

AGENDA FOR

OVERVIEW AND SCRUTINY COMMITTEE

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To: All Members of Overview and Scrutiny Committee

Councillors : J Black, R.Cathcart, T Cummings,
E Fitzgerald, M Hankey, M James, D Silbiger, R Skillen,
S Smith (Chair), J Walker, R Walker and S Wright

Dear Member/Colleague

Overview and Scrutiny Committee

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

Date:	Wednesday, 11 January 2017
Place:	Peel Room - Elizabethan Suite - Town Hall
Time:	7.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 MINUTES *(Pages 1 - 6)*

Minutes of the last meeting, held on 14 December 2016 are attached.

4 PUBLIC QUESTION TIME

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

5 TREASURY MANAGEMENT STRATEGY - MID YEAR REVIEW 2016/17 *(Pages 7 - 14)*

6 OFSTED - SAFEGUARDING CHILDREN ACTION PLAN UPDATE *(Pages 15 - 28)*

Report attached

7 BURY WHOLE SYSTEM TRANSFORMATION - DEVELOPMENT OF A ONE COMMISSIONING ORGANISATION *(Pages 29 - 46)*

8 RECYCLING UPDATE *(Pages 47 - 52)*

Report attached

9 URGENT BUSINESS

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

Minutes of: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 14 December 2016

Present: Councillor Smith (in the Chair);
Councillors J Black; R Cathcart; T Cummings; E Fitzgerald;
M Hankey; M James; D Silbiger; R Skillen; J Walker; R E
Walker and S Wright

Public in attendance: No members of the public were present at the meeting.

Also in attendance: Councillor Lewis – Deputy Leader and Cabinet Member for Finance and Human Resources

Councillor Walmsley – Cabinet Member for Strategic Housing and Support Services

Apologies for absence:

OSC.404 DECLARATIONS OF INTEREST

Councillor S Wright declared a personal interest in any matter relating to staffing as his wife is employed in a Bury School

OSC.405 MINUTES

It was agreed:

That the Minutes of the meeting, held on 13 October 2016, be agreed as a correct record.

OSC.406 MATTERS ARISING

There were no matters arising from the Minutes of the last meeting.

OSC.407 PUBLIC QUESTION TIME

There were no members of the public present at the meeting to ask questions under this item.

OSC.408 CORPORATE FINANCIAL MONITORING REPORT –APRIL 2016 TO SEPTEMBER 2016

The Deputy Leader of the Council and Cabinet Member (Member for Finance for Finance and Housing) submitted a report to inform Cabinet of the Council's financial position for the period April 2016 to September 2016. The report also provided a projection on the estimated outturn at the end of 2016/2017.

Prudential Indicators were included in the report in accordance with the CIPFA Prudential Code.

Questions and comments were invited from Members of the Committee and the following issues were raised:

- In response to questions concerning the sustainability of services, the Deputy Leader reported that due to budget reductions it was inevitable that services would reduce as the Council looks to transform the way it delivers its services to the public.
- Councillor R E Walker highlighted the increased costs relating to the statutory provision of social care and enquired about the impact of Persona. The Deputy Leader referred to the setting up of the Local Authority Trading Company as means of controlling costs in this area and highlighted that savings from reduced costs would be achieved. However it was explained that upfront costs associated with the setting up of the organisation were an issue and a reason why savings had yet to filter through.
- The Chair, Councillor Smith, highlighted the issue of vacancies not being filled and the effect on services going forward. The Deputy Leader and Councillor Skillen, as Members of Human Resource and Appeals Panel, explained the thorough risk assessments that are undertaken as part of all applications for early retirement or voluntary severance.
- Councillor Fitzgerald expressed concern about the lack of transitional funding in comparison to other Local Authorities.
- Councillor Cathcart highlighted that Charities benefited from 100% rate relief in Bury and suggested this was an area that could be looked at as a means of generating revenue.
- Councillor Black raised the issue of enforcement in relation to parking in certain areas and suggested that increased enforcement would contribute to the service meeting its costs.
- Councillor R E Walker expressed concerns about missed income targets in relation to Civic Venues and suggested that private sector operators could be encouraged to run the service.
- In response to a question from Councillor R E Walker relating to the Arts budget and the income target, the Deputy Leader acknowledged that this was unlikely to be achieved and did need to be re-evaluated. On the issue of Arts exhibitions and initiatives, Councillor Black stated that the wider economic impact across the borough should be taken into account.

It was agreed:

That the financial position of the Council as at 30 September 2016 be noted.

OSC.409 CORPORATE PERFORMANCE 2016/2017 QUARTER 2

The Leader of the Council and Cabinet Member (Business Engagement and Regeneration) submitted a report providing an update on the corporate performance of the Council in line with the Single Outcomes Framework for Team Bury. The Single Outcomes Framework has been agreed with the Team Bury Wider Leadership Group with the following high level outcomes:

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

Chris Woodhouse, Improvement Advisor, gave a brief overview of the performance information and invited questions and comments from the Committee. The following issues were raised:

- Members of the Committee welcomed the new format in which the performance data was presented.
- It was explained that the information was based on outcomes based reporting as a way of assessing the impact of funding and resources based on evidence
- Councillor Black highlighted the need to provide a breakdown of the indicator in respect of business rates in a way which gives context about the size and types of businesses and the level of business rates generated.
- Members discussed the use of the performance data as a means of potentially transferring resources within service areas based on how they are performing against benchmarks.
- Members suggested the incorporation of a cost/benefit analysis with the performance data.

It was agreed:

That the report be noted.

OSC.410 WELFARE REFORM UPDATE

The Cabinet Member for Strategic Housing and Support Services and Head of Customer Support and Collections presented a report setting out an update in respect of welfare reform policies and initiatives.

The report set out two groups of welfare reforms: those introduced during the 2010-2015 Parliament and those announced in the Budget in July 2015, which started to be introduced from April 2016.

Details of specific reforms were included within the report along with the associated cost implications. Currently there are 544 bedroom tax cases with 301 accounts in arrears owing £71,767.

