlled and sustainable going forward.

4.0 SERVICE SPECIFIC FINANCIAL MONITORING

4.1 COMMUNITIES AND WELLBEING

4.1.1 The current projected overspend for Communities and Wellbeing is **£2.595m**.

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.

Theme	Variance £'000	Reason	Action Being Taken
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<p>Demand Pressures</p>	<p>+3,089</p>	<p>Care in the Community budgets- £2,432k (Reason: Pressure largely around Domiciliary Care, Residential Care and Self Directed Support Budgets).</p> <p>Falcon & Griffin Care Home - £104k (Reason: Staffing Budget Pressure).</p> <p>Sheltered housing - £4k (Reason: Variance not material and is the sum of several small overspends).</p> <p>Safeguarding Team - £255k (Reason: Deprivation of Liberty Safeguarding Pressure).</p> <p>Killelea - £128k (Reason: Staffing Cost Pressures).</p> <p>Assessment & Care Management - £55k (Reason: Staffing Cost Pressures).</p> <p>Adult Care Service Training - £42k (Reason: Bury Adult Learning Centre rental costs).</p> <p>Grounds Maintenance - £33k (Reason: Mutual Settlement Payments).</p> <p>Street Cleaning - £36k (Reason: Mutual Settlement Payments).</p>	<p>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.</p> <p>Overspend is the result of an unavoidable staffing pressure.</p> <p>No action other than continued monthly budget monitoring.</p> <p>The supreme court judgement of P V Cheshire West and Chester Council and P&Q v Surrey County Council has resulted in making many more people eligible for DoLs resulting in a severely increased caseload for the team.</p> <p>This service is under review.</p> <p>The £55k overspend is only 1.5% of the Net £3.6m A&CM. However, Senior management will continue to review staffing pressures and act accordingly.</p> <p>This overspend is more than offset by the projected underspend within HR staff budget.</p> <p>Seek to reduce spending on services.</p> <p>Seek to reduce spending on services.</p>
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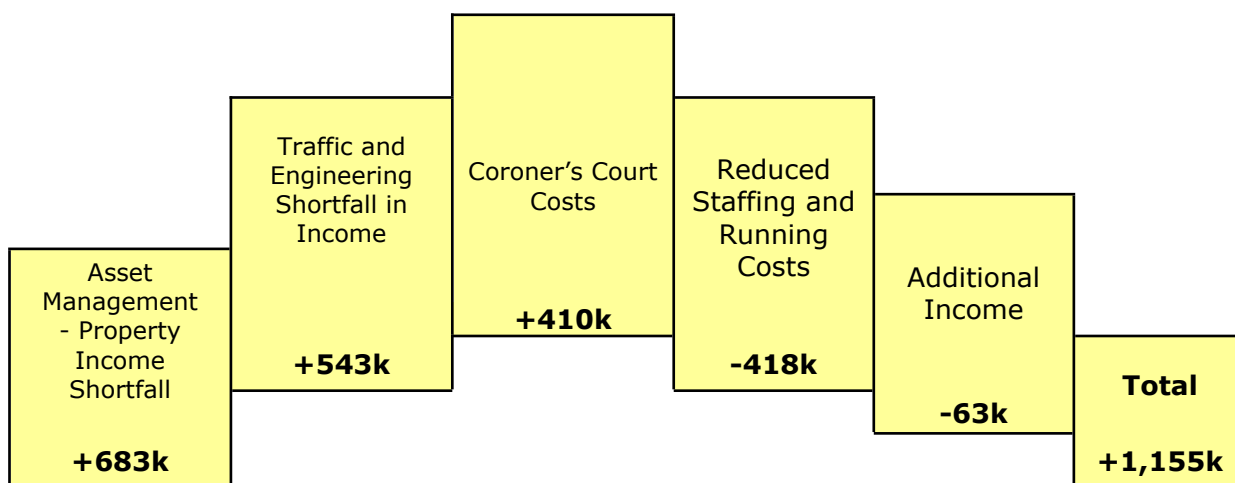
<p>Service Redesign (Note: A number of Budgets have yet to achieve savings target against specific schemes, as a consequence this is partly/wholly the reason for the overspends)</p>		<p>Senior Management - £1,201k (Reason: Pooling of Unallocated 2016/17 Savings).</p> <p>Reablement Service - £410k (Reason: Delay in achieving savings target).</p> <p>Urban Renewal Holding Account - £72k (Reason: Delay in achieving savings target).</p> <p>Domestic refuse collection- £400k (Reason: Delay in achieving Round Optimisation Savings).</p> <p>Leisure - £360k (Reason: Delay in achieving savings).</p> <p>Finance - £8k (Reason: Delay in Achieving Savings).</p>	<p>For reasons of clarity/ transparency a decision was taken by CWB Senior Mangement team to pool the remaining unallocated 16/17 savings into the ACS senior management budget. Proactive action plans are being developed across all AD areas of responsibility to allocate and achieve saving target.</p> <p>Proactive action plans being developed to allocate and achieve saving target.</p> <p>Proactive action plans being developed to allocate and achieve saving target.</p> <p>A financial recovery plan is in place looking at a range of options including new technology and more efficient ways of working.</p> <p>A Growth and Investment Plan is in place, which has identified various plans / objectives e.g. more commercially focused website, new classes / equipment / new sports technology, and up-skilling of staff.</p> <p>Proactive action plan in place to achieve remaining saving target.</p>
<p>Income Variances</p>	<p>+91</p>	<p>Accommodation Team - (£90k) (Reason: "one-off" income).</p> <p>Housing Choices - £40k (Reason: Income Shortfall).</p> <p>Integrated Community Equipment Service (ICES) - (£32k).</p> <p>Employment Support - (£69k) (Reason: CCG Income Forecast greater than 16/17 budget provision).</p> <p>Civics - £100k (Reason: Difficulty in achieving income targets).</p> <p>Beverage and Cafe Service - £80k (Reason: Difficulty in achieving income targets).</p> <p>Public Convenience - (£8k) (Reason: Additional income from TFGM regarding bus station Public conveniences).</p> <p>Trade Waste - £70k (Reason: Difficulty in achieving income targets).</p>	<p>Additional income relates to an income stream regarding a project for accommodating asylum seekers).</p> <p>This service is identifying opportunities to reduce spending on services.</p> <p>Continue to monitor CCG income activity at a prudent level.</p> <p>This is a self funded budget which is expected to exceed income target.</p> <p>Service to be reviewed including a restructure of the management team and the merger of a number of budgets.</p> <p>The Beverage Service is being reviewed in line with the Civics review.</p> <p>Forecast underspends will be used to offset pressures within other areas of the CWB budget.</p> <p>A deficit action plan has been put in place.</p>

<p>Reduced Spending on Services</p>	<p>-96</p>	<p>Preventing Homelessness – (£85k) (Reason: Reduced funding on landlord accreditation schemes, and reduced spend on bond scheme and Youth Homelessness).</p> <p>Sheltered Amenity, Carelink and Head of Commissioning & Strategy – (£11k). (Reason: Net result of small underspends across the three budgets).</p>	<p>Forecast underspends may be used to offset pressure within other areas of adult care service budgets.</p> <p>Forecast underspends may be used to offset pressure within other areas of adult care service budgets.</p>
<p>Funding from Health Monies & Grant Funding</p>	<p>-2,325</p>	<p>Funding to Support the demand pressures of the Care in the Community budgets - (£2,325k).</p>	<p>The funding to support pressures within the community care budget is derived from a combination of historic underspends from Adult Care Care-specific grants and Health monies.</p>

4.2 RESOURCES AND REGULATION

4.2.1 The Resources & Regulation Department is forecasting an overall overspend of **£1.155m.**

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



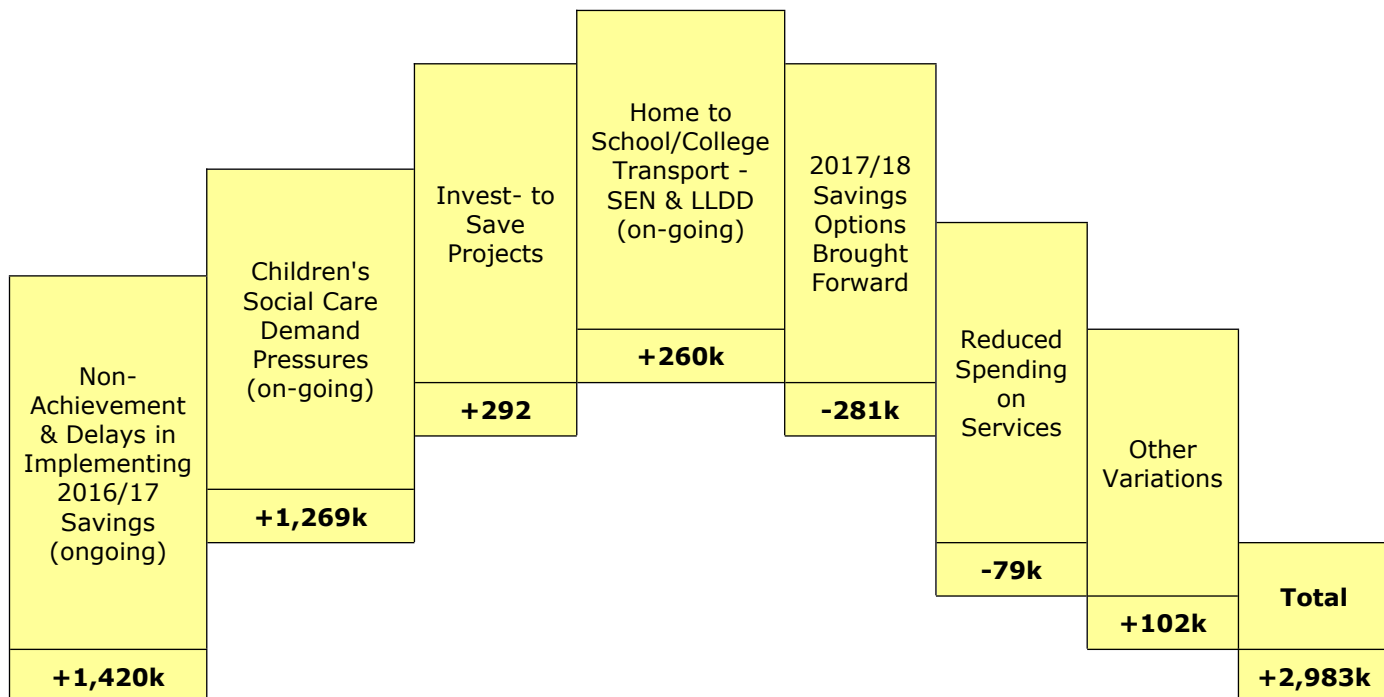
4.2.3 Reasons for major variations are illustrated in the table overleaf;

Activity	Variance £'000	Reason	Action Being Taken
Property Services	+683	Shortfall in income due to low level of rents that can be charged in the current economic climate.	<p>The Council has introduced two important strategies which will address the instability in property income.</p> <p>Through implementing the Estates Strategy the Council will identify high risk and underperforming investment assets and these will be disposed of. Initial tranche of properties identified.</p> <p>The Investment Acquisition Strategy will see the Council utilise existing capital currently invested in low return investments and receipts received from disposals. Three properties already acquired – expected to produce £330,000 p.a. in new income.</p>
Traffic & Engineering	+543	Estimated shortfalls in income relating to on- and off-street parking and parking fines (+£249k), Greater Manchester Road Activities Permit Scheme (GMRAPS) (+£78k), coring (+110k), bus lane enforcement (+£106k).	<p>Monitor income levels, and adjust expenditure where possible.</p> <p>GMRAPS scheme to be examined further.</p>
Coroners Court Costs	+410	There are legislative requirements around deaths occurring under Deprivation of Liberty Orders (DoL's) that are driving a significant increase in the volume of cases and thus costs.	Meetings being held between Coroner's Court and staff from Rochdale, Oldham and Bury Councils to assess the issue in more detail, and identify efficiencies in the service.
Reduced Staffing and Running Costs	-418	<p>Vacant posts not filled and tightening of controllable expenditure across the department.</p> <p>Salaries and running costs savings in Finance & Efficiency Management (£114k), Internal Audit, Accountancy & Procurement (£90k), Customer Support & Collections (£111k), HR (£73k) and Stores (£30k).</p>	To be used to assist in reducing the forecast overspend within the department in 2016/17 and part included within the 2017/18 cuts.
Additional Income	-63	Achieved from new business from the Alarm Monitoring service (£35k) and the Payroll service (£28k).	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 **£2.983m**.

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

<p>Non-Achievement & Delays in Implementing 2016/17 Savings</p>	<p>+1,420 Made Up Of:</p>		
<p>Children's Agency Placements</p>	<p>+600</p>	<p>Continuing increased demand</p>	<p>During the consideration of the 2016/17 savings options in September 2015, it was anticipated that this budget could manage to save £600,000 in the current financial year.</p> <p>As the current forecast spending is now more than £¾ million above the approved budget of £3,673,000 this saving cannot be achieved in 2016/17.</p> <p>Savings are fully anticipated when the Adolescent Support Unit (see 'Invest-to-Save' section) becomes fully operational later in the financial year. Consequently these savings have been included within the 2017/18 Savings Options.</p>
<p>Arts</p>	<p>+136</p>		<p>An income budget of £136,000 was added to this budget in 2013 prior to the transfer to CYP&C. This income budget has not been achieved since its introduction.</p>
<p>Statutory & Regulatory</p>	<p>+584</p>		<p>At the beginning of 2016, it became apparent that the financial problems within the Dedicated Schools Grant meant that the 2016/17 savings option "External Funding Optimization" amounting to £900,000 would not be achieved.</p> <p>The shortfall in the required budget savings was treated as a generic budget saving and distributed amongst the Department.</p> <p>This part of the Department has struggled to meet these budget adjustments, meaning that the saving cannot be achieved.</p> <p>The original forecast overspending has reduced by £164,000 following the introduction of the "10 Measures".</p>
<p>Catering</p>	<p>+100</p>		<p>2016/17 savings option - £200,000</p> <p>A number of schools have decided to make their own arrangements for the provision of school meals in their school, which has reduced the contribution to the service's fixed costs thereby worsening the financial position.</p> <p>In addition, the new CYPAD system is struggling to interface with the existing financial management information systems, meaning that the intended efficiencies to pay for the CYPAD system will not occur.</p>

Children's Social Care Demand Pressures	+1,269		
Leaving Care	+749	Spending on housing and further education of 19+ year old students who have now left our care.	This budget is forecast to overspend significantly on housing as the service continues to support a number of young people in high cost placements who were previously accommodated within the Children's Agency Budget. The overspending is lower than at month 3 due to increased external grants and reduced costs.
Safeguarding	+259		The forecast overspend is due to the levels of spend on agency staff cover, coupled with a significant increase in external legal fees.
Unaccompanied Asylum Seekers' Children (UASC)	+35		An additional 3 young people presented themselves as UASC cases in August. 2 of these young people are under 16 and all 3 have been placed in Independent Fostering Agencies at £650 to £720 per week.
Advice & Assessment	+42		Additional staffing and spending to meet increased demand.
Children's Agency	+184		Fieldwork placements remain volatile, including a high cost fieldwork residential placement of approx £7,000 per week from mid-October until the end of the financial year. NB the forecast does not include any additional cases that may occur up to the end of March 2017. This overspending is in addition to the non-achievement of the £600,000 2016/17 Savings Option shown above.
Invest To Save Projects	+292		
Reach Out project (Adolescent Support Unit – ASU)	Made Up Of: +235		The Reach Out project is an ASU that will lead to better provision for young people in a much lower cost setting than external residential provision. The set-up costings are based on the centre beginning to operate during the late Autumn 2016. Future on-going costs will be more than offset by savings mainly within the Children's Agency budget (see above).