Information was provided in respect of reforms, including:

- Introduction of Universal Credit
- Impact of Bedroom tax
- Council Tax Support Scheme
- Introduction of Personal Independence Payments
- Child Benefit Freeze
- Limits on Up rating Benefits
- Benefits Cap
- Housing Benefit Changes
- Tax Credit Allowance and Taper Cut
- New State Pension
- National Minimum Wage
- Rent Reductions for Social Tenants
- Removal of Automatic Entitlement to Housing Element of Universal Credit for 18-21 year olds

Questions and comments were invited from Members of the Committee and the following issues were raised:

- Members discussed the resource implications to support claimants through the appeals process.
- Councillor J Walker highlighted the issues surrounding the introduction of Personal Independence Payments to replace Disability Living Allowance and the need for support in the appeals process. Claimants now face more frequent and stringent medical tests. Councillor J Walker enquired if provision could be made for claimants to have access to recording equipment for interviews.
- The Head of Customer Support and Collections confirmed that changes to welfare had resulted in increased demand on the Council's Contact Centre and a higher level of application to the Social Fund.
- With regard to the issue of debt and hardship, Members of the Committee highlighted the importance of early intervention and sign posting to support services. The Cabinet Member referred to the Corporate Debt Strategy and also highlighted the benefits of the Manchester Credit Union as a means of people managing their money.
- Councillor Black requested that future updates include case studies to highlight the real impact of cuts to welfare payments. Councillor Black placed on record her support for the way the support processes are managed for people facing devastating cuts to welfare payments.

It was agreed:

That a further update be provided to this committee in 6 months time which includes details of work done to support people to help gain employment.

COUNCILLOR S SMITH
Chair

(Note: The meeting started at 7pm and ended at 9.30pm)

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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

- 1.1 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

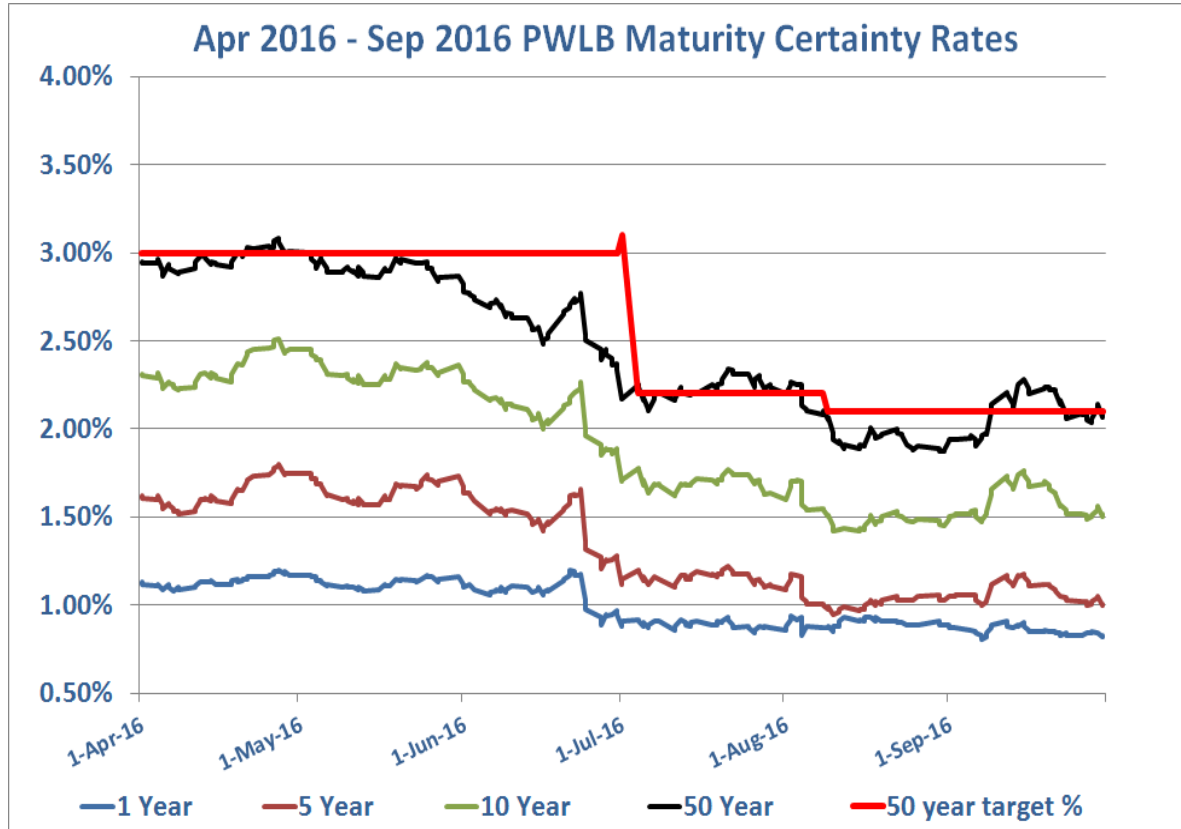
- 5.4 The Interim Executive Director of Resources & Regulation confirms that the approved limits within the Annual Investment Strategy were not breached during the first six months of 2016/17.
- 5.5 The Council's budgeted investment return for 2016/17 is £0.5m, and performance for the year to date is 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

SCRUTINY REPORT



MEETING:	Overview and Scrutiny
DATE:	11 January 2017
SUBJECT:	Ofsted Action Plan
REPORT FROM:	Jackie Gower Assistant Director Social Care and Safeguarding
CONTACT OFFICER:	Jackie Gower

1.0 BACKGROUND

- 1.1 In 2016 Bury Children's Services were subject of an Ofsted Inspection of services for children in need of help and protection, children looked after and care leavers (22 February – 17 March 2016).
- 1.2 The inspection report was published 16 May 2016. The overall judgement of effectiveness was that children's services in Bury require improvement to be good.
 - i) Services to children who need help and protection were 'Good'.
 - ii) Services to children looked after and achieving permanence 'Require Improvement'. (Adoption services were 'Good'; Experiences and Progress of Care Leavers - Require Improvement).
 - iii) Leadership, management and governance was Good
- 1.3 Ofsted made 11 recommendations as to areas for development. These were predominantly in respect of practice and services for looked after children and care leavers. An action plan was put in place in June/July 2016. Ofsted will undertake a follow up visit to assess progress against the action plan sometime in the spring 2017.
- 1.4. There has been positive progress against the action plan. The Council has supported progress enabling recruitment to vacant posts, agreeing additional capacity where necessary and supporting an 'invest to save' proposal to progress the redesign of services to care leavers. It is anticipated that the action plan will be complete by April 2017 and thereafter the quality of services to 'looked after' children and care leavers will be the subject of monitoring and routine scrutiny by the Strategic Lead (Performance and Quality), through the monthly performance monitoring meetings chaired by the DCS and by the Corporate Parenting Board

2.0 ISSUES

N/A

3.0 CONCLUSION

The committee are asked to note the progress against the Ofsted Action Plan.