Arts	+57		The increase in overspend is due to the Invest to Save that has been agreed to be extended to January 2018, with the aim that it will generate income in future years.
Home to School / College Transport – SEN & LLDD	+260 Made Up Of:		
Home to School Transport – SEND (Special Educational Needs & Disabilities)	+200	Continuing increased demand	The forecast overspending is lower than previously shown as from the start of the current academic year, beginning in September, there are fewer transport schedules needed. In previous years, the overspending was partially offset by underspendings on Bus Escorts, which are not now available in the current financial year.
Home to College Transport – LLDD (Post-16 Learners with Learning Difficulties & Disabilities)	+60	Continuing increased demand	The forecast overspending is in line with previous years' levels.
2017/18 Savings Options Brought Forward	-281 Made Up Of:		
Early Years	-104		Non-filling of vacancies and reduced spending.
Finance and Human Resources	-50		Non-filling of vacancies and reduced spending.
Pension payments to former teachers and lecturers	-127		Declining numbers of former employees eligible to be members of the Teachers Pension Scheme. These enhanced lifetime pension benefits above the standard scheme were mainly awarded prior to April 1993 as a means of reducing the number of staff employed in schools and FE colleges.
Reduced Spending on Services	-79 Made Up Of:		
Home to School Transport (non-SEND)	-9		Projected underspend based on estimated cost predictions for the year.

Short Breaks service	-70		<p>This forecast reflects the current level of support for children with disabilities. NB any additional cases or changes in the level of care will affect the budget position.</p> <p>Currently supporting 4 high cost end of life support packages.</p> <p>Direct Payments are becoming the national direction of travel for key parts of the service - this will in effect reduce the costs per child/family unit of packages of care while improving outcomes and parental choice.</p> <p>These payments can be funded through the High Needs Block of the Dedicated Schools Grant. In 2016/17, the service has received funding of £300,000, which is helping to alleviate some of the financial pressures on the Department's General Fund budget.</p>
Other	+102		
Social Care Management	Made Up Of: +77		<p>Additional spend on agency Information Officer and consultancy cover to the end of August.</p> <p>The Strategic Lead for Quality Assurance started in September.</p> <p>Current increase in spending is due to additional agency costs following the Ofsted Inspection recommendations.</p> <p>NB the costs of these in 2017/18 and beyond will have to be met from the Department's 2017/18 budget.</p>
Admin	-26		<p>Non-filling of vacancies and reduced spending levels in accordance with the "10 Measures".</p>
Statutory & Regulatory	+32		<p>Overspend due to staffing recharges not being supported by a budget and the charge from NW Employers for NW Sector Led Improvement Support.</p>
Other	+19		<p>Mainly increased costs for Looked After Children.</p>

4.4 NON-SERVICE SPECIFIC

4.4.1 There is a forecast net underspend of **£1.812m**. An overspend of £254k on Corporate Management costs is due to an increase in costs paid to GMCA and AGMA. This is offset by an underspend by the Council’s Treasury Management activity (see Section 8.0, page 21 for further details).

5.0 CAPITAL BUDGET

5.1 Capital Programme

5.1.1 The revised estimated budget for the Capital Programme 2016/17 at the end of September is shown in the table below:

2016/17	£m
Original Capital Programme	25.192
Approved Slippage from 2015/16	17.015
In year adjustments and contributions	2.368
Revised Capital Allocation at Quarter 2	44.575
Estimated re-profiled projects into 2017/18	(12.606)
Revised working budget for Year at Qtr 2	31.969

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 up to end of Month 6, and the estimated under/overspend of the capital programme for 2016/17 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 Quarter2, a total of £12.606m of the 2016/17 budget has been identified for re-profiling into 2017/18. Most of this amount is attributed to Children Services Projects where the schemes are funded mainly by grants from Department of Education to a total of £9.334m.

The remainder is attributable to Highways Traffic Calming schemes namely the A56 Prestwich Village Corridor Improvements with a total of £1.132m, an amount of £0.617m on Empty Property Strategy schemes, Street Lighting Invest to Save of £0.545m, other Highways schemes to a total of £0.822m and Planning schemes of £0.156m.

5.2 Expenditure

5.2.1 The Forecast Outturn as at Month 6 is indicated to be £32.100m and Budget Managers have reported that they expect to spend up to this amount by 31 March 2017.

5.2.2 The actual expenditure after accruals, realised by the end of Month 6 totals £10.742m.

5.2.3 The main areas to record expenditure to the end of the second quarter are:

- Property Redevelopment Schemes £1.711m
- Children's, Young People and Culture £2.709m
- Highways Schemes £1.042m
- Housing Public Sector £4.062m

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 6 it shows a projected overspend for the Programme of £0.131m. This amount is not material in relation to the size of the programme and it is expected to reduce by quarter three as schemes progress and more details of schemes underway are finalised. The projects that are forecasted to overspend are monitored and analysed by budget managers. There are a number of remedial actions that can be applied if required and which will be applied as soon as the risk is assessed and deemed to negatively affect the programme or its outcomes.

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

5.4 Funding

5.4.1 The funding profile included in Appendix A shows the resources available to cover the capital programme during 2016/17.

5.4.2 The principal source of funding for Capital schemes approved for the 2016/17 programme is made of external resources together with resources unspent and carried forward from previous years. The Council and Cabinet have also approved allocations for the year towards the refurbishment of the Met and development of an Adolescent Support Unit that will be supported by £1.5m of Council's own resources.

5.4.3 The position of the capital receipts and borrowing as at the end of Month 6 is reported below. The figures in the table show the total funding requirement for the revised estimated capital programme inclusive of potential slippage into 2017/18 and the expected resources to be supported by the Council as at the end of Quarter 2 of the year.

2016/17 Use of Council Resources for Capital Investment	£m
Revised Capital Programme allocation for the year	31.969
Use of external funding and contributions	28.678
Balance of programme relying on Council resources	3.291
Use of Capital receipts and earmarked reserves	1.271
Use of Prudential Borrowing (2016/17 approved schemes)	1.704
Use of Prudential Borrowing (2015/16 schemes brought forward)	0.316
Total Council Resources used to support the Capital Budget for Year	3.291

5.5 Capital Programme Monitoring

- 5.5.1 The programme will continue to be monitored closely during the second half of the year by CPMG and Management Accountancy with an aim to deliver the Council's capital schemes on cost and on time with minimum slippage into 2017/18.

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 £1.010m at the end of 2016/17. The projected outturn shows a working balance carried forward of £0.976m. See Appendix B.
- 6.3 There are a number of variations that contribute to the projected outturn position however there are no areas where the variance exceeds 10% and £50k.
- 6.4 The main impacts on the HRA year end balance are normally **void levels**, the **level of rent arrears** and the **level of Right to Buy sales**.

Voids:

The rent loss due to voids for April to September was on average 1.9% which is worse than the 1.6% void target level set in the original budget but an improvement on the 1st quarter position. If this performance continues for the rest of the year there will be a reduction in rental income of £90k over the original budget; the projections of rental income in Appendix B have been calculated on this basis. The level of void loss has been affected by the number of decant properties being provided for those tenants affected by the Boxing Day floods however this should not be a factor in the performance for the rest of the financial year.

Six Town Housing continue to review the voids processes and the various factors affecting demand.

Arrears:

The rent arrears at the end of September totalled £1.266m, an increase of 9.6% since the end of March. Of this total £0.514m relates to former tenants and £0.752m relates to current tenants. Approximately £0.210m of current tenant arrears are in cases where either the under occupancy charge applies or the tenants are in receipt of Universal Credit rather than Housing Benefit.

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 September, projected for the full year, this provision would require an additional contribution of £0.328m to be made.

The 2016/17 HRA estimates allow for additional contributions to the provision totalling £0.481m, £0.180m for uncollectable debts and £0.301m to reflect the potential impact that welfare benefit changes could have on the level of rent arrears. Therefore there is a potential underspend of £0.153m. The projected outturn has not been amended to reflect this as rent arrears are volatile and the impact of increased numbers of Universal Credit cases coupled with further benefit changes is ongoing.

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 41 sales in 2014/15 and this increased to 47 sales last year.

The forecast for 2016/17 was set at 50, this being an increase of 6 on the level of sales assumed for Bury in the Government's self-financing valuation.

From July 2014 the maximum Right to Buy discount increased to £77,000 and the maximum percentage discount on houses increased from 60% to 70% (in line with the discounts allowed on flats). The maximum discount now stands at £77,900.

From 26th May 2015 the qualifying period for Right to Buy was reduced from 5 years to 3 years.

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.

There have been 27 sales in the period April to September. This is an increase of 7 over the same period last year. Based on this level of activity it would seem likely that the total number of sales will exceed the forecast but not by as significant a number as was suggested by the 1st quarter's activity.

Therefore the forecast has been amended from 84 to 63, with the additional 13 forecast sales (over the original budgeted figure of 50) resulting in a reduction in rental income of around £25k in the current year; the projections of rental income in Appendix B have been calculated on this basis.

- 6.5 Starting from April this year properties becoming empty are re-let at their higher target rents; based on the properties moved to target rents in the first half of the year (403 properties) it is estimated that an additional £121k of rental income will be generated in the current year; the projections in Appendix B have been calculated on this basis.
- 6.6 The Welfare Reform and Work Act requires a 1% reduction in social housing rents for 4 years from 2016/17 which has a significant impact on future HRA resources; the impact of this and other changes contained in the Housing and Planning Act are being assessed as information becomes available. It has been confirmed that the 1% reduction will apply to rents of Sheltered properties from next year.

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 2016/17 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 2016/17 (approved by Council on 24 February 2016) with the revised projections as at 30 September 2016. The variances can be seen in the Appendix together with explanatory notes. The Prudential Indicators were not breached during the first six months of 2016/17.

8.0 TREASURY MANAGEMENT

8.1 Investments:

- 8.1.1 At the 30th September 2016 the Council's investments totalled £28.8 million and comprised:-

Type of Investment	£ Million
Call Investments (Cash equivalents)	18.8
Fixed Investments (Short term investments)	10.0
Total	28.8

- 8.1.2 All investments were made in line with Capita's suggested credit worthiness matrices and the approved limits within the Annual Investment Strategy were not breached during the second quarter of 2016/17.
- 8.1.3 The Council has earned the following return on investments:
 Quarter 1 0.92%
 Quarter 2 0.83%
- 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 2016/17, of 0.50%.

8.2 Borrowing:

- 8.2.1 External borrowing of £10 million was undertaken in the quarter to 30th September 2016. 2 loans were taken over 2 and 5 years respectively to take advantage of low interest rates. The loans are required to replace a loan, which matured in July 2016.
- 8.2.2 At 30th September 2016 the Council's debts totalled £196.511 million and comprised:-

		30 September 2016		
		Principal		Avg. Rate
		£000	£000	
Fixed rate funding				
	PWLB Bury	131,453		
	PWLB Airport	2,555		
	Market Bury	62,500	196,508	
Variable rate funding				
	PWLB Bury	0		
	Market Bury	0	0	
Temporary Loans / Bonds		3	3	
Total Debt			196,511	3.95%

8.2.3 The overall strategy for 2016/17 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 2016/17 then savings will be made by running down investments and taking shorter term loans rather than more expensive long term borrowing.

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 2016 per Accounts	10.063
Less : Minimum balances to be retained in 2016/17	-4.250
Less : Forecast overspend at Month 6	-4.921
Forecast Available balances at 31 March 2017	+0.892

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 2016/17 and using information currently to hand on the likely achievement of cuts options, there is no reason at present to take the minimum level of balances above the existing level of £4.250m.

9.3 In light of the above assessment it is recommended that the minimum level of balances be retained at **£4.250m**.

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 will take place for Quarters 2 & 3 whilst a Council wide Q1 meeting has already been held in August 2016.

Councillor Jane Lewis, Deputy Leader of the Council and Cabinet Member for Finance and Human Resources

List of Background Papers:-

Finance Working Papers, 2016/17 held by the Interim Executive Director of Resources & Regulation.

Contact Details:-

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Bury MBC: Capital Budget Monitoring Statement
Month 6 - 2016/17