List of Background Papers:-

Ofsted Action Plan – January 2017

Contact Details:-

Jackie Gower
Assistant Director (Safeguarding and Social Care)

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
1	Improve social work practice and management oversight of CYPIC to ensure assessments are up to date, plans specific and achievable and include timescales and contingencies.	a) Recruit agency ATM to backfill, ensuring CYPIC and Extra Mile have full management	Aug-16	Sufficient management capacity to provide appropriate level of management oversight.	SH	Sue Harris \ HR	Completed Aug 2016 - confident correct management capacity
		b) Recruit to vacant Strategic Lead (Placement Services) post.	Dec-16			Jackie Gower / Human Resources	Interviews in progress - appointment due to be made in December
		c) Recruit additional SW to support programme of updating assessments	Aug-16			Sue Harris	Recruitment completed Dec 2016. Providing additional capacity to work on assessments
		d) Identify all CYPIC whose assessments are more than 18 months old and implement plan to update all by April 2017.	Jul-16	All CYPIC will have an assessment no more than a year old by April 2017.		Atefeh Farkhad	Assessment work ongoing. Assessments will be proportionate based on stability of placements. IROs have been monitoring these since Sept.
		e) Annex A list 8 to be upgraded so that includes date of last assessment.	Sep-16			David Thompson	A separate report will be run monthly from December 2016 rather than this being integrated into annex A.
		f) IRO's to ensure during LAC reviews that all CYPIC have assessments which are current (within 12 months)	Immediate / Ongoing			Atefeh Farkhad	Ongoing
		g) Update procedures and guidance to ensure that expectations of assessments and plans for long term CYPIC are understood. 'Roll out' practice guidance at EMM.	Sep-16	As a matter of policy and usual practice no CYPIC will have an assessment more than a year old and care plans will reflect the identified needs.			Assessment policy and case transfer procedure and min are all understood by staff and will be formally signed off now trialled, at SCMT December 2016
		h) Update transfer procedures to ensure no case transfers to CYPIC without a current assessment (and updated chronology). Launch at EMM.	Sep-16	Compliance with policy can be monitored by PMM		Mel Tunney	Updated & approved at SCMT Sept 2016
		i) DL to deliver SMART planning training to Social Workers and PA's.	Jun-16	Improvement in the quality of care plans and pathway plans for CYPIC.	DL / MP	David Lamb	Half the staff have completed this; Will be finalised w/c 03/12/16
		j) DL to undertake SMART planning training with IRO's.	Sep-16			Bart Poppelier	to be done following sw training between & March 2017
		k) Bespoke audit tool to be developed to audit quality of plans.	Dec-16				Completed Nov 2016
		l) Themed case file audit of Quality of care plans to be undertaken 6 months after training.	Apr-17	Evidence of improved quality provided to PMM April 17.			Strategic Lead (performance and QA) to bench mark prior to audit.

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
2	The CPB should effectively challenge weaker outcomes for C&YP looked after and care leavers, setting ambitious targets to ensure outcomes for children and young people improve.	a) Progress against Ofsted improvement plan to be a standing item on CPB agenda.	Sep-16	CPB scrutinise and challenge progress against Ofsted Improvement plan and assist in removal of barriers.	Cllr Parnell		Work ongoing
		b) CYPiC Education to be a standing item on CPB agenda . Clear Education objectives to be set collaboratively between the Corporate Parenting board and the Virtual school to ensure effective challenge ,improving outcomes and improved life chances.	Sep-16	CPB drives up educational achievements of CYPiC and improve EET opportunities for Care Leavers.			Education training for social care staff now mandatory and programme now being rolled out. New examination framework summer 2016: unvalidated data presented to CPB 29/11/2016. No trend data available as comparisons cannot now be made with previous years' results. Refresh re role of CPB as Governing body to VS to be advised.
		c) Training/development programme for CPB members (elected members and officers) to support challenge function.	Programme during 2016 - 2017				Work ongoing
		d) Care Leaver issues to be a standing item on CPB agenda to ensure that the weaker outcomes for this group are appropriately challenged and escalated.	Sep-16				Work is ongoing
		e) Support to be provided to ensure members of Care Leavers Forum regularly attend CPB and represent the views of Care Leavers at CPB.	Immediate / Ongoing				Work is ongoing