APPENDIX A

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	
	2016/17 Original Approved	Slippage	Adjustments	Revised Estimate Before Reprofile	Reprofiled to Future Years	Revised Estimate After Reprofile Col.4- Col.5	Forecast Outturn 2016/17	2016/17 Month 06 Actual	Month 6 Variance / (Underspend) or Overspend Col.7-Col.6	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	
Children, Young People & Culture	Support Services		56	56	(4)	52	52	10	-	
Children, Young People & Culture	DFES - Devolved Formula	500	815	(23)	1,292	(1,020)	272	273	205	
Children, Young People & Culture	NDS Modernisation	4,887	5,293	1,133	11,313	(8,302)	3,011	3,007	1,516	
Children, Young People & Culture	Access Initiative		10		10		10	0	-	
Children, Young People & Culture	Targetted Capital Funds		85		85		85	85	3	
Children, Young People & Culture	Upgrade and remodel Radcliffe Hall	800	96		896		896	896	-	
Children, Young People & Culture	New Adolescent support unit	500		9	509		509	508	(0)	
Children, Young People & Culture	Children Centres		18		18		18	18	1	
Children, Young People & Culture	Free School Meal Capital Grant		32		32		32	32	10	
Children, Young People & Culture	Early Education Fund		248		248	(8)	239	239	63	
Children, Young People & Culture	Protecting Play Fields		30		30		30	30	5	
Communities & Wellbeing	Contaminated Land		21		21		21	21	-	
Communities & Wellbeing	Air Quality		9		9		9	9	-	
Communities & Wellbeing	Heat Network In Bury TC		72		72		72	72	-	
Communities & Wellbeing	Play Areas		118	47	165		165	165	148	
Communities & Wellbeing	Demolition of Radcliffe Pool		218	529	747		747	747	367	
Communities & Wellbeing	Learning Disabilities		18		18		18	142	97	
Communities & Wellbeing	Improving Info.Management		32		32		32	32	-	
Communities & Wellbeing	Older People	455	332	37	825		825	743	52	
Communities & Wellbeing	Empty Property Strategy	205	643	(205)	643	(617)	26	26	9	
Communities & Wellbeing	Housing development - Urban Renewal		4		4		4	9	5	
Communities & Wellbeing	Disabled Facilities Grant	781	66	219	1,066		1,066	1,066	414	
Communities & Wellbeing	Waste Management		53		53		53	53	0	
Resources & Regulation	Traffic Management Schemes		350	(1)	350		350	350	37	
Resources & Regulation	Prestwich Town Centre		1,982		1,982	(1,132)	850	850	2	
Resources & Regulation	Planned Maintenance	1,233	1,294	(405)	2,123	(261)	1,861	1,859	407	
Resources & Regulation	Bridges	475	287	(50)	712	(311)	401	419	170	
Resources & Regulation	Traffic Calming and Improvement	450	283	1	734	(250)	484	237	59	
Resources & Regulation	Street Lighting LED Invest to Save	1,046	396	620	2,062	(545)	1,517	1,517	366	
Resources & Regulation	Development Group Projects		111		111		111	111	17	
Resources & Regulation	Planning Environmental Projects	214	280	125	619	(156)	462	279	113	
Resources & Regulation	Corporate ICT Projects	71	81		152		152	152	-	
Resources & Regulation	Corporate Property Initiatives		276		276		276	718	245	
Resources & Regulation	Radcliffe Market Redevelopment		(100)		(100)		(100)	100	200	
Resources & Regulation	Radcliffe TC Bus Station Relocation		1,000		1,000		1,000	1,001	1,001	
Resources & Regulation	12 Tithebarn Street		45		45		45	45	-	
Resources & Regulation	The Met Theatre Refurbishment	1,000	(250)		750		750	750	312	
Resources & Regulation	Concerto Asset Management Software		9		9		9	9	7	
Resources & Regulation	William Kemp Heaton LD Centre Demolition							88	87	
Resources & Regulation	Howarth Close LD Centre Demolition							59	59	
Resources & Regulation	New Energy Development Organisation (NEDO) works			156	156		156	156	91	
Housing Public Sector	Fernhill Site			16	16		16	16	10	
Housing Public Sector	Play Areas/St Lighting			113	113		113	113	25	
Housing Public Sector	Disabled Facilities Adaptations	572	75	(9)	638		638	638	159	
Housing Public Sector	Major Repairs Allowance Schemes	7,886			7,886		7,886	7,886	176	
Housing Public Sector	Major Repairs Allowance Schemes	4,119	2,683		6,802		6,802	6,514	3,601	
Total Bury Council controlled programme		25,192	17,015	2,368	44,575	(12,606)	31,969	32,100	10,742	131

Funding position:

Capital Receipts	800	627	-	1,427	(156)	1,271	1,403
Reserve / Earmarked Capital Receipts	276	2,470	369	3,115	(617)	2,498	2,498
General Fund Revenue	137	3	107	247	-	247	247
Housing Revenue Account	4,119	2,758	313	7,190	-	7,190	7,190
Capital Grants/Contributions	9,726	9,708	1,578	21,012	(10,156)	10,856	10,856
HRA/MRA Schemes	7,886		-	7,886	-	7,886	7,886
Supported Borrowing							
Unsupported Borrowing	2,248	1,449		3,697	(1,677)	2,020	2,020
	25,192	17,015	2,368	44,575	(12,606)	31,969	32,100

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

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April 2016 - September 2016

	2016/17 Original Estimate £	2016/17 Latest Estimate £	2016/17 Projected Outturn £	2016/17 Variation Over/(Under) £
INCOME				
Dwelling rents	29,586,000	29,586,000	29,600,400	(14,400)
Non-dwelling rents	216,300	216,300	204,089	12,211
Heating charges	66,300	66,300	65,638	662
Other charges for services and facilities	921,500	921,500	895,300	26,200
Contributions towards expenditure	53,900	53,900	42,700	11,200
Total Income	30,844,000	30,844,000	30,808,127	35,873
EXPENDITURE				
Repairs and Maintenance	0	0	0	0
General Management	859,900	859,900	848,000	(11,900)
Special Services	792,200	792,200	838,500	46,300
Rents, rates, taxes and other charges	103,500	103,500	94,100	(9,400)
Increase in provision for bad debts - uncollectable debts	180,400	180,400	181,000	600
Increase in provision for bad debts - impact of Benefit Reforms	300,700	300,700	301,700	1,000
Cost of Capital Charge	4,468,000	4,468,000	4,468,000	0
Depreciation/Impairment of fixed assets - council dwellings	7,771,500	7,771,500	7,771,500	0
Depreciation of fixed assets - other assets	42,300	42,300	42,391	91
Debt Management Expenses	40,600	40,600	40,600	0
Contribution to/(from) Business Plan Headroom Reserve	(2,183,100)	(2,183,100)	(2,183,100)	0
Total Expenditure	12,376,000	12,376,000	12,402,691	26,691
Net cost of services	(18,468,000)	(18,468,000)	(18,405,436)	62,564
Amortised premia / discounts	(13,300)	(13,300)	(13,300)	0
Interest receivable - on balances	(55,800)	(55,800)	(55,800)	0
Interest receivable - on loans (mortgages)	(700)	(700)	(455)	245
Net operating expenditure	(18,537,800)	(18,537,800)	(18,474,991)	62,809
Appropriations				
Appropriation relevant to Impairment	0	0	0	0
Revenue contributions to capital	5,149,200	5,149,200	5,120,100	(29,100)
(Surplus) / Deficit before ALMO/SHU payments	(13,388,600)	(13,388,600)	(13,354,891)	33,709
Payments to Six Town Housing / Transfers re Strategic Housing Unit excluded from above				
Six Town Housing Management Fee	13,058,600	13,058,600	13,058,600	0
Contribution to SHU Costs	320,000	320,000	320,000	0
Total	13,378,600	13,378,600	13,378,600	0
(Surplus) / Deficit after ALMO/SHU payments	(10,000)	(10,000)	23,709	33,709
Working balance brought forward	(1,000,000)	(1,000,000)	(1,000,000)	0
Working balance carried forward	(1,010,000)	(1,010,000)	(976,291)	33,709

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

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The table below shows the prudential indicators as derived from the Treasury Management Strategy Report for 2016/17 and the Original Budget for 2016/17 as approved at Council in February 2016. The Original Budget for 2016/17 is compared with the Forecast Outturn for 2016/17 as at 30th September 2016.

CAPITAL EXPENDITURE	Original Budget 2016/17 £'000	Forecast Outturn at 30 September 2016 £'000	Variance	Notes
Estimate of Capital Expenditure				
Non-HRA	12,616	16,779	33.00%	
HRA existing expenditure	12,576	15,321		
TOTAL	25,192	32,100		1
Estimate of Capital Financing Requirement (CFR)				
Non-HRA	113,371	112,009	(1.20%)	
HRA existing expenditure	40,530	40,531		
HRA reform settlement	78,253	78,253		2
	232,154	230,792		3
AFFORDABILITY	Original Budget 2016/17 £'000	Forecast Outturn at 30 September 2016 £'000	Variance	Notes
Estimate of incremental impact of capital investment decisions				
Increase in council tax (band D, per annum)	-£2.33	-£5.33		4
Increase in housing rent per week	£0.00	£0.00		5
Ratio of Financing Costs to net revenue stream				
Non-HRA	2.99%	3.08%	2.85%	6
HRA	14.44%	14.14%	(2.06%)	6
Net External Borrowing only to support the CFR in Medium Term	£'000	£'000		
Net External borrowing over medium term	179,705	195,682		7
Total CFR over Medium Term	232,154	230,792		7
Net External Borrowing < Total CFR	TRUE	TRUE		
EXTERNAL DEBT	Original Budget 2016/17 £'000	Forecast Outturn at 30 September 2016 £'000	Variance	Notes
Authorised limit of external debt				
Borrowing	187,900	186,500		
Other long term liabilities	6,700	5,000		
HRA reform settlement	79,300	79,300		
TOTAL	273,900	270,800	(1.13%)	8
Operational boundary				
Borrowing	152,900	151,500		
Other long term liabilities	6,700	5,000		
HRA reform settlement	79,300	79,300		
TOTAL	238,900	235,800	(1.30%)	8

TREASURY MANAGEMENT	Original Budget 2016/17	Forecast Outturn at 30 September 2016	Variance	Notes
Upper limit for fixed interest rate exposure Net principal re fixed rate borrowing / investments	102%	117%	15.21%	9
Upper limit for variable rate exposure Net principal re variable rate borrowing / investments	-14%	-17%	22.74%	9
Upper limit for total principal sums invested for > 364 days	£10 m	£10 m		10
Maturity structure of fixed rate borrowing at 30 September 2016	Upper/lower limit	Actual		
Under 12 months	40% - 0%	9.54%		
12 months and within 24 months	35% - 0%	1.60%		
24 months and within 5 years	40% - 0%	7.84%		
5 years and within 10 years	50% - 0%	1.80%		
10 years and above	90% - 30%	79.22%		

Notes to the Prudential Indicators:

1. The original budget shows the approved Capital Programme expenditure of £25,192,000. The forecast outturn of £32,100,000 is higher than budget because of slippage from 2015/16.
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 2016/17 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.

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REPORT FOR DECISION



DECISION OF:	CABINET OVERVIEW & SCRUTINY COMMITTEE COUNCIL
DATE:	14 DECEMBER 2016 11 JANUARY 2017 1 FEBRUARY 2017
SUBJECT:	TREASURY MANAGEMENT STRATEGY – MID YEAR REVIEW 2016/17
REPORT FROM:	DEPUTY LEADER OF THE COUNCIL & CABINET MEMBER FOR FINANCE & HUMAN RESOURCES
CONTACT OFFICER:	STEPHEN KENYON, INTERIM EXECUTIVE DIRECTOR OF RESOURCES AND REGULATION
TYPE OF DECISION:	COUNCIL
FREEDOM OF INFORMATION/STATUS:	The report is within the public domain
SUMMARY:	<p>This mid year report has been prepared in compliance with CIPFA's Code of Practice, and covers the following:</p> <ul style="list-style-type: none"> • An economic update for the 2016/17 financial year to 30 September 2016 • A review of the Treasury Management Strategy Statement and Annual Investment Strategy • The Council's capital expenditure (prudential indicators) • A review of the Council's investment portfolio for 2016/17 • A review of the Council's borrowing strategy for 2016/17 • A review of any debt rescheduling undertaken during 2016/17 • A review of compliance with Treasury and Prudential Limits for 2016/17
OPTIONS &	It is recommended that, in accordance with CIPFA's Code of Practice on Treasury Management, the report be

RECOMMENDED OPTION	noted. That the addition of Greater Manchester bodies to the Counterparty investment list be approved.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	Treasury Management is an integral part of the Council’s financial framework and it is essential that the correct strategy is adopted in order to ensure that best value is obtained from the Council’s resources and that assets are safeguarded.
Statement by Interim Executive Director of Resources and Regulation:	Treasury management activities so far have produced a projected underspending for the year of £1.0m. This will help to support other areas of the Council’s budget that are under pressure from user demand or economic conditions. Addition of Greater Manchester bodies as investment counterparties will give greater flexibility under the devolution agenda.
Equality/Diversity implications:	No
Considered by Monitoring Officer:	Yes
Wards Affected:	All
Scrutiny Interest:	Overview & Scrutiny Committee

TRACKING/PROCESS

DIRECTOR: STEVE KENYON

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
Yes	Yes	N/a	N/a
Scrutiny		Committee	Council
14 December			1 February

1.0 BACKGROUND

- 1.1 The Council operates a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.

As a consequence treasury management is defined as:

"The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

- 1.2 The Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2011) was adopted by this Council on 24 February 2010.

The primary requirements of the Code are as follows:

1. Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities.
2. Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives.
3. Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a **Mid-year Review Report** and an Annual Report (stewardship report) covering activities during the previous year.
4. Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions.
5. Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is: Overview & Scrutiny Committee.

- 1.3 This report fulfils the requirement to produce a mid-year review.

2.0 ECONOMIC UP-DATE (from Treasury Advisors)

2.1 Economic Performance to date

- 2.1.1 UK GDP growth rates were 2.2% and 2.9% in 2013 and 2014 respectively; falling to 1.8% for 2015. Growth fell back to +0.4% in quarter 1 of 2016, recovering to +0.7% (2.1% y/y) in quarter 2. The referendum vote for Brexit in June this year delivered an immediate fall in confidence indicators and business surveys, pointing to an impending slowdown in the economy. Subsequent surveys have shown it is

generally expected that growth will be weak through the second half of 2016 and in 2017.

- 2.1.2 The Bank of England meeting on August 4th addressed this expected slowdown in growth by a package of measures including a cut in Bank Rate from 0.50% to 0.25%. The Inflation Report included an unchanged forecast for growth for 2016 of 2.0% but cut the forecast for 2017 from 2.3% to just 0.8%. The new Chancellor Phillip Hammond announced after the referendum result, that the target of achieving a budget surplus in 2020 will be eased in the Autumn Statement on November 23.
- 2.1.3 The Inflation Report also included a rise in the forecast for inflation to around 2.4% in 2018 and 2019

2.2 Interest rate Forecasts and Outlook

2.2.1 The Council’s treasury advisor, Capita Asset Services, has provided the following forecast:

	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19	Jun-19
Bank rate	0.10%	0.10%	0.10%	0.10%	0.10%	0.10%	0.25%	0.25%	0.25%	0.25%	0.50%
5yr PWLB rate	1.00%	1.00%	1.10%	1.10%	1.10%	1.10%	1.20%	1.20%	1.20%	1.20%	1.30%
10yr PWLB rate	1.50%	1.50%	1.60%	1.60%	1.60%	1.60%	1.70%	1.70%	1.70%	1.70%	1.80%
25yr PWLB rate	2.30%	2.30%	2.40%	2.40%	2.40%	2.40%	2.50%	2.50%	2.50%	2.50%	2.60%
50yr PWLB rate	2.10%	2.10%	2.20%	2.20%	2.20%	2.20%	2.30%	2.30%	2.30%	2.30%	2.40%

Capita Asset Services undertook a quarterly review of its interest rate forecasts after the MPC meeting of 4th August cut Bank Rate to 0.25% and gave forward guidance that it expected to cut Bank Rate again to near zero before the year end. The above forecast therefore includes a further cut to 0.10% in November this year and a first increase in May 2018, to 0.25%, but no further increase to 0.50% until a year later.

- 2.2.2 The overall longer run trend is for gilt yields and PWLB rates to rise, albeit gradually. Our PWLB rate forecasts are based on the Certainty Rate (minus 20 bps) which has been accessible to most authorities since 1st November 2012.
- 2.2.3 The overall balance of risks to economic recovery in the UK remains on the downside.

3.0 TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY UP-DATE

3.1 The Treasury Management Strategy Statement (TMSS) for 2016/17 was approved by the Council on 24 February 2016.

3.2 The underlying TMSS approved previously requires revision in the light of proposals to add additional counterparties. The proposed additional counterparties are set out below:

- Greater Manchester Combined Authority (GMCA)
- Transport for Greater Manchester (TfGM)
- Greater Manchester Waste Disposal Authority (GMWDA)

4.0 THE COUNCIL’S CAPITAL POSITION (PRUDENTIAL INDICATORS)

This part of the report is structured to update:

- The Council’s capital expenditure plans;
- How these plans are being financed;
- The impact of the changes in the capital expenditure plans on the prudential indicators and the underlying need to borrow; and
- Compliance with the limits in place for borrowing activity.