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
3	Ensure that all C&YP looked after and care leavers are supported to sustain education, employment or training. This should be assisted by post-16 PEPS and pathway plans being clear, relevant and prioritising important issues.	a) Service reconfiguration – moving from CYPIC and Extra Mile Teams to Through Care (14+) and Permanency Teams.	Oct-16	New model will reduce changes of social worker and better support the most vulnerable cohort of CYPIC and Care Leavers.	SH / DL		Service reconfiguration has been out to consultation and agreed by DCS and signed off by Cllr Sharon Briggs. Recruitment and reconfiguration ongoing - new service on target from April 2017
		b) New Kershaw Centre to be developed to provide facilities for direct work and to become a central multi-agency hub for care leavers with extended opening hrs.	Oct-16	Development of a single point of contact/multi-agency hub for care leavers, with flexible hrs of access will improve the opportunities to engage the most vulnerable and hard to reach cohort.			Invest to save bid agreed; building surveyor to complete detailed plan Dec 2016. Flexible hours of access still to be developed once we have a fuller picture of the anticipated offer
		c) Development of a sustainable Bury 'trainee and apprenticeship strategy' - to include ring fenced care leaver apprenticeships within the LA	Oct-16	Sustainable increase in the numbers of care leavers in employment of training. Care Leavers are recognised by the Council and partners as a priority group.		David Lamb	8 young people attending the connexions sessions. 8 traineeship placements have been identified. 3 apprenticeships within the Council. Report to go to SCMT January 2017 and CMT - possibly then SLT
		d) Develop and deliver updated training package for foster carers and other professionals on 'preparing young people for adult life'.	Dec-16			Brenda Jones	not yet progressed - needs liaison with Fostering
		e) Improve joint working with DWP, identify direct support to reduce use of sanctions and gain agreement on early claim applications.	Jul-16			David Lamb	Completed; agreement signed off and in place. Entitlement policy has also been remodeled which requires sign off at SCMT then CMT
		f) All SW's and PA's in CYPIC and Extra Mile to be trained in SMART needs assessment and SMART planning.	Sep-16	Improved quality of needs assessment and plans and consistency in expectations of quality across field work service and IRO's.			Completed December 2016
		g) SMART planning for CYPIC and Care leavers training to be delivered to IRO's.	Sep-16	Ability to undertake themed audit of quality of assessments, care plans, pathway plans for CYPIC and Care Leavers against agreed set of standards 6 months after training.			to be done following sw training between January & March 2017
		h) Bespoke audit tool to be developed to audit quality of plans and pathway plans.	Dec-16				This will be done to coincide with the planned audit in 6 months time - June 2017
		i) Develop Connexions offer to CYPIC and Care Leavers.	Oct-16				Connexions worker in post at New Kershaw Centre 3 days per week (nov 2016)

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
		j) Post 16 PEPs will continue to be developed to reflect the full range of options open to school leavers and provide for close scrutiny of progress markers.	Ongoing	Improved quality and relevance of post 16 PEPS contributes to improved outcomes for care leavers.	MH / VSH		Work on evaluating current Post 16 PEPs continues and sits alongside the focus on the efficacy of Pathway Plans. Review in Spring 2017 with a view to revising PEP format as appropriate. PEP Co-ordinator oversees Post-16 PEPs: Social workers continue to have responsibility for completion up to age 18 in partnership with Extra Mile PAs. Joint Education/Connexions/Social Care monthly forum now established for monitoring year 11, 12 and 13

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
4	Review the suitability and outcomes for 16 – 18 yr olds who are living in semi-independent and supported accommodation and ensure best use is made of this provision	a) The LA will undertake an accommodation sufficiency review having recognised the need to increase the range of accommodation options available to care leavers locally. Particular attention will be given to increasing the availability of supported lodgings provision.	Apr-17	<p>Increase in availability of affordable, suitable accommodation for care leavers</p> <p>Increased availability and range of supported accommodation and semi-independent accommodation for care leavers</p> <p>Robust process of ensuring accommodation is consistent with needs of individual care leavers.</p>	SH / BJ / DL / ML	David Lamb	Sufficiency review undertaken via meetings with Housing; Invest to save bid was successful; will mean a review of home from home, supported accommodation etc
						David Lamb	This will follow the review of the home from home supported accommodation
						David Lamb	This will follow the review of the home from home supported accommodation
		b) PA's will undertake Schedule 2 assessments when supporting care leavers to visit new accommodation prior to the signing of the individual tenancy agreement, providing advice, guidance and ensuring suitability.	Sep-16	More influence on the cost and quality of accommodation in this unregulated market – driving quality up and costs down.		David Lamb	this was included within SMART training; DL now needs to follow this up to ensure this is being used. Need to consider whether we need a "schedule 2" case note - January 2017
		c) A review of the suitability and outcomes for care leavers in semi-independent accommodation to inform future practice – this will be undertaken with the commissioning team.	Oct-16				see comments to 4A. Review of Hen arrangements to be carried out

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
5	Ensure that C&YP who have a disability and their families receive a timely and responsive service that fully meets their needs and is supported by thorough and up to date assessments and plans.	a) Recruitment of 2 temporary SW.	Jul-16	Reduced caseloads of CwD social workers enabling updating of all out of date assessments and plans and providing sufficient capacity to support the case review process.	KW / JG / ML		Sept 2016 - 2 Temporary social workers are in place
		b) Development of a plan to ensure that all assessments and care plans that have not been updated in the last year are updated by January 2017.		Development of a work plan to update all assessments			Sept 2016 - Work plan has been developed to address the updates
			Jan-17	Ensure all assessments have been updated by January 2017			Work is ongoing and due to be completed by January 2017; there may be some slippage in the date
		c) All C&YP with disabilities who have previously been subject of bi-annual or annual SW visits will be subject of a case review by the CwD and Safeguarding management team. Only those children whose needs are at L4 and 5 on the CoNR will remain open to the CwD social work team.	Sep-16	Sustainable reduction of social work caseloads to ensure a timely and responsive service which fully meets the needs of those CwD and their families who require a social work service – including annual updating of assessments and care plans.			Sept 2016 - the identified cohort has all been reviewed. There needs to be scrutiny of the remaining numbers with planned step down. This should result in an average case load of 30 cases per sw (a 50% reduction). Now agreed to recruit to 1.5 family support worker posts in the early help team to allow capacity for step down into non statutory services.
		d) A plan to 'step-down' all L3 cases to EHFSP or Early Help will be developed, implemented and completed by April 2017.	Apr-17				On target following recruitment of staff identified in no 5c
		e) The role of the non qualified staff in the CwD social work service will be reviewed with a view to establishing a systematic relationship and interface between the EHFSP, Early Help and social work services.	Apr-17	A review of the Family Support workers to be completed by 31/12/16 S188 / HR process to be completed by April 2017			Review completed
							No longer required
		f) There will be a review of the Direct Resource Meeting (DRM) - to establish a system of review and financial management and oversight of packages of care for the CwD who will not in the future receive their service from the social work team. This review will be undertaken with the support of the change manager and commissioning team.	Apr-17	Systematic oversight of quality, cost and appropriateness against assessed need of packages of care to all CwD whether in receipt of a social work service or not. Systematic oversight of quality of residential provision - and that it complies with legislation and matches need.		Mark Love	Review completed; DRM now managed by Strat Lead Health and Families
		g) Consideration will be given to the provision of independent oversight of care plans for children in receipt of overnight breaks	Apr-17			Mark Love	Review completed; DRM now managed by Strat Lead Health and Families
			Dec-16	policies to be written by KW		Karen Whitehead	Sept 2016 - JG will speak to SH with a view Foster Carer Reviews being undertaken by the fostering service which will provide the IROs with the capacity for this - this will be addressed between January and March 2017 Work to be completed early 2017

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
		h) Policies, procedures and practice guidance will be developed to reflect the service developments and changes in expectations and launched through CTB and LSCB.	Jan-17	Consultation by Parents Forum and CTB		Karen Whitehead	Work to be completed early 2017
			Apr-17	Consultation by LSCB		Karen Whitehead	Work to be completed early 2017
			Apr-17	Systematic oversight of quality of residential provision - and that it complies with legislation and matches need.		Karen Whitehead	Work to be completed early 2017

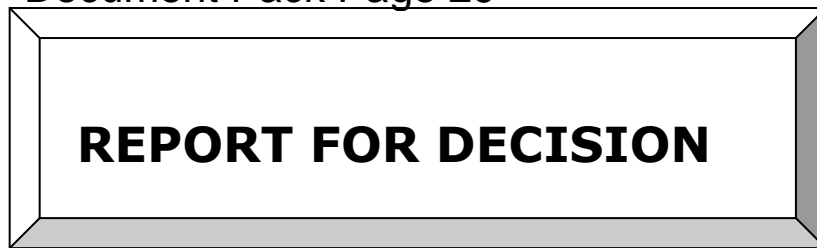
No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
6	IRO's should improve their scrutiny of the progress made by C&YP looked after and care leavers to check that progress against plans is proceeding as it should, in particular those at KS2 and at KS4 where results require improvement	a) Separate out the IRO function from CP conference chair function.	Oct-16	Improve the quality of oversight, scrutiny and challenge by IRO's in respect of the progress of CYPIC.	MP		Completed 05/09/16
		b) IRO's to introduce mid point discussions with CYPIC and social worker between statutory reviews.	Jun-16	Provide independent oversight of pathway plans of care leavers 18 -21 yrs.			Ongoing will be monitored.
		c) IRO's to visit CYPIC at least once during the review period separately from the review meeting and record all direct and indirect contact on LLS.	Oct-16			Bart Poppelier	Nov 2016 - plan in place for this to be done and a significant improvement by Jan 2017
		d) An additional IRO post is established to ensure compliance with enhanced expectations (above) in respect of CYPIC, compliance with expectations of IRO handbook in respect of scrutiny and challenge and to respond to CSE and MFH agenda.	Jan-17			Bart Poppelier	JD has been done and is being job evaluated prior to going out for recruitment
		e) A dedicated post be established (non social work qualified) to carry out independent review of pathway plans of care leavers aged 18 – 25 yrs.	Jan-17			Bart	JD done -Recruitment process starting Jan 2017
		f) Workshops to be held for CSC staff and key colleagues in Education and Health Services re- role of IRO.	Dec-16	Dates for workshops to be arranged			Nov 2016 update - Lunch time learning sessions to take place from Dec 2016 for Bury staff which will then be broadened out to partners in 2017
			Dec-16	Workshops to take place and evaluation completed			ongoing
			Dec-16	All staff and partners understand the role of the IRO in terms of scrutiny and challenge in statutory LAC reviews.			Learning sessions to partners from January 2017
		g) IRO's to attend workshops on SMART assessment and SMART Care plans.	Sep-16	Risk Sensible training to take place			Sept 2016 - Training completed
			Sep-16	SMART Assessments training to take place			IROs have attended training
			Sep-16	There is common understanding in the IRO service and across the service as a whole of expectations in terms of the standard and quality of assessments and care plans.			IROs have attended training
		h) Protocol to be developed with IRO's and Managers about recording of challenge/disputes on children's case files.	Dec-16	Challenge and disputes are recorded on children's case files in a professional manner.		Bart Poppelier / Mel Pitt	Draft protocol to be agreed at EMM January 2017

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
		i) IRO's will ensure all children subject of a CP plan for neglect are assessed using GCP by the time of the 3 month CP review and that children are not removed from a plan for neglect without updating of the GCP assessment.	Dec-16	All children at risk consequent on neglect benefit by consistent deployment of the GCP.			Sept 2016 - 2 IROs are working on this - audit to be completed Dec 2016. BP to follow up January 2017.

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
7	Continue to support all CYPIC and Care Leavers to achieve their full academic potential in particular those at KS2 and KS4 where results require improvement	a) Work closely with all schools and settings ensuring high quality attainment data is collated on a termly basis, evidencing effective target setting and deployment of LAC PPG.	Immediate / Ongoing	Improved collaborative working leading to improved outcomes	KR / MH		Schools and settings continue to work closely with the VS and challenge is effectively steered through the PEP process. Ongoing
		b) Ensure PEPs are completed on a termly basis and a review of the quality assurance framework.	Immediate / Ongoing	Improved quality of PEPs to inform better planning and forensic analysis of level of support needed.	KR / MH		PEP completion rates continue to be monitored. Suite of PEPs to be revised in accordance with curriculum changes and QA framework is currently undergoing forensic scrutiny. Revised version to be trialled from January 2017.
		c) Ensure that KS2 and KS4 cyp are fully supported to undertake public examinations and schools are effectively challenged when disapplication is proposed.	Immediate / Ongoing	Use of the forensic prediction data to ensure robust challenge for those settings where disapplication is routine. Reprioritise allocation of LMs.	KR / MH		Predictive data scrutinised and settings challenged where there is vulnerability re entry to examinations. Results 2016 illustrate the level of scrutiny applied eg yp in custody still managed to achieve Functional skills.
		d) Ensure the new examinations framework does not unintentionally disadvantage LAC. Continue to advocate for an inclusive curriculum and more intensive support when vulnerability intensifies eg during placement moves.	ongoing and subject to review in line with new framework expectation	Closer scrutiny of year group data as facilitated by the new VS database, allowing for more accurate tracking and robust challenge.	KR / MH		New examination regime may not necessarily produce increase in outcomes at GCSE but schools will be forced to examine more closely those pupils on the previous C/D borderline for additional push to achieve what would have been a low B grade previously now a grade 5/4 in 2017.
		E) Continue to ensure robust post-16 transition planning, liaising closely with Colleges leading to better informed KS5 choices.	Immediate / Ongoing	Updated cohort data available on years groups 12-14; embedded monitoring and tracking within VS.	KR / MH		Monthly partnership meetings with Connexions and Extra Mile ensure scrutiny of cohorts