4.1 Prudential Indicator for Capital Expenditure

This table shows the revised estimates for capital expenditure and the changes since the capital programme was agreed at the Budget

Capital Expenditure	2016/17 Original Estimate £m	2016/17 Revised Estimate £m
Non-HRA	12.616	16.359
HRA	12.576	15.610
Total	25.192	31.969

The increase of the revised estimate over the original estimate is due to slippage from 2015/16 of £17.015m offset by estimated project reprofiling to 2017/18 of £12.606m

4.2 Changes to the Prudential Indicators for the Capital Financing Requirement, External Debt and the Operational Boundary

The table shows the Capital Financing Requirement, which is the underlying external need to incur borrowing for a capital purpose. It also shows the expected debt position over the period. This is termed the Operational Boundary.

	2016/17 Original Estimate £m	2016/17 Revised Estimate £m
Prudential Indicator - Capital Financing Requirement		
CFR – non HRA	113.371	112.009
CFR – HRA existing	40.530	40.531
Housing Reform Settlement	78.253	78.253
Total CFR	232.154	230.793
Prudential Indicator - External Debt / the Operational Boundary		
Borrowing	232.200	230.800
Other long term liabilities	6.700	5.000
Total	238.900	235.800

- 4.3.1 The first key control over the treasury activity is a prudential indicator to ensure that over the medium term, net borrowing (borrowings less investments) will only be for a capital purpose. Gross external borrowing should not, except in the short term, exceed the total of CFR in the preceding year plus the estimates of any additional CFR for 2016/17 and next two financial years. This allows some flexibility for limited early borrowing for future years. The Council has approved a policy for borrowing in advance of need which will be adhered to if this proves prudent.
- 4.3.2 The Interim Executive Director of Resources reports that no difficulties are envisaged for the current or future years in complying with this prudential indicator.
- 4.3.3 A further prudential indicator controls the overall level of borrowing. This is the Authorised Limit which represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

Authorised Limit for External Debt	2016/17 Original Indicator £m	2016/17 Revised Indicator £m
Borrowing	267.200	265.800
Other long term liabilities	6.700	5.000
Total	273.900	270.800

5.0 INVESTMENT PORTFOLIO 2016/17

- 5.1 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As set out in Section 2, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.25% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, together with other risks which could impact on the creditworthiness of banks, prompts a low risk strategy. Given this risk environment, investment returns are likely to remain low.
- 5.2 The Council held £28.5m of investments as at 30 September 2016 (£22.6m at 31 March 2016) and the investment portfolio yield for the first six months of the year is 0.83% against Capita's suggested investment earnings rate for returns on investments placed, for periods up to three months in 2016/17, of 0.38%.
- 5.3 The investments held as at 30 September were:-

Type of Investment	£ Million
Call Investments (Cash equivalents)	18.8
Fixed Investments (Short term investments)	10.0
Total	28.8

Document Pack Page 43

- 5.4 The Interim Executive Director of Resources & Regulation confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2016/17.
- 5.5 The Council's budgeted investment return for 2016/17 is £0.5m, and performance for the year to date is in line with the budget.
- 5.6 There may be options to invest monies with Greater Manchester bodies, and approval is therefore required to add these bodies to the current investment counterparty list approved in the TMSS. These bodies are:-
- Greater Manchester Combined Authority (GMCA)
 - Transport for Greater Manchester (TfGM)
 - Greater Manchester Waste Disposal Authority (GMWDA)
- 5.7 The Cabinet have approved a "Property Investment Strategy" which aims to increase investment income by investing in property rather than investing with financial institutions where returns are low at present. Additional borrowing may need to be undertaken to finance property acquisitions; each investment will be subject to a robust business case and also non-financial factors (e.g. ethical stance) will be considered.

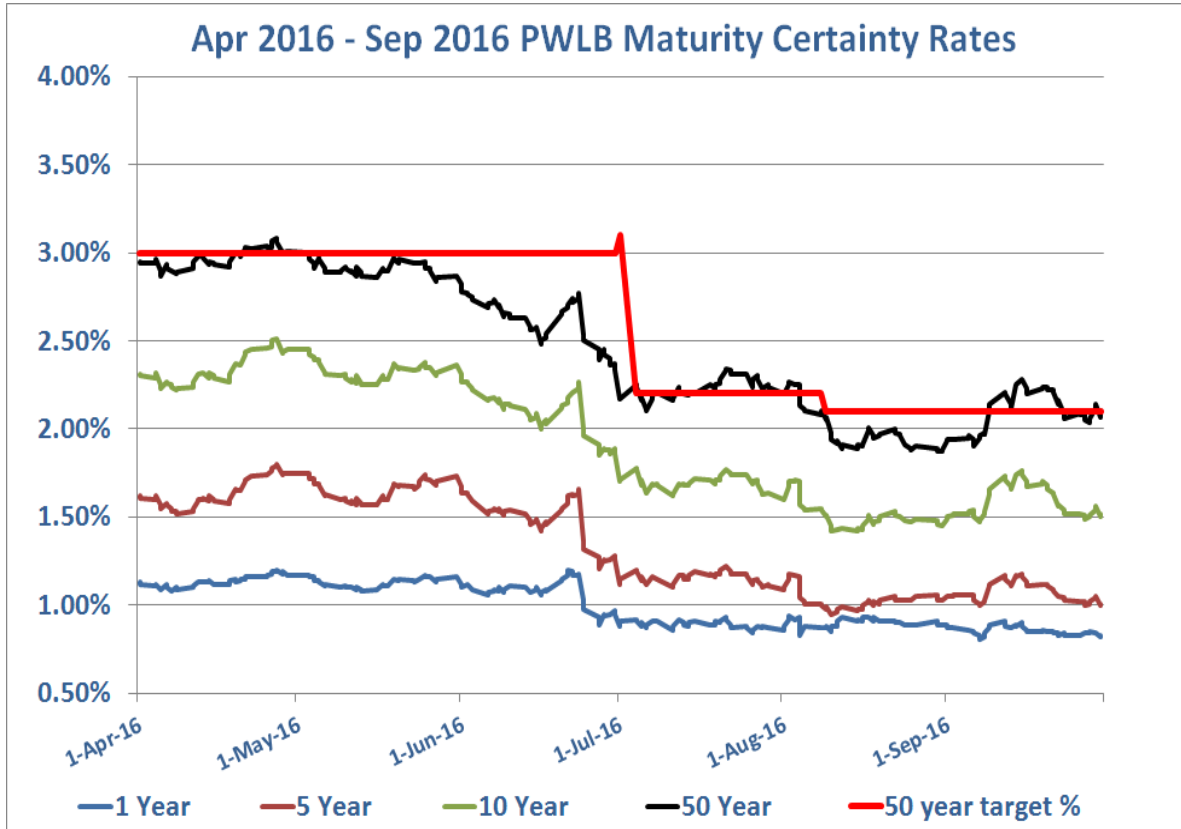
6.0 BORROWING

- 6.1 The Council's capital financing requirement (CFR) for 2016/17 is £230.8m. The CFR denotes the Council's underlying need to borrow for capital purposes. If the CFR is positive the Council may borrow from the PWLB or the market (external borrowing) or from internal balances on a temporary basis (internal borrowing). The balance of external and internal borrowing is generally driven by market conditions. The table below shows the Council has borrowings of £196.5m and has utilised £34m of cash flow funds in lieu of borrowing. This is a prudent and cost effective approach in the current economic climate but will require ongoing monitoring in the event that upside risk to gilt yields prevail.

	30 September 2016		
	Principal		Avg. Rate
	£000	£000	
Fixed rate funding			
PWLB Bury	131,453		
PWLB Airport	2,555		
Market Bury	62,500	196,508	
Variable rate funding			
PWLB Bury	0		
Market Bury	0	0	
Temporary Loans / Bonds	3	3	
Total Debt		196,511	3.95%
Total Investments		28,750	0.83%

6.2 Due to the overall financial position and the underlying need to borrow for capital purposes (the capital financing requirement – CFR), new temporary external borrowing of £17m was undertaken from the market. Of this, £16.5m was used to refinance loans repaid in the period. It is anticipated that new temporary external borrowing may be undertaken during the remainder of this financial year, dependent upon cash flow.

6.3 The graph below shows the movement in PWLB maturity certainty rates for the first six months of the year to 30.09.16:



7.0 DEBT RESCHEDULING

7.1 Debt rescheduling opportunities have been limited in the current economic climate and consequent structure of interest rates. No debt rescheduling was undertaken during the first six months of 2016/17.

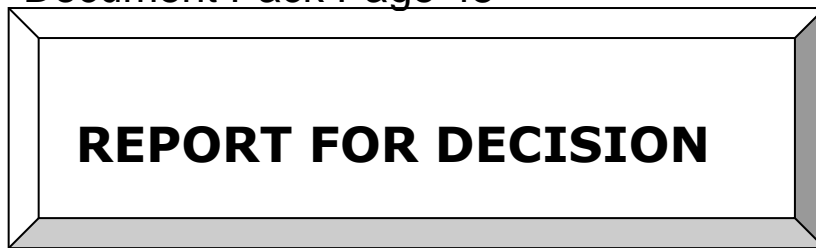
Councillor Jane Lewis
Deputy Leader and Cabinet Member for Finance and Human Resources

List of Background Papers:-

None

Contact Details:-

Stephen Kenyon, Interim Executive Director of Resources, Tel 0161 253 5002
 E-mail s.kenyon@bury.gov.uk



DECISION OF:	CABINET
DATE:	14 DECEMBER 2016
SUBJECT:	BURY WHOLE SYSTEM TRANSFORMATION: DEVELOPMENT OF A ONE COMMISSIONING ORGANISATION
REPORT FROM:	LEADER OF THE COUNCIL
CONTACT OFFICER:	CHIEF EXECUTIVE EXECUTIVE DIRECTOR FOR COMMUNITIES & WELLBEING
TYPE OF DECISION:	EXECUTIVE (NON KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	<p>This report sets out the policy framework for whole system transformation in Bury and outlines the planned approach to the development of a One Commissioning Organisation.</p> <p>Cabinet are asked to endorse the planning framework for whole system transformation and the planned approach to the development of a One Commissioning Organisation in Bury set out in the Programme Initiation Document.</p>
OPTIONS & RECOMMENDED OPTION	<p>The recommended options are to:</p> <ul style="list-style-type: none"> • to endorse the planning framework, established by the Joint Leadership Team, as the methodology for delivering whole system transformation to support the corporate priorities and strategic outcomes of the Council and the Bury Locality Plan <p>and</p> <ul style="list-style-type: none"> • approve the planned approach to the development of the OCO between Bury Council and Bury Clinical Commissioning Group
IMPLICATIONS:	
Corporate Aims/Policy	Do the proposals accord with the Policy

Framework:	Framework? Yes No
Statement by the S151 Officer: Financial Implications and Risk Considerations:	Executive Director of Resources to advise regarding risk management
Health and Safety Implications	None
Statement by Executive Director of Resources (including Health and Safety Implications)	
Equality/Diversity implications:	Yes No (see paragraph below)
Considered by Monitoring Officer:	Yes JH Health legislation contains powers enabling pooled budgets for prescribed functions of an NHS body and a local authority; in addition to integrated commissioning of services at a local level. The legislation does not specify a form of governance. As the programme of work continues, clear thought must be given to the extent of delegated authority, how decisions will be taken and other legal and governance issues.
Wards Affected:	
Scrutiny Interest:	

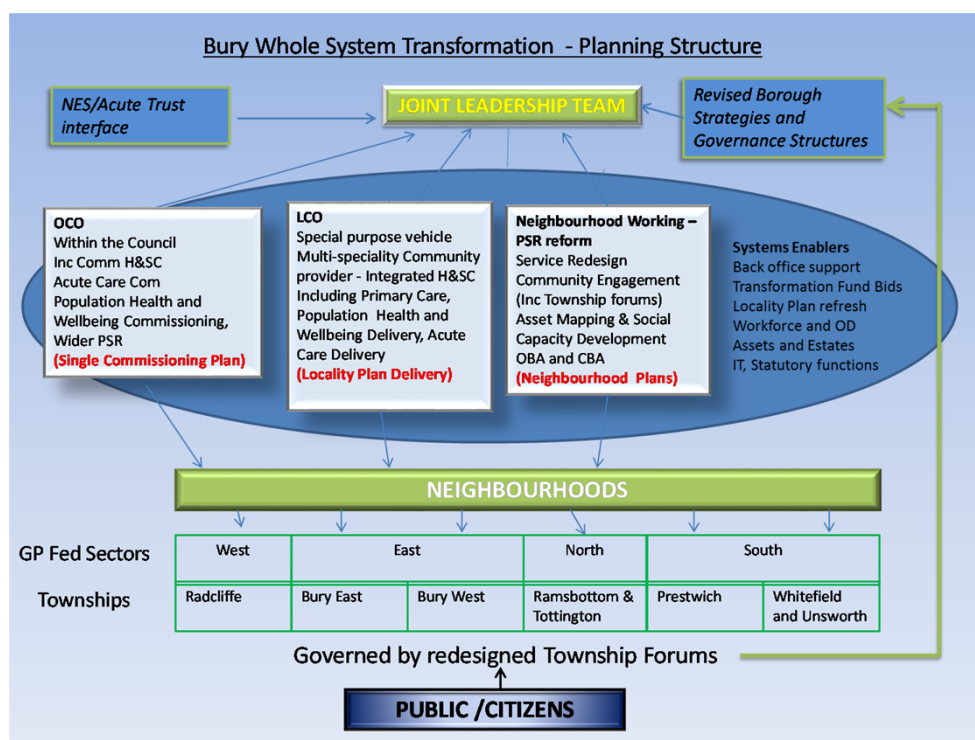
TRACKING/PROCESS

DIRECTOR:

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

1.0 BACKGROUND

- 1.1 Bury’s Locality Plan, “Bolder, Braver Bury – Towards GM Devolution” is clear in its ambition and commitment to move the local health and social care economy towards a more financially sustainable position, improve wellbeing among the resident population and oversee a reduction in health inequalities.
- 1.2 Senior Leaders of Bury Council and Bury CCG have established a planning structure and work programme framework to provide leadership, oversight and co-ordination of the key work programmes needed to ensure whole system transformation and service redesign and to enable Bury to access the Greater



1.3 Key features of the plans for redesigning and improving public services, relates specifically to the creation of a one commissioning organisation across Bury CCG and Bury Council (“OCO”) and a Locality Care Organisation (“LCO”) alongside the established Neighbourhood Working Programme.

1.4 A Programme Initiation Document has been produced that sets out the rationale and planned approach to the development of an OCO in Bury. It builds on the solid foundations of collaboration between the two organisations.

2.0 ISSUES

2.1 This programme of work seeks to ensure the successful integration of the commissioning functions of Bury Council and Bury CCG. The Programme will take the two respective organisations from their current forms by transitioning the CCGs functions into the Council by April 2017 and progressing to the final fully integrated entity.

2.2 It is planned to review and integrate commissioning functions and associated operational management arrangements. This will include redesigning existing resources in line with the wider developments of the Local Care Organisation and Neighbourhood Working arrangements.

2.3 The CCG will initially remain as a separate legal entity, with the Chief Operation Officer as the Accountable Officer for the CCG. It will continue to receive resources to meet the health needs of the registered population. However, these resources will be pooled and aligned, where legally possible and commissioning decisions will be governed by a single set of financial and business priorities. Table 1 presents an initial indicative view of the scope for the funding pools in relation to health and social care commissioning:

	Section 75 £000	Wider Aligned Budget £000	In Collaboration £000	Total £000
Bury CCG Budgets	130,989	118,956	28,440	278,385
Bury LA Budget	54,209	20,917	50,409	125,535
TOTAL	185,198	139,873	78,850	403,920

Table 1: Scope for Joint Funding Pools

- 2.4 The OCO will develop systems, structures and processes to deploy available resources to meet needs at a strategic level for whole groups of service users or populations, including developing policy directions, strategic priorities and service models. This will include procurement and shaping the market to meet needs in the most appropriate and cost effective way. The programme plan makes provision for due diligence processes, the development of shared risk and rewards strategies and for consultation and communication as the work is progressed
- 2.5 The proposals do not lead to any loss of accountability for the commissioning organisations. Bury Council and Bury CCG must both remain statutorily responsible and accountable for any functions that are delegated..

3.0 CONCLUSION

- 3.1 The Joint Leadership Team for Bury Council and Bury CCG are leading a planned and co-ordinated strategic approach to transformation of public services across Bury, ensuring programmes of work that will meet both Council priorities and the stated intentions in the Locality Plan
- 3.2 The One Commission Organisation Programme Initiation Document sets out the detailed planning for a key element of the transformation agenda that will require the support and approval of the Cabinet and the Board of the CCG in order to progress these plans

List of Background Papers:-

One Commissioning Organisation Programme Initiation Document

Contact Details:-

Pat Jones-Greenhalgh

PROGRAMME INITIATION DOCUMENT

One Commissioning Organisation

Programme Leads: Mike Owen
Stuart North

Approved: Yes

Review Date: 25 January 2017

Revision date	Summary of Changes
August 2016	Version 1
September 2016	Version 2 includes changes agreed with Programme Managers at meeting on 9 September 2016
October 2016	Version 3 includes initial arrangements for form and governance from 1 April 2017
19 October 2016	Approved by all members of Joint Leadership Team as a working document to be reviewed every three months

Approvals

The final version of the document requires the following approvals:

Name	Signature	Title	Date of Issue
Rishi Shori		Leader, Bury Council	
Kiran Patel		Chair, Bury CCG	
Mike Owen		Chief Executive, Bury Council	
Stuart North		Chief Officer, Bury CCG	
Pat Jones-Greenhalgh		Executive Director, Communities and Well Being	
Margaret O'Dwyer		Deputy Chief Officer, Bury CCG	

1. Purpose of Document

The purpose of this document is to set out approach to the development of One Commissioning Organisation (OCO) in Bury, in line with planned transformational change to deliver on local, regional and national priorities and initiatives within public sector services. This programme of work seeks to ensure the successful integration of the commissioning functions of Bury Council and Bury CCG and as such this is a working document and will be revised and updated as the programme progresses.

The Programme takes the two respective organisations from their current forms, through a stage of aligned functions, to the final integrated entity, after it has completed all the activities necessary for consolidation of the commissioning functions. It concentrates on the actions necessary to ensure approval from the Council Cabinet and CCG Board to operate as an OCO from April 2017, within the Council structure. This programme will also ensure that appropriate plans are in place, beyond April 2017 to fully review and integrate commissioning functions and associated operational management arrangements in line with the stated intentions in the Locality Plan. This will include the disaggregation and redesign of existing resources in line with the wider developments of the Locality Care Organisation (LCO) and Neighbourhood Working arrangements, using existing mechanisms in line with legal frameworks

2. Background

Under the Greater Manchester (GM) Devolution Agreement, a range of powers and responsibilities are being transferred from Government to the GM Combined Authority. Included within this agreement is responsibility for the conurbation's NHS services and budget which is estimated to be £2billion in deficit. GM has produced a strategic plan, under-pinned by 10 locality plans, which commits to closing this gap over the next 5 years.

Bury's Locality Plan, "Bolder, Braver Bury – Towards GM Devolution" is clear in its ambition and commitment to move the local health and social care economy. It takes account of the financial challenges facing both organisations and the opportunities from both organisations coming together to deliver a more financially sustainable position, improve wellbeing among the resident population and oversee a reduction in health inequalities. This will be achieved through four key themes:

- Redesigning and improving services – encouraging joint working, greater efficiency and new delivery models to make the sector more sustainable. This includes changing the local approach to commissioning.
- Moving services closer to the community – reducing the gravitational pull of acute settings by creating and nurturing appropriate provision in localities to keep people well.
- Investing in early intervention and prevention – information, guidance and support to reduce the prevalence and severity of conditions that lead to demand for statutory and emergency services.
- Enabling people to self care – helping the registered and resident population to play a more prominent role in looking after their own health and well being.

Consistent with this intention is the wider reform of public sector services, and Bury has already established a Neighbourhood Working Programme to deliver the principles of place based integration, redesigning services with individuals, families, communities at the heart, adopting an asset based approach that recognises and builds on their strengths and developing a new relationship between public services and citizens, communities and businesses that enables shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services.

As part of the North East Sector (NES) the Bury OCO will have a major role to play to influence the commissioner and provider landscape, given that some provider organisations operate across more than one Local Authority and ensuring that Bury's commissioning priorities are reflected in the wider discussions and at a GM level.

Senior Leaders of Bury Council and Bury CCG have established a planning structure and work programme framework to provide leadership, oversight and co-ordination of the key work programmes needed to ensure whole system transformation and service redesign. (See Diagram 1)

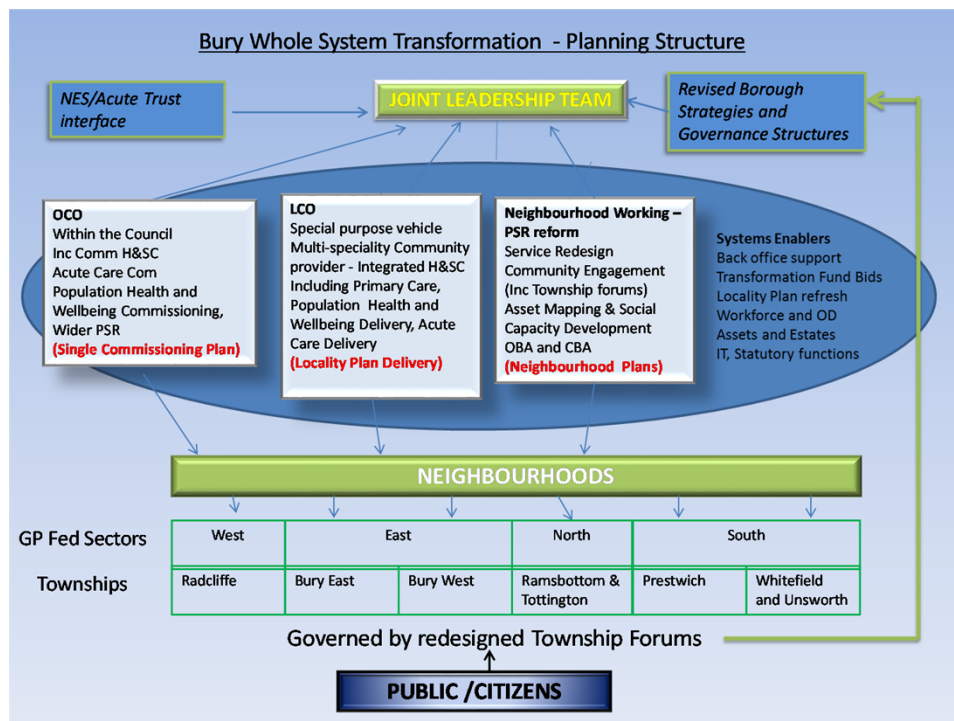


Diagram 1: Planning Structure

2. Integrating Commissioning Functions

A key feature of these plans for redesigning and improving public services, relates specifically to the creation of one commissioning organisation across Bury CCG and Bury Council. The rationale behind a single, all age, commissioning organisation is based on an assessment within the Bury Locality Plan which identified:

- An uncoordinated arrangement of services and programmes across health (primary, community and hospital) and social care requiring rationalisation
- Very little funding available for investment
- Health and Social Care services commissioned in isolation/silos (leading to services provided in isolation/ silos)
- Multiple hand-offs for service users
- A wide variation in standards and pathways which impact on quality and cost
- A different language and culture of commissioning which leads to confused messages and approaches to contracts and performance monitoring
- A lack of co-ordinated approach to individual, personalised health and social care budgets
- Different skill sets and behaviours to commissioning
- Lack of co-ordinated approach to improve population health and wellbeing
- A culture of control, competitiveness and predatorial behaviour by providers, arising from national drivers

The hypothesis is that a single body with a significant pooled budget will be more efficient and effective. By joining up the commissioning of health, social care and wellbeing services, there will be a reduction in duplication, a more holistic/person centred

approach across care pathways and lower costs – as a result of more efficient ways of working.

Senior Leaders from Bury Council and CCG are committed to establishing a single commissioning organisation in Bury that changes people's lifestyles, behaviours and outcomes by prioritising:

- Education and Information
- Prevention
- Self care and self management

in order to maximise independence and wellbeing within a sustainable resource framework.

There is a commitment to the principle that all programme budgets are within scope of the OCO, subject to legality. The Functions of the OCO will be to:

- Oversee flow of resources in and out
- Define standards
- Define outcomes
- System leadership and leaders for transformation
- Local Assurance Body
- Design and shape the market

This document sets out the approach to realising the ambition of having one commissioning organisation in Bury by April 2017, by aligning the commissioning functions in the Council. It sets out the processes and timelines for bringing together different arrangements, funding mechanisms and decision making structures into a single entity that works for the resident and registered population of Bury.

3. Organisational Form and Governance

The CCG will be transferred into the Councils structure on 1 April 2017 and operate as a virtual commissioning organisation with integrated meeting structures and decision making. From 1 April 2017, The Chief Operating Officer (COO) for the CCG will report to the Chief Executive (CEO) of the Council and become a member of the CEO's Senior Leadership Team with reporting arrangements established to align the two structures. Arrangements will also be established for regular joint meetings between the Leader of the Council and the Chair of the CCG.

The CCG will initially remain as a separate legal entity, with the COO as the Accountable Officer for the CCG, and continue to receive resources to meet the health needs of the registered population. However, these resources will be pooled, where legally possible and aligned where this is not legally possible (pooling in Shadow form) and commissioning decisions will be made jointly. Similarly, whilst the CCG exists as a separate legal entity there will continue to be a limited number of CCG Board Meetings

It is acknowledged that aligning meeting structures, decision making and spending falls short of full integration. However, it promotes the collaborative approach that can be built on to inform the planning and arrangements for full integration over a longer

timeframe. These arrangements will also be informed through the Back Office and Support Functions Work Programme being progressed as part of the whole system transformation agenda and may include services that the CCG currently receive from the Greater Manchester Shared Services moving to shared back office functions within the OCO.

In the period up to formal transfer of the CCG into the Council structures work will be progressed to integrate, align and streamline commissioning governance and decision making processes including a review of the role of Health and Wellbeing Board.

4. Programme Management and Governance Structure

This programme of work will be lead through a Programme Management Team reporting to the Joint Leadership Team. The Programme Management Team will establish the necessary work groups to deliver key activities within agreed timescales. (See Diagram 2). The leads for these work streams will also be members of the Programme Management Team. There are a number of issues that will need to be considered and addressed to inform the planning and delivery process. These include

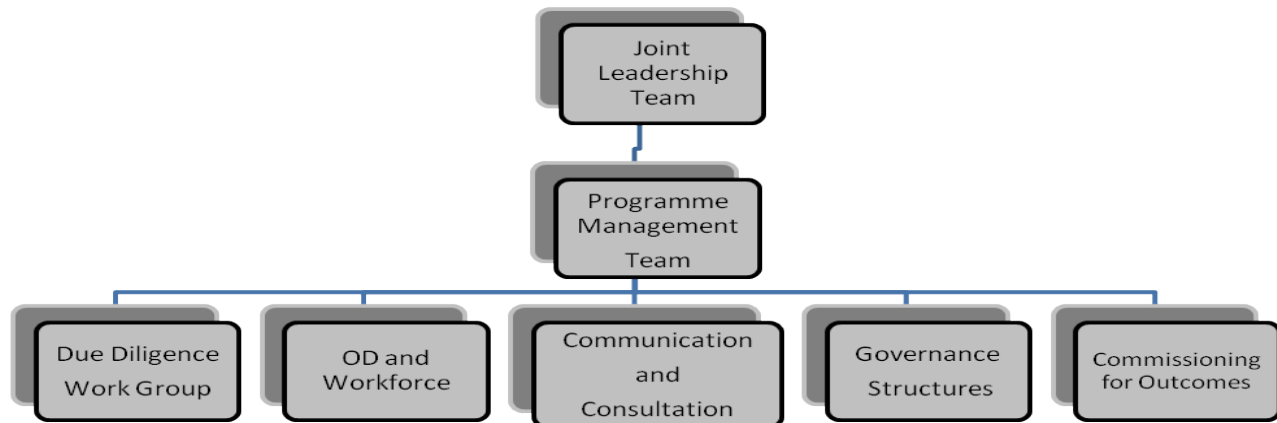


Diagram 2: Proposed Programme Management and Governance Structure

Financial frameworks: Whilst advocating closer integration between health and social care, the Government treats the sectors differently as illustrated by central spending allocations, legislative frameworks and reporting requirements.

Governance and decision making: Health and social care services have many common goals and similarities as both systems are person centred, based on needs and aspire to high standards of care. The structures within which these operate however have subtle differences. Health has a stronger clinical element in decision making; social care

operates within the local democratic domain. The distinction may not be as great as it appears. Both systems are politically sensitive and have to respond to national Government priorities; operationally, decisions are taken on a needs led basis and both politicians and clinicians want the best for local people. Accordingly, an architecture that embraces both clinical and political perspectives will be able build on a significant amount of shared values and ambitions as we continue to work towards making Bury a great place to live, work, study and visit.

The population base: The existing commissioning organisations currently work on slightly different client bases. 95% of Bury residents are registered with GPs in Bury, 5% registered with other GPs. In addition, there are a greater number of people who are non-Bury residents that are registered with a Bury GP. This issue, however, is more than outweighed by the gains to be obtained from better sharing of intelligence about the population, developing a common approach to risk stratification and using the data to target interventions and preventative work

Outcomes: Defining the outcomes that will be commissioned for and will drive the priorities of the LCO and respond to the priorities of the Townships

Communication: Plan for both internal and wider stakeholder communication and future marketing and branding of the OCO

5. Programme Plan

5.1 Key Milestones for Approval of the Transfer

The key outcome at this stage is to ensure that the activities are identified and established to deliver on the alignment of functions within the Council by April 2017.