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
8	Ensure all performance management information includes data and evaluative commentary on the progress of CYPIC and Care Leavers, so that managers are aware of progress in all aspects of social care services	a) Recruit to Strategic Lead Performance and Quality Assurance.	Oct-16	A Performance and QA service which reports on and evaluates progress in all aspects of social care services.	JG		Strategic Lead recruited and in post Sept 2016
		b) Recruit to vacant performance officer post.	Oct-16				Service review ongoing
		c) Establish 2 QA posts to maintain programme of case file audits.	Jan-17				Framework drafted - once signed off in Dec can develop JDs for these posts
		d) Establish suite of performance information for CYPIC and Care Leavers for reporting at PMM.	Oct-16			Bart	BP to discuss with Sarah Thomason and David Thompson. Improvements have been made to recorded information
		e) Develop Annex A (weekly performance report) to provide more information on the progress of CYPIC and Care Leavers.	Oct-16				Sarah Thomasson is currently working on this - ongoing
9	Make every effort to minimise the number of different social workers that C&YP have so that they can establish trusting relationships with social workers over time.	a) Maintain, review and further develop recruitment and retention policies established 2014.	Jan-17	Minimisation of the number of different social workers that C&YP experience. A social work service which structurally minimises the changes in social workers necessarily experienced by C&YP and their families. A social work service which has optimal information on a timely basis on which to base service design.	JG/RW...CS /MN..MH		ongoing
		b) Review workflow processes with a view to minimising numbers of social workers experienced by C&YP and their families (see actions against recommendation)	Jan-17		JG/RW...CS /MN..MH		ongoing
		c) Develop QA and Performance Management Reporting on changes of social workers for C&YP and their families.	Jan-17		JG/RW...CS /MN..MH		Bart to look at a report showing the changes of sws - look at moves prior and since CYPIC

No	Recommendation	Actions	Timescale	Desired Outcomes	Strategic Lead	Operational Lead	Summary of Progress
10	Ensure that children's social care case files include useful and clear chronologies so that current practice takes full account of the C&YP's history	a) Training for all social workers on construction of chronologies and efficient use of LLS to maintain chronologies.	Sep-16	High quality and up to date chronologies on every case file which are used to inform social work practice.	MB		ongoing
		b) Re-issue guidance to social work staff on use of LLS chronology	Sep-16				JG has issued guidance Dec 2016
		c) Re-issue direction that transfer of cases between social workers and teams will not take place without an up to date and comprehensive chronology.	Dec 2016 with an audit in January 2017				This practice has now been adopted with some qualifications as discussed at SCMT
11	Improve the identification, assessment and support to privately fostered C&YP and their carers.	a) Use Private Fostering Week to raise awareness across the Council and with partners. PF footer to be set on council emails for the duration of PF week and beyond.	May-16	Increase in enquiries in respect of PF arrangements and increase in no of PF arrangements identified.	SH /MD		completed
		b) Information leaflets to be updated and distributed to council sites and partner agencies.	May-16				ongoing
		c) Bury Council website – link to be created regarding PF.	May-16				Completed
		d) BSCB PF report to be updated and focus on themes and trends specific to Bury.	Jun-16				ongoing
		e) School admissions service to be updated as to their role in identification of PF arrangements.	Sep-16				Completed
		f) PF statement of purpose to be updated and revised.	Sep-16				Completed
		g) Training to be provided to social care staff in MASH, A&A and Safeguarding on the PFAAR and statutory duties associated with PF arrangements	Sep-16				ongoing
		h) Training 'Whose Child' to be commissioned and provided by 'Children and Families Across Borders'.	Jun-16				Completed
		i) Pupil on roll check to be sent to all Bury Schools to identify any C&YP not living with a close relative.	Jun-16				Completed
		j) Schools to return a declaration statement confirming record checks and that notification of all potential PF arrangements have been referred to MASH.	Jun-16				Completed
		k) Private education providers to be provided information regarding their duty to report PF arrangements.	May 2016 and termly				Completed



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:	<p>Joint working between Local Authorities and the NHS is critical if both sectors are to address demand and budget pressure going forward.</p> <p>Development of OCO / LCO working arrangements are key to the approach in Bury.</p> <p>The report highlights the potential scale of pooled / aligned budgets.</p> <p>The figures shown are illustrative at this point; pending further due diligence work being undertaken.</p>
Health and Safety Implications	None
Statement by Executive Director of Resources (including Health and Safety Implications)	<p>Wider resource implications e.g. HR, IT, Property will be addressed in line with the project initiation document as the project progresses.</p> <p>This will be overseen through the establishment of a project board.</p>
Equality/Diversity implications:	Yes No (see paragraph below)
Considered by Monitoring Officer:	<p>Yes JH</p> <p>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.</p>
Wards Affected:	
Scrutiny Interest:	