September to October 2016.

The Following activities will be undertaken

- Programme structure and work groups established
- Details of initial organisational form detailed
- Board/Cabinet sign off to develop arrangements for formal approval
- Stakeholder Communication Plan established including consideration of marketing and branding for Day1
- Quick wins workshops held to identify options and activities for early integration
- Finalise scope and priorities for OCO and outcomes
- Agree partnership principles and outcomes for OCO
- Agree what functions required to deliver outcomes
- Mapping and addressing constraints and opportunities – financially, legally, constitutionally, politically
- Progress Governance and Due Diligence programme including:
 - Complete financial audit
 - Identify required decisions/structures
 - Identify legal issues and solutions
 - Identify risk and reward management arrangements

- Identify required changes to SFIs constitution and interim arrangements
- Commence consultation
- Develop Transformation fund bid in parallel, development of business case and proposal

November to December 2016

The Following activities will be undertaken

- Draft timelines and Criteria for pooling and aligning budgets– project plan
- Consideration of future contractual forms
- Establish integrated meeting structures
- Formal Consultation with CCG staff

January 2017 to 31 March 2017

The Following activities will be undertaken

- Conclude formal consultation with CCG staff
- Commence integration of key functions where identified
- Complete draft partnership and Section 75 agreements
- Plan and timetable for Board and Cabinet approval to integrate CCG commissioning functions
- Communications
- Complete all enablers for Day 1

6. Day 1 - 1 April 2017

The Key outcome at this stage is that the Council has aligned the CCG commissioning functions into its structures and formally acts as one commissioning organisation

List all the activities that will need to be completed on Day 1 (to be identified as the programme progresses)

7. Post- transfer Redesign Phase

This stage concentrates on the key actions required of the OCO in the first 12 months post transfer to ensure the benefits of fully integrated commissioning functions are realised without impacting on operational performance and to establish a solid foundation for longer term service redesign and transformation

Consideration during this stage will be given to the development of a single base and unitary management, reducing overheads. Sharing skills, knowledge and expertise to understand different provider markets and build capacity within existing resources. Other practical issues around staffing (TUPE requirements, terms and conditions), accounting procedures, transfer of contracts, adequacy of information systems, etc would also need

to be tested and resolved. Activities during this stage will be identified and developed as the Programme progress

April 2017 – September 2017

- Review and disaggregation of all existing resources
- Commence planning for integrations of key departments

October 2017- March 2018

8. Benefits Realisation

From an individual's (customer/patient) perspective, integration of commissioning functions creates a seamless pathway between health and social care services, effective transition between community and specialist provision and timely responses/interventions to presenting needs. Facilitating these outcomes and incentivising providers to work better together has to be accompanied by a change in commissioning which:

- (a) Delivers system leadership that changes partnerships with the public and providers, taking a more holistic view of individuals, families and communities. Experience tells us that people are complex and bringing commissioning together has the potential to give clinicians much wider access to services which address the wider determinants of health (housing, benefits, leisure, etc). Opportunities exist to extend social prescribing and influence non-medical interventions for the benefit of local people and sustainability of their communities
- (b) Gives a common and consistent message on commissioning intentions across the health and social care sectors particularly in terms of joining up preventative and community based services
- (c) Works to pool resources from health and social care to address priorities and areas of need, realising the potential of the 'Bury £'. This is one of major benefits could be a 'quick win' in terms of eliminating duplication across agencies
- (d) Drives the changes required in health and social care to deliver the GM Strategic Plan, the Primary Care Strategy and reduce inequalities, whilst delivering the financial savings/efficiency targets that are required

The project will explore, identify and quantify the impacts of one commissioning organisation. Some of the areas where concrete benefits can be achieved through coherent commissioning include:

- A single governance framework which empowers individuals in the organisation and the customer base
- Integrated leadership that gets the best outcomes for Bury people
- Market management, adopting an entrepreneurial approach to developing and manage community assets
- Information sharing – the collective gathering and interpretation of intelligence to target health and social care resources for the well being of our communities
- Extending access to wider services – through social prescribing or new pathways
- Personal health budgets for health and social care

- Shared outcomes, priorities and standards e.g. continuing health care, school nurses
- Collaborative contract management/tendering procedures – to improve outcomes and drive down costs
- A richness of skill mix and capacity, through the sharing of knowledge skills and expertise

9. Communications

This section needs will be developed and informed by further discussion with JLT, there will be a supporting Communications Plan that picks up all stakeholder and key Board/Cabinet timetables for key milestones including timetable in formal approval at end of March 17.

Communications for 1 April 2017 (go live) notifying all of change will also be established

10. Organisational Development

This section will be developed and informed by further discussion with JLT with the development of a supporting Workforce and OD plan that co-ordinates all the activities supporting transformation across the system

11. Finance and Resources

This section needs to be developed and informed by further discussion with JLT as the programme progresses. This will take account of details and rationale for seed funding for transformation bid and the development of the full bid for transformation funding.

12. Key Risks and Mitigation

An issues and risks log will be established and managed through the PID structures with risks escalated to the JLT in the first instance.

Assumptions

A number of assumptions have been made at the outset:

- Positive and continued commitment from the Council and CCG to the programme
- All health and social care commissioning activities that improve population health and wellbeing are included within scope
- Operational details (staffing, contracts, costs, systems) are accessible and available
- Issues with information sharing can be overcome possibly through GM Connect
- Information systems and processes are fit for purpose
- Future operating costs will not exceed estimates
- Project management/support resources will be available when required

Risks

- Inconsistent commitment and leadership of this approach

- Changing political landscape
- Destabilisation of current arrangements- workforce, disparity of roles and salaries (more for less), lack of planning of how to deliver what we need
- Loss of financial control
- Failure to secure sufficient transformation funding to mobilise the change
- Failure of LCO to deliver
- Loss of clinical engagement
- Lack of expertise and capacity for commissioning differently
- Managing political message
- Failure to engage the public in this transformation and reform agenda
- Failure to deliver the financial efficiencies required for the Bury economy

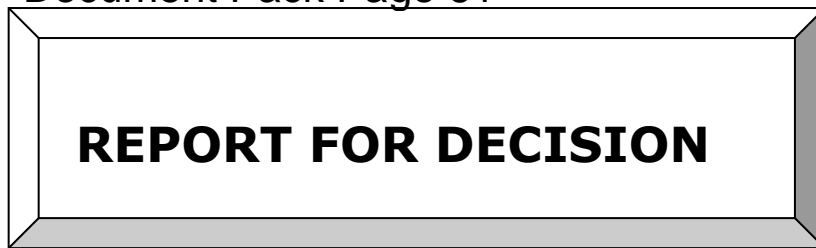
Risk Share

- Legally watertight, clearly outcome based contracting with all
- Governance and accountability
- Contract monitoring, KPIs quality monitoring and early triggers
- Managing the risks and benefits, associated with pooled budgets and resource profiling

Document review

This document will be reviewed and updated quarterly to capture the outcomes and the actions required as the programme progresses

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DECISION OF:	CABINET
DATE:	14 DECEMBER 2016
SUBJECT:	SPRINGS TENANT MANAGEMENT ORGANISATION SELF FINANCING OPTION PROGRESS UPDATE
REPORT FROM:	COUNCILLOR SANDRA WALMSLEY CABINET MEMBER STRATEGIC HOUSING AND SUPPORT SERVICES
CONTACT OFFICER:	MARCUS CONNOR CORPORATE POLICY MANAGER
TYPE OF DECISION:	COUNCIL (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	<p>The Council and Springs TMC have been working together for a number of years to explore the viability of Springs becoming a standalone housing association through undertaking a small scale voluntary transfer.</p> <p>Although a viable business model for Springs to operate as a standalone housing association has been produced this is fragile, being susceptible to a number of external factors, such as increases in interest rates.</p> <p>Therefore, the Council and Springs TMC are currently exploring the option of Springs becoming a self-financing tenant management organisation.</p> <p>This report provides Cabinet with progress on this project and requests Cabinet support for the continuation of this work.</p>

<p>OPTIONS & RECOMMENDED OPTION</p>	<p>The options for consideration are:</p> <p>Option 1 – Do nothing. This would prevent Springs Tenant Management Organisation fulfilling their ambitions to become a self-financing tenant management organisation.</p> <p>Option 2 – Continue to support the work on the self-financing proposals.</p> <p>Recommendation:</p> <p>Option 2 is the recommended option as this will allow the continuation of a long-standing piece of work which would ultimately support Springs Tenant Management Organisation to become a self-financing tenant management organisation.</p>	
<p>IMPLICATIONS:</p>		
<p>Corporate Aims/Policy Framework:</p>	<p>Do the proposals accord with the Policy Framework? Yes</p>	
<p>Statement by the S151 Officer: Financial Implications and Risk Considerations:</p>	<p>The Council and Springs need to mitigate any financial risks to the either party, Six Town Housing, the tenants of the Springs properties, and Council tenants in general. This should be achieved through sound modelling and financial planning.</p>	<p>SK</p>
<p>Health and Safety Implications</p>	<p>There are no implications in terms of Health, Safety and Welfare.</p>	
<p>Statement by Executive Director of Resources & Regulation</p>	<p>There are no wider resource implications</p>	<p>SK</p>
<p>Equality/Diversity implications:</p>	<p>No</p>	
<p>Considered by Monitoring Officer:</p>	<p>Yes Any further detail will need to be considered if the option is progressed.</p>	<p>JH</p>
<p>Wards Affected:</p>	<p>Specifically Redvales, although all Wards are potentially affected due to changes in the way housing management services are provided and procured across the Borough.</p>	
<p>Scrutiny Interest:</p>	<p>Overview and Scrutiny Committee</p>	

TRACKING/PROCESS

DIRECTOR: Mike Owen

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
21.11.16	23.11.16		
Scrutiny Committee	Cabinet/Committee	Council	
	14.12.16		

1.0 BACKGROUND

- 1.1 Springs Tenant Management Cooperative (TMC) was set up in 1996 as part of the then Government’s initiatives to empower tenants in the decision-making and management of the estates where they lived.
- 1.2 At the time, the estate was one of the more unpopular ones in the Borough, experiencing high levels arrears, voids and anti social behaviour. However, tenants on the estate felt that they could make a difference to the lives of those living there if they were allowed more of a say in the way the estate was run.
- 1.3 Since taking responsibility for virtually all of the management responsibilities for the estate, the TMC has significantly increased performance in all areas; turning a once unpopular estate into one where people want to live.
- 1.4 When the TMC was established, it was their expressed intention to become a small, independent housing association by undertaking a small scale voluntary transfer. There are currently 306 properties managed by the TMC, the majority of these being flats.
- 1.5 Although a viable business model for Springs to operate as a standalone housing association has been produced, this has been shown to be fragile, being susceptible to a number of external factors, such as increases in interest rates.
- 1.6 Springs Tenant Management Board have, therefore, concluded that it would be not be in their best interests to pursue a transfer option.
- 1.7 However, Springs remain committed to increasing their management role on their estate. It is, therefore, proposed that the option of Springs becoming a self financing tenant management organisation is explored.
- 1.8 Under the current arrangements, Springs receive an annual management fee to provide a range of housing management functions on the estate. However, there are a number of other services, including capital investment in the Springs estate and gas servicing, which are currently provided through Six Town Housing. It is proposed that Springs receive the majority of the rental income for their estate and take responsibility for all housing management functions, following a model similar to that used by Leathermarket Joint Management Board in Southwark, London.

Document Pack Page 64

- 1.9 The details of exactly which services would be carried out by Springs under the new proposed model are currently being finalised. However, Service Level Agreements between the Council and Springs would need to be developed, together with agreement on fees to be charged for those services which will continue to be provided by the Council.
- 1.10 The proposed management arrangements, giving the tenants of the Springs estate greater responsibility for the way their estates are run, supports the Council's new approach to give the public greater ownership of where they live and for their individual health.
- 1.11 It is intended to bring a more detailed and fully costed proposal to Cabinet within the next six months.

2.0 ISSUES

2.1 Risk Management (including Health and Safety)

- 2.1.1 The Council and Springs need to mitigate any financial risks to the either party, Six Town Housing, the tenants of the Springs properties, and Council tenants in general. This should be achieved through sound modelling and financial planning.
- 2.1.2 The Council and Springs need to clearly identify responsibility for the different services they will each continue to provide, together with service standards to be met. These will be clarified through Service Level Agreements to avoid any misunderstandings in the future and to ensure tenants continue to receive a high level of service.
- 2.1.3 Good governance and liaison mechanisms between the Council and Springs will be needed to ensure continued maintenance of the Springs estate and the provision of a high standard of services to tenants.
- 2.1.4 Close liaison has taken place between the Council, Springs TMC, Leathermarket JMB, and Southwark Council to learn from their experiences at establishing one of the first self financing tenant management organisations in the country.
- 2.1.5 The more detailed proposal will also highlight the potential risks to the Council, Springs and tenants associated with allowing the establishment of a self financing tenant management organisation.

2.2 Equality and Diversity

- 2.2.1 There are no identified equality and diversity issues associated with this proposal at this time.

3.0 CONCLUSION AND RECOMMENDATION

- 3.1 There are two options available to Cabinet, Option 1 – Do Nothing is not viable as this would prevent Springs Tenant Management Organisation fulfilling their ambitions to become a self-financing tenant management organisation.