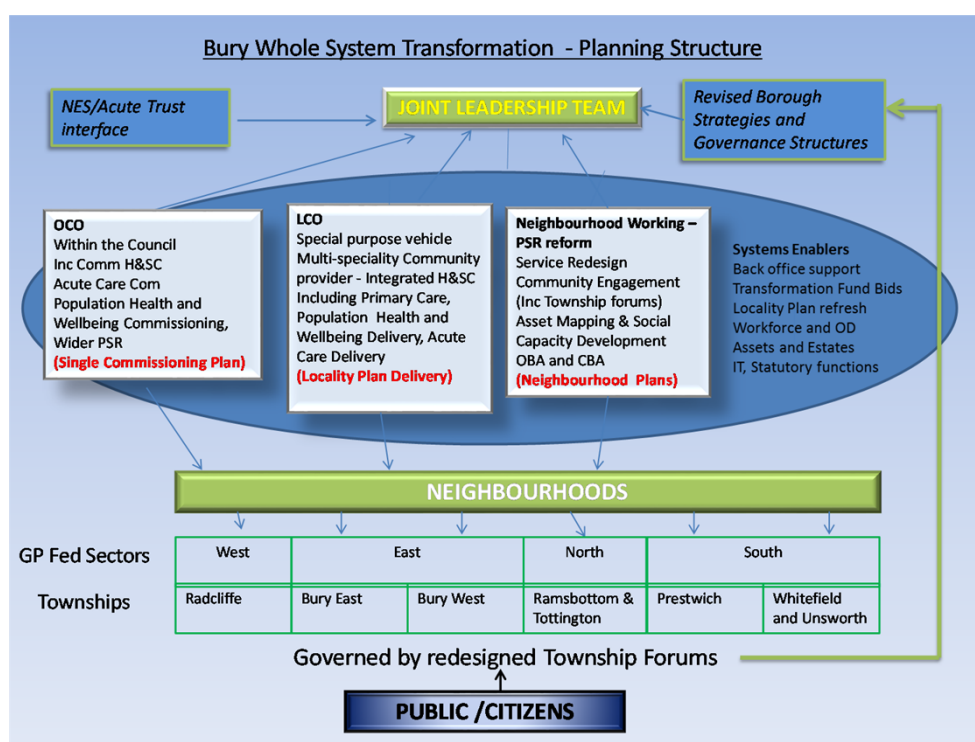
TRACKING/PROCESS**DIRECTOR:**

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 Manchester (GM) Transformation Fund . (See Diagram 1)



- 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.

	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

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:

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
Executive Director of Communities & Wellbeing

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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)

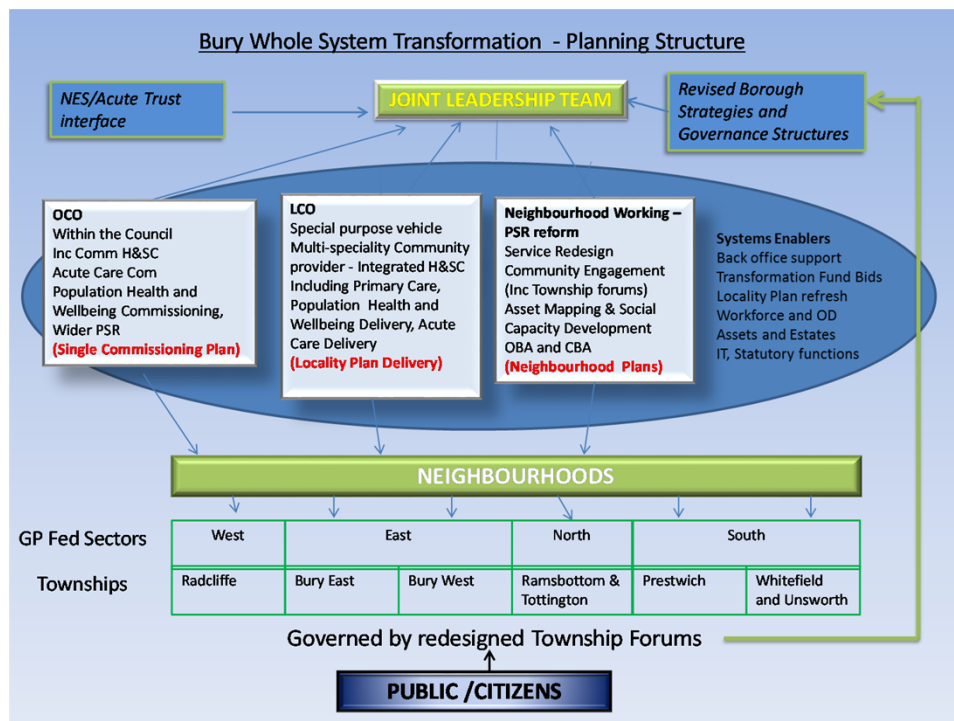


Diagram 1: Planning Structure

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

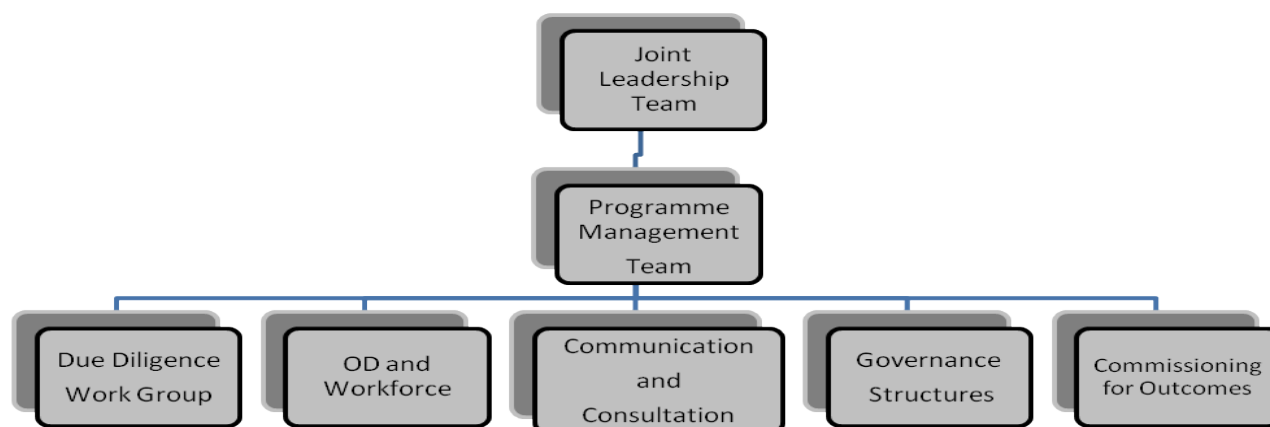


Diagram 2: Proposed Programme Management and Governance Structure

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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SCRUTINY REPORT



MEETING: Overview and Scrutiny

DATE: 11 January 2017

SUBJECT: Waste Management and Recycling

REPORT FROM: Communities and Wellbeing - Waste Management

CONTACT OFFICER:

Glenn Stuart – Head of Waste Management

1.0 BACKGROUND

1.1 This report provides an update on a range of miscellaneous waste management and recycling related topics raised by Overview and Scrutiny.