Document Pack Page 65

- 3.2 It is recommended that Cabinet approve Option 2, to continue to allow the continuation of a long-standing piece of work which would ultimately support Springs Tenant Management Organisation to become a self-financing tenant management organisation.
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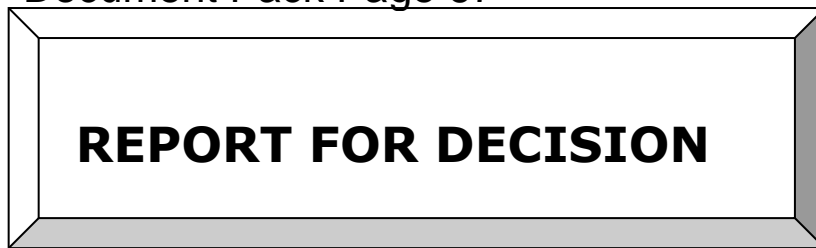
List of Background Papers:-

Cabinet Report: Springs Tenant Management Organisation – Small Scale Voluntary Transfer Update - 21 January 2015

Contact Details:-

Marcus Connor
Corporate Policy Manager

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DECISION OF:	CABINET
DATE:	14 DECEMBER 2016
SUBJECT:	CORPORATE PERFORMANCE – 2016/17 QUARTER 2
REPORT FROM:	THE LEADER OF THE COUNCIL
CONTACT OFFICER:	CHRIS WOODHOUSE IMPROVEMENT ADVISOR, CORPORATE POLICY
TYPE OF DECISION:	CABINET KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report provides an update on performance in line with the Single Outcomes Framework for Team Bury. This is the first report in this style, outlining a series of indicators and performance measures under each outcome, with the most recent data provided for each of these.
OPTIONS & RECOMMENDED OPTION	Cabinet are asked to note the report
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	A robust performance management framework is essential if the Council is to measure the effectiveness and value for money of the services it delivers. This report compliments the regular finance and risk monitoring reports that Members receive.
Health and Safety	There are no implications directly arising

	from this report. Any actions to manage performance should consider health and safety in accordance with Council policy.	
Statement by Executive Director of Resources:	There are no wider resource implications	SK
Equality/Diversity implications:	No This report does not impact upon the EA completed for the Vision, Purpose and Values document. The Single Outcomes Framework is a mechanism to manage the performance of the VPV.	
Considered by Monitoring Officer:	Yes No further comments	JH
Wards Affected:	All	
Scrutiny Interest:	Overview and Scrutiny	

TRACKING/PROCESS

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
28/11/2016	14/12/2016		
Scrutiny Committee	Committee	Council	
14/12/2016			

1.0 BACKGROUND

- 1.1 Bury Council, along with our partners in Team Bury, has adopted an Outcome Based Accountability approach to performance management. This focuses on the difference actions can have, rather than looking initially at activities carried out.
- 1.2 As part of this, work has taken place to develop a suite of high level outcomes - these being the 'conditions of wellbeing' the Council, and partners, are seeking to achieve for the people of the Borough.
- 1.3 A Single Outcomes Framework (SOF) has been agreed by Team Bury Wider Leadership Group with the high level outcomes being:
 - *All people of Bury live healthier, resilient lives and have ownership of their wellbeing (SOF-1)*
 - *Bury people live in a clean and sustainable environment (SOF-2)*
 - *People of Bury at all ages have high level and appropriate skills (SOF-3)*
 - *All Bury people achieve a decent standard of living, and are provided with opportunities through growth (SOF-4)*

- *Bury is a safe place to live, with all people protected (and feel protected) from harm (SOF-5)*

- 1.4 These five outcomes align with the Council's six corporate priorities, illustrated in the Vision, Purpose and Values document, and the five priorities outlined by the Leader of the Council in May 2016.
- 1.5 In addition to these outcomes, an 'enabler' has been added called 'organisational resilience' (SOF-E), in order to allow assessment of the health (in a non-medical sense) of the organisation, as well as that of the Borough.

2.0 MEASURING CORPORATE PERFORMANCE

- 2.1 Under each of the five SOF outcomes and the enabler, a series of indicators and performance measures have been identified
- Indicators are ways of quantifying performance at a whole population level, so more reflect the state of the Borough. The Council will have a role to play in contributing towards these but no one organisation is solely responsible for the achievement of an indicator.
 - Performance measures focus on a particular programme of work or initiative, usually aimed at a particular strand of the population and how successful this has been, so more reflect how well the Council is doing in terms of contributing towards an outcome.
- 2.2 This report provides a progress update on these indicators and success measures, with the key trends outlined below, and the wider set of performance information available in *Appendix 1A and 1B*.
- 2.3 *Appendix 2* provides some guidance with regards to the *Clear Impact software* which has been used to collate the performance update. It is specifically designed to accommodate Outcome Based Accountability approaches.
- 2.4 Reporting to Cabinet will take place on a quarterly basis, with quarter 4 also including an 'Annual Report' style review of the year,. This will be more in the style of infographics which have been used in previous performance reporting.

3.0 LATEST PERFORMANCE

- 3.1 Appendix 3 shows a selection of highlights from the Corporate Performance Dashboard. Each quarter a number of indicators and measures will be picked out if they show particular trends of note or if important new data has become available since the previous report.
- 3.2 Areas of good and improved performance (indicators)
- The percentage of 16-18 year olds not in education, employment or training continues to fall.
 - The average wage level in Bury has increased and is above the regional average by nearly 70p per hour.

- The number of businesses in the Borough continues to grow (based on recent data the largest increase is in the Sedgley Ward, and Unsworth Ward has seen more business dissolutions than incorporations).

3.3 Areas of good and improved performance (performance measures)

- I Will If You Will attendances have seen a large increase since April, reversing a declining trend last year and there has been with a sharp improvement in the number of BEATs customers who have achieved a noticeable behaviour change during quarter 2.
- There were over 10,000 hits on The Bury Directory in September, with an increased number of local services and events now on the Directory.
- Record high levels of household recycling.
- All 12 'Green Flags' for the Borough's parks and green spaces have been retained.
- The gap in attainment between Special Educational Needs (SEN) and non-SEN pupils has reduced to a level that Bury is now better than the England average.
- Minor and Major planning decisions made substantially ahead of government targets.

3.4 Areas of declining performance (indicators)

- Healthy life expectancy for females has continued to decline and is now below that of males.
- The percentage of pupils achieving 5 GCSEs at grades A*-C including English and Maths has declined. It should be noted that Bury follows a national declining trend, however, Bury remains better than the England average.
- Although self reported happiness data has continued to improve as a figure year-on-year, Bury is increasingly falling behind the national average.

3.5 Areas of declining performance (performance measures)

- The number of missed bins has increased for two quarters in a row.
- Overall gym membership has declined so far in 2016. The dip in quarter two is caused by season variation due to student memberships expiring and not being renewed as students return to university. .
- Average contact centre call times have increased in recent quarters, largely due to resource issues and the complexity of certain calls taking up operators' time available to deal with other calls.

3.6 Areas of note

- Education measures are changing at the end of this year towards 'progress' rather than direct attainment. New indicators will be required to account for these changes
- Work is taking place with colleagues at Greater Manchester Police to determine the most appropriate measures for Community Safety, to ensure these are robust and meaningful. These will feature in the quarter 3 report.
- As findings from the Life Chances Commission are published, consideration will be made as to the most appropriate indicators and performance measures to allow for performance management against any recommendations made.

4.0 CONCLUSION

- 4.1 The development of indicators and performance measures will continue as the Single Outcomes Framework becomes increasingly embedded in the organisation.
- 4.2 Departmental plans and Cabinet work plans will be aligned to this during the next quarter so that performance at all levels of the organisation can be discussed in an increasingly consistent fashion.
- 4.3 Areas of declining performance will be looked at with an outcome based approach to consider what steps can be taken to improve performance so that a positive contribution can be made to the delivery of the desired outcomes.

List of Background Papers:-

Contact Details:-

Chris Woodhouse

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R		All people of Bury live healthier, resilient lives and have ownership of their own health and wellbeing (SOF 1a)	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
I	A	PHOF 0.1ii - Life Expectancy at birth (Male)	2014	78.0 yrs	—	↘ 1	1% ↑
I	A	PHOF 0.1ii - Life Expectancy at birth (Female)	2014	81.5 yrs	—	↗ 2	0% →
I	A	PHOF 0.1i - Healthy life expectancy at birth (Male)	3YC 2014	61.5 yrs	62.5 yrs	↘ 1	0% →
I	A	PHOF 0.1i - Healthy life expectancy at birth (Female)	3YC 2014	60.4 yrs	—	↘ 3	-4% ↓
I	Q	BCF - Delayed transfers of care (delayed days) from hospital per 100,000 population (aged 18+)	FYQ2 2017	746Days	728Days	↗ 1	178% ↑
I	A	PHOF 2.13i Percentage of physically active adults	2015	53.7%	57.6%	↘ 1	0% →
I	A	PHOF 2.23iii - Self-reported well-being - low happiness score	FY 2015	10.2%	9.0%	↘ 3	-11% ↓
I	Q	BCF - Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	FYQ2 2017	85.4%	83.7%	↗ 1	11% ↑
P		All people of Bury live healthier, resilient lives and have ownership of their own health and wellbeing (SOF 1b)	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM	Q	Number of Deprivation of Liberty safeguarding applications (DoLs)	FYQ2 2017	270	—	↘ 1	2900% ↑
PM	Q	Proportion of BEATS customers achieving 150mins of physical activity per week	FYQ2 2017	75.3%	30.0%	↗ 1	-15% ↓
PM	M	Non-elective admissions FFCE (First Finished Consultant Episodes)	Sep 2016	1,624	—	↗ 2	2% ↑
PM	Q	Proportion of BEATS customers who have achieved a behaviour change (inactive to active) in 12 weeks	FYQ2 2017	35.7%	40.0%	↗ 1	114% ↑
PM	M	Repeat Child Protection Plans	Jul 2016	18.7%	—	↗ 2	-5% ↓
PM	M	I Will If You Will- Attendances per month	Aug 2016	2,794	1,928	↘ 1	45% ↑
PM	Q	Quality of Life Wheel score improvements for those completing the Health Yourself to Wellbeing programme	FYQ2 2017	3.2	—	→ 0	0% →
PM	M	Number of hits to The Bury Directory	Sep 2016	10,936	—	↗ 1	16% ↑
R		Bury people live in a clean and sustainable environment (SOF 2a)	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change

I	A	PHOF 3.01 - Fraction of mortality attributable to particulate air pollution	2013	4.9%	5.3%		1	-6%	
P		Bury people live in a clean and sustainable environment (SOF 2b)	Time Period	Actual Value	Target Value	Current Trend		Baseline % Change	
PM	Q	Household collected bin waste recycling rate	FYQ2 2017	60.00%	60.00%		2	13%	
PM	Q	Number of fly tipping service requests	FYQ2 2017	113	—		2	22%	
PM	A	(Tonnes) Per Capita Emissions of Carbon Dioxide	2014	5.2	6.3		2	-29%	
PM	A	Green Flag Awards for local public spaces	2016	12	12		1	0%	
PM	Q	Number of missed bins reported	FYQ1 2017	2,525	—		2	28%	
R		People of Bury at all ages have high level and appropriate skills (SOF 3a)	Time Period	Actual Value	Target Value	Current Trend		Baseline % Change	
I	A	Good level of development at end of reception-Foundation Stage Profile	2015	65.8	63.7		1	17%	
I	A	Achievement of 'progress 8' levels by pupils at KS4 [Placeholder for 2017/18]	—	—	—	—	—	—	—
I	A	% children meeting age related expectations at the end of KS2 [Placeholder for 2017/18]	—	—	—	—	—	—	—
I	A	PHOF 1.05 - % of 16-18 year olds not in education, employment or training (NEET)	2014	5.5%	4.7%		2	-17%	
I	A	% of working age residents aged 16-64, who have obtained qualifications equivalent to NVQ3 and above	2015	57.1%	57.4%		1	22%	
I	A	% of residents 18-64 with no qualifications	2015	8.2 %	8.6 %		1	-21%	
I	A	% pupils achieving 5 GCSEs at grades A*-C including English and maths	2015	55.3 %	53.8 %		3	-12%	
P		People of Bury at all ages have high level and appropriate skills (SOF 3b)	Time Period	Actual Value	Target Value	Current Trend		Baseline % Change	
PM	A	% primary schools rated as 'good' or 'outstanding' by Ofsted	FY 2016	92%	—		1	14%	
PM	A	% of secondary schools rated as 'good' or 'outstanding' by Ofsted	FY 2016	77%	—		1	0%	
PM	A	Attainment gap between pupils eligible for FSM - KS 2-4 English	2015	-16.3	—		1	-12%	
PM	A	Attainment gap between pupils eligible for FSM - KS 2-4 maths	2015	-14.0	—		2	-42%	
PM	A	SEN/non SEN gap achieving 5A*-C GCSEs including English and Maths	2015	-41.8	-44.6		1	-28%	

R		All Bury people achieve a decent standard of living (and are provided with opportunities through growth) (SOF 4a)	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
I	BE	ASCOF 1D - Carer-reported quality of life	FY 2015	7.5	7.9	↓ 1	-13% ↓
I	Q	Employment rate 16-64	FYQ4 2016	70.6%	71.4%	↓ 1	-2% ↓
I	A	Average wage level in the Borough (hourly rate)	2015	£13.13	£12.44	↗ 2	4% ↑
I	Q	Proportion of working-age people on out-of-work benefits	FYQ4 2015	9.9%	10.6%	→ 1	-6% ↓
I	M	PHOF 1.17 - Fuel Poverty	2013	10.09	—	↘ 2	-18% ↓
I	M	Rate of Children Looked After at the month end (per 10,000 0-17 years old in population)	Jul 2016	75	70	→ 1	12% ↑
I	A	Children moving out of care into permanence - adoption	2014	20.0%	—	→ 0	0% →
I	A	The number of residential units that can be built on sites that have detailed planning permissions	2016	1,567	—	→ 0	0% →
I	A	The number of affordable housing units proposed to be built on sites that have detailed planning permissions	2016	327	—	→ 0	0% →
I	Q	Average house price in the Borough	FYQ2 2017	£168,300	£174,796	→ 0	0% →
I	A	Number of businesses in the Borough	2016	6,715	—	↗ 4	24% ↑
I	A	Net business growth rate (start ups minus dissolutions)	2015	670	—	→ 0	0% →
I	A	Inward investment into the Borough	2015	£3.22Mil	—	↗ 2	194% ↑
P		All Bury people achieve a decent standard of living (and are provided with opportunities through growth) (SOF 4b)	Time Period	Actual Value	Target Value	Current Trend	Baseline % Change
PM	M	Number on Housing Waiting List	Oct 2016	1,426	—	↘ 1	-56% ↓
PM	M	Number of homeless acceptances	Oct 2016	5	—	↘ 2	-29% ↓
PM	M	Number of homeless preventions	Oct 2016	108	—	↗ 3	671% ↑
PM	Q	Residents moved into employment through Working Well (expansion and GP pilot)	FYQ2 2017	36	—	→ 0	0% →
PM	M	% Non-decent Council homes	Aug 2016	0	0	→ 2	0% →
PM	Q	Transfer of existing statements to Education Health and Care (EHC) plans	FYQ1 2017	85	—	↗ 1	124% ↑
PM	A	Empty properties brought back into use [Placeholder]	—	—	—	—	—

Document Pack Page 76



Number of visitors to Council cultural attractions

FY 2016

399,774

—

→ 0

0% →



Average number of weeks spent in temporary accommodation

FYQ2 2017

7.62 weeks

—

→ 0

0% →



Bury is a safe place to live with all people protected, and feel protected, from harm (SOF 5a)

Time Period

Actual Value

Target Value

Current Trend

Baseline % Change



Potential to be victim of crime rate per 1,000 population [Placeholder]

—

—

—

—

—



Incidents of anti-social behaviour per 1,000 population [Placeholder]

—

—

—

—

—



Number of children flagged at risk of child sexual exploitation engaged with [Placeholder]

—

—

—

—

—



Number of hate incidents reported [Placeholder]

—

—

—

—

—



Police Satisfaction Survey scores [Placeholder]

—

—

—

—

—



Bury is a safe place to live with all people protected, and feel protected, from harm (SOF 5b)

Time Period

Actual Value

Target Value

Current Trend

Baseline % Change



Community Safety Plan refreshed [Placeholder]

—

—

—























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Bury Council Corporate Performance Management - Organisational Resilience

R Organisation Resilience (SOF-Enabler a)		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	Baseline % Change
I	Q Council Tax Yield	FYQ2 2017	46.888£ (million)	45.106£ (million)	—	↗ 1	4% ↑
I	Q Business Rates Yield	FYQ2 2017	30.009£ (million)	29.370£ (million)	—	↗ 1	2% ↑
I	M Staff numbers (FTE)	Sep 2016	5,079	—	—	↗ 1	-5% ↓
I	A Average age of workforce	HY1 2016	44.7yrs	—	—	↘ 3	-3% ↓
I	M Spend on agency staff	Oct 2015	£151,081	—	—	↘ 3	-29% ↓
I	A Number of online forms completed	HY1 2016	13,215	—	—	→ 0	0% →
P Organisation Resilience (SOF-Enabler b)		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	Baseline % Change
PM	M Rent loss from voids (STH)	Sep 2016	2.09 %	1.78 %	—	→ 1	0% →
PM	Q Number of corporate complaints	FYQ2 2017	37	—	—	↘ 1	-52% ↓
PM	A Number of adverse finding as rate of total ombudsman complaints	HY1 2016	1	—	—	→ 0	0% →
PM	Q Percentage of Council Tax Collected	FYQ2 2017	54.91%	55.52%	—	↗ 1	-1% ↓
PM	Q Percentage of Business Rates Collected	FYQ2 2017	55.60%	55.57%	—	↗ 1	0% →
PM	M Percentage of Rents collected	Sep 2016	97.95 %	98.00 %	—	↘ 1	0% →
PM	Q Overall gym membership	FYQ2 2017	4,031	4,100	—	↘ 2	-1% ↓
PM	A Number of apprenticeships created within Bury Council	2016	15	—	—	↘ 2	-40% ↓
PM	M Number of FTE days lost due to sickness absence	Sep 2016	3,434	—	—	↗ 1	-2% ↓
PM	M Number of long term absences (over 20 days)	Sep 2016	129	—	—	↗ 1	-6% ↓
PM	M Evaluation scores for attendees of the Leadership and Management Programme [Placeholder]	—	—	—	—	—	—
PM	Q Average contact centre call waiting time						

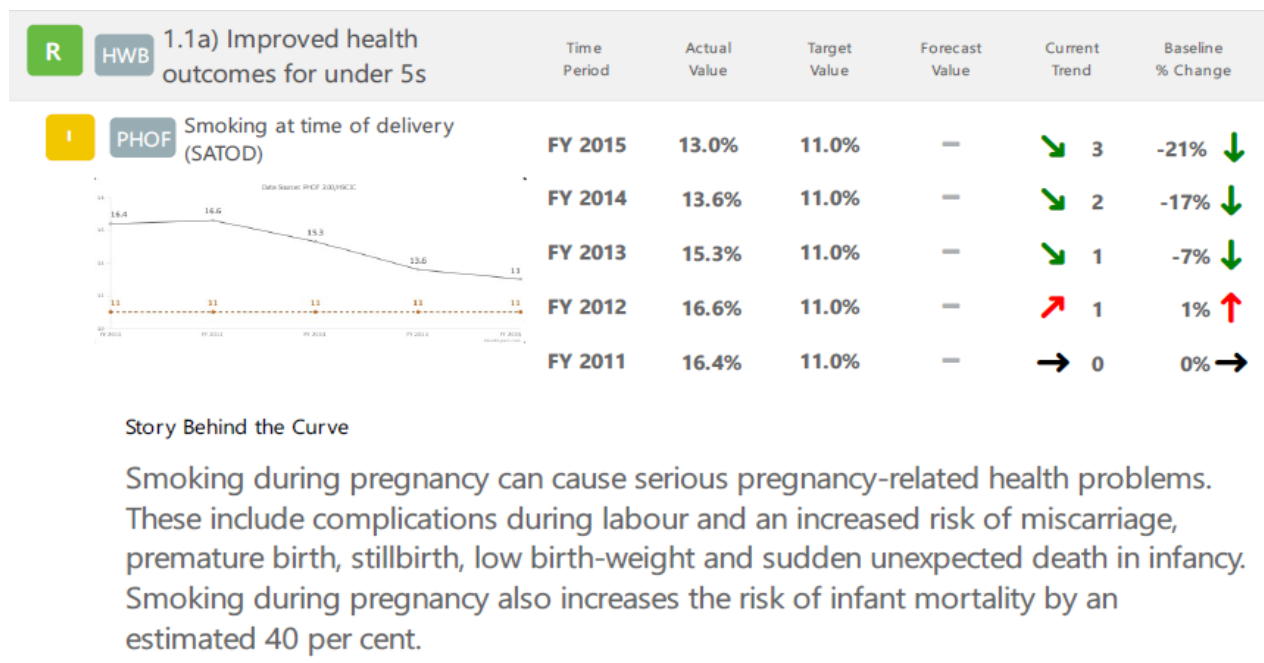
Document Pack Page 78

			FYQ2 2017	182 seconds	-	-	 3	119%	
		Percentage of Freedom of Information requests responded to within 20 working days	Oct 2016	91%	-	-	 1	5%	
		Average time for processing new housing benefit/ Council tax support claims	FYQ2 2017	24.09 working days	-	-	 1	-19%	
		Average time for processing change events for housing benefit and Council tax support claims	FYQ2 2017	8.78 days	-	-	 2	-9%	
		Percentage of minor planning applications determined within 8 weeks	FYQ1 2017	99%	77%	-	 1	4%	
		Percentage of major planning applications determined within 13 weeks	FYQ1 2017	100%	82%	-	 4	0%	

APPENDIX 2

Guidance on Clear Impact Performance Reports

'Clear Impact' is the name of the software being used to capture corporate performance reporting. Below is a screenshot of the system in practice and below this is guidance as to what the different elements of the page represent.



The top level of each scorecard is an outcome, a condition of wellbeing looking to be achieved.

R	In Bury terms this is 'Outcome' but the system uses R for Result
I	Indicator – these are used to quantify the conditions that reflect the progress against achieving the outcome.
P	Programme – this would usually be a department, team or programme of work, eg Neighbourhood Working, but for the sake of a corporate report has been brought together to allow a consideration of multiple measures against each outcome.
PM	Performance Measure – used to quantify how well a programme is performing
HWB	These grey boxes are simply tags that we are using to help where we are using data in multiple scorecards.

For each indicator and performance measure there is a series of information available, as outlined below.

Time period

Data could be monthly, quarterly, half yearly or annually. Examples of time period types are in the table below.

Jul 2016	Monthly
Q1 2016	Quarter, calendar year
FYQ1 2017	Quarter 1 of financial year ending 2017, so 2016/17 Q1 which is 1 st April 2016-30 th June 2016
2016	Calendar year
HY2016	Half yearly
FY2016	Financial year ending in the year specified, so 2015/16
3YC 2016	Rolling 3-year average

Actual value

This is the latest data available for the given indicator/measure. Some of this information has been 'RAG' rated against the 'target values' where such values have been agreed. At present any actual that is above 'target' will show as green, those within 10% of the target will show amber, with red used for those further away from the target value.

Target value

Where statutory targets have been set, e.g. by Government, this has been included. Where there is no formal target, a comparator has been included where available – these vary per indicator/measure dependent on what is the most meaningful source, e.g. statistical neighbour, North West average or England average. If a comparator is being used as target it will be specified in the 'Story Behind the Curve' tab (see below).

Forecast value

At present this only shows for data where there is a rolling three year average measure.

Current trend

- Arrow colour - shows polarity, whether high/low is good. Some of the arrows are black where the polarity is either ambiguous or could be interpreted both ways.
- Figure - represents the number of data entries this trend has continued for, so if the number is 4 on a quarterly measure it means the number has increased or decreased three quarters in a row. Similarly, if the number is 2 for an annual measure it means performance has continued that trend for 2 years in a row.

Baseline % change

- Arrow colour – as 'Current Trend' above.

- Figure – shows % change from whichever data entry has been identified as baseline, which is usually the earliest data source in the system for the indicator/measure. Please note that some percentage changes will look particularly high given the relatively small 'actual value' figure and so any slight variation is a relatively big change in percentage terms.

Story Behind the Curve

This box can be used for contextual narrative as to current (and previous) performance, detailing why the current trend is as it is. This information and the data to which it relates should be used to stimulate debate on activity to improve the indicator/measure, and so to how the curve can be 'turned'. It is not intended to be used to defend an existing action or level of performance.

Other tabs which can be included as commentary tabs are:

What Works

An opportunity to highlight either best practice for this particular measure or to include reference to what you/partners are aware of which has worked elsewhere that could possibly be applied in Bury.

Partners

Particularly of relevance for indicators which are looking at the whole population. This box prompts discussion on who is involved in the indicator/measure, what contribution they are making, whether any other partners should be involved and ensures the accountability is attributed fairly.

Action Plan

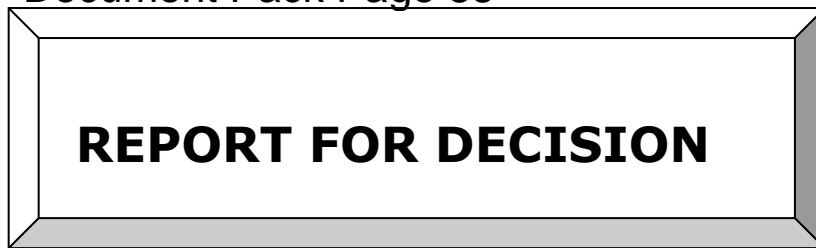
This tab allows for details to be provided as to particular activities that are going to take place to improve performance. Consideration should be made as to the previous tabs as to who needs to be involved, what good practice could be drawn upon, and how success of any activity can be captured.

It is possible to attach supplementary documents to this, such as a risk log, project plan, communication plan or board documentation.

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<p>Percentage of Minor and Major planning applications determined within 8 and 13 weeks respectively at 99% and 100% (SOF-E)</p>	<p>The number of homeless preventions is at a record high (SOF-4)</p>	<p>Deprivation of Liberty Safeguards have continued to show a large increase following 2014 Supreme Court Judgement on thresholds (SOF-1)</p>
<p>Household collected bin waste recycling has improved yet again to hit the 60% target (SOF-2)</p>	<p>The percentage of pupils achieving 5 GCSE's at grades A*-C has declined, though Bury still performs better than the national average (SOF-3)</p>	<p>Average contact centre call waiting times have increased for three quarters in a row (SOF-E)</p>
<p>The number of apprenticeships created within Bury Council has fallen in 2016 compared to previous years (SOF-E)</p>	<p>The number of missed bins reported has increased for two successive quarters (SOF-2)</p>	<p>Healthy life expectancy at birth for females has declined for a third year (SOF-1)</p>

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DECISION OF:	CABINET
DATE:	14 DECEMEBR
SUBJECT:	DIRECTOR OF PUBLIC HEALTH ANNUAL REPORT
REPORT FROM:	LESLEY JONES – DIRECTOR OF PUBLIC HEALTH
CONTACT OFFICER:	LESLEY JONES – DIRECTOR OF PUBLIC HEALTH
TYPE OF DECISION:	Non Key decision
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	An independent report produced by the Director of Public Health on the health of Bury.
OPTIONS & RECOMMENDED OPTION	It is recommended that Cabinet note the contents of the report, and commit to working in co-production with other agencies to implement the recommendations.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	Public health activity is funded by the ring-fenced Public Health grant. All expenditure is incurred in line with the conditions of this funding.
Health and Safety Implications	Set out any impact in terms of Health, Safety and Welfare.
Statement by Executive Director of Resources (including Health and Safety Implications)	There are no wider resource implications

Equality/Diversity implications:	Yes No (this needs a statement?) (see paragraph below)
Considered by Monitoring Officer:	Yes The Director of Public Health has a statutory responsibility to produce an annual report and the Council has a statutory duty to publish it.
Wards Affected:	All
Scrutiny Interest:	Health Scrutiny?

TRACKING/PROCESS

DIRECTOR:

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

1.0 BACKGROUND

1.1 Directors of Public Health have a statutory requirement to write an independent annual report on the health of their population. The Director of Public Health Annual Report is a vehicle for informing local people about the health of the community, as well as providing necessary information for decision makers in local health services and authorities on health gaps and priorities that need to be addressed.

1.2 The theme for this year’s annual report is health inequalities with the report specifically looking at inequalities experienced due to gender, disability, ethnicity, mental health and sexuality. The aim of the report is to highlight both the causes and impacts of health inequalities within Bury and how these can best be addressed. The report firstly reflects on last year’s report and the progress which has been made against the recommendations. It then goes on to look in detail at specific groups which experience inequalities and the related causes and implications. Then finally, it highlights what more could be done locally and makes a series of recommendations.

2.0 CONCLUSION

The key message of this report is that inequalities continue to persist in Bury as in England.

A number of factors play an integral role in contributing to these inequalities including

Document Pack Page 87

- Wider determinants such as employment, education, housing and income
- Lifestyle factors including smoking, alcohol, diet and physical activity
- Disparities in suitable and appropriate access and provision to health services

The report highlights that to address inequalities effectively within Bury a multi-agency response is required. It then goes on to highlight a range of recommendations which are grouped into key areas of work. A summary of the areas of work and recommendations are included below

Intelligence and data

- Establishing and overseeing a programme to enable and ensure robust, systematic and comprehensive equality monitoring across services provided by Team Bury partners
- Establishing a programme of research as part of the ongoing development of the JSNA to generate insight into the needs, assets and experiences of equality target groups living within Bury
- Establishing a programme to move all services to paperless mobile electronic systems in order to optimise the potential of the GM-Connect programme

Empowerment and advocacy

- Considering how best to ensure robust & sustainable infrastructure support is provided to the community and voluntary sector in Bury
- Ensuring the developing community engagement mechanisms within neighbourhoods extend to, reach and empower marginalised individuals and groups
- Ensuring voluntary & community sector organisations are equal partners in the design and delivery of neighbourhood working.

Income and employment

- Working with employers to ensure workplaces are conducive for people with disabilities (physical disabilities, learning disabilities and mental illness) to work in
- Extending the concept of Bury Council & Six Town Housing Employee Engagement Groups to other employers in the Borough
- Reviewing the extent to which income maximisation, debt management, skills development and employment support programmes and services are addressing the needs of equality target groups
- Working with employers to become aware of and utilise the resources & support in the borough, to prevent people leaving work due to health conditions and making better use of national support such as 'Access To Work'

Service provision

- Ensure the value of universal elements of services are fully considered in the development of new systems of service delivery
- Ensure equity audits and action plans become an embedded standard practice within all services and included in contract monitoring and commissioning reviews

Document Pack Page 88

- Extend the learning from the 'I Will if you Will' programme to other equality groups and act as a model of best practice

Generating a culture of equality

- Build a proactive 'Valuing Diversity' programme, into the Neighbourhood community engagement programme to complement existing community cohesion work
- Extend the concept of Bury Council's 'Equality Champion' programme to other employers within the Borough.

List of Background Papers:-

Contact Details:-

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l.jones@bury.gov.uk*

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