2.0 WASTE MANAGEMENT AND RECYCLING

2.1 What does the Council's recycling rate stand at now?

The Council's collected bin waste recycling rate is at an all time high. This follows the move to 3 weekly residual waste collections in October 2014, followed by the ongoing efforts of residents and the team of Recycling and Enforcement Officers in directly engaging with residents promoting the 'Right Stuff, Right Bin' message.

The table below shows the difference in tonnages collected for each waste stream for the first 12 months of the new service October 2014 – September 2015. As you can see from the figures, the tonnages of recycling materials collected increased and the tonnages of residual waste decreased significantly.

YEAR 1	Green Bin	Blue Bin	Brown Bin	Grey Bin
Cumulative Total for year	Increase of 673t	Increase of 726t	Increase of 1349t	Reduction of 5252t
Percentage	+9.20%	+9.16%	+9.14%	-16.20%

5252 tonnes less residual waste were collected over the 12 month period to September 2015, making a significant saving in avoided residual waste disposal costs. This tonnage reduction ensured that we achieved the projected savings in year 1 of £862,000.

The further table below shows the difference in tonnages collected for each waste stream for the second full twelve months of the new service October 2015 – September 2016. As you can see from the figures, the tonnages of recycling materials (blue bin and brown bin) continued to increase however paper/card (green bin) tonnages have levelled off, in line with national figures compared to year 1. The

tonnage of residual waste collected reduced by a further 361tonnes over the same period.

YEAR 2	Green Bin	Blue Bin	Brown Bin	Grey Bin
Cumulative Total for Year	Reduction of 25t	Increase of 535t	Increase of 1153t	Reduction of 361t
Percentage	-0.29%	+6.17%	+7.28%	-1.32%

The monthly rate peaked at 64% in June of 2016, whilst the average for the year is creeping ever closer to 60%. Recycling rates vary through the course of the year, due to the seasonal fluctuations associated with garden waste tonnages.

2.2 What progress is being made in increasing food waste recycling?

In the Spring of 2016 the Service delivered an intensive food waste recycling campaign. The campaign had three elements to it. It involved knocking on doors of around 9,000 terraced properties, where participation was relatively low, going through a short survey to understand the barriers to food waste recycling and offering a roll of liners to each resident. At the same time a promotional flyer was delivered through every letterbox of every house in the borough (excluding flats) and 'No food waste please' stickers were attached to every grey bin lid in the borough.

Following the promotional campaign, in Quarter 1 of 2016/17 5,254 tonnes of bio waste was collected, compared to 4,892 tonnes in the same quarter of the previous year – an increase of 7.4%. The sustainment of this increase in food waste captured was a major contributory factor in the increase in the overall recycling rate.

Results of the campaign:

- 2860 households directly spoken to resulting in orders received for 500 brown bins, 598 kitchen caddies & 630 rolls of liners.
- 131 residents upsized from their street caddy to a brown wheeled bin.
- Between 14th March and 20th May 2016 - 2151 brown bins were ordered via the Contact Centre. During the same period 4184 kitchen caddies were handed out.

2.3 Households signed up to receive e-mail alerts about bin collections.

About 16,500 households across the borough have now signed up to receive weekly e-mails alerting them to put their bin out for collection the following day. This constitutes nearly 25% of all households that present their bins for collections. Flats on communal bins are excluded from these figures because they do not present their bins for collection. This is an invaluable aid in reminding residents when their different bin collection days are and is an initiative that the service continues to promote.

2.4 Use of agency staff.

Waste Management is provided through an in-house workforce. Agency staff is used on a temporary basis to cover for holidays and sickness. There are also several vacancies within the service that have been filled temporarily with agency staff.

There is a commitment to keep the use of agency staff to a minimum and following an appraisal of all agency staff it is proposed to fill vacancies on a permanent basis or where appropriate through providing opportunity for apprentices. The service will also consider providing holiday/sickness cover through permanent positions.

The recruitment of permanent staff to replace agency staff will commence in the early part of 2017. This is dependent upon the outcome of the forthcoming consultation exercise and the proposed remodelling of the service.

2.5 Development of 'in-cab' I-Pads

The use of I-Pads provides the route for each waste collection crew. They also provide live connectivity with the back office and the Customer Contact Team. The I-Pads also provide any special instructions to the crews such as 'assisted collections' or bins stored in unusual locations. The technology also helps when there is a driver who is new to a route. The I-Pads provide a significant improvement to the old paper based systems.

The I-Pads in the vehicles are now over 5 years old. Connectivity has and continues to be a challenge. This is an issue for all mobile devices not just I-Pads and is related to Wi-Fi/internet coverage. It is not the fault of the software. Newer mobile devices perform better and this is why we upgrade phones, TV's etc. Advances in technology improve performance.

When signals are lost the information is stored on the I-Pad and sent when they next get a connection. This allows the crews to continue to work with the software and will update the back office and Customer Contact Centre promptly when connection is re-established.

Waste Management is in discussions with Corporate ICT at the moment, building a business case for replacing all of the I-Pads, which will provide the latest technology as well as improve connectivity and performance in providing an efficient waste management service.

2.6 Recruiting women operatives.

Bury Council is an equal opportunities employer and fully supports the employment of women into all aspects of operational services including Waste Management. Women are currently employed in the back office within the recycling, waste management and trade waste teams. However, Waste Management has not advertised and recruited any front line operatives for some time.

Temporary staff are supplied by local employment agencies, the main one being Staff (UK), based in Bolton. Staff (UK) state that in their experience, despite all efforts, the roles offered by Waste Management tend not to be attractive to females, working outdoors in all weather conditions in a physically demanding role. Staff (UK) also supply temporary labour to other local Councils and it is exactly the same situation there, with no Council employing more than the odd individual female in a Waste Management operational role. The Council did employ one individual female via Staff (UK) on an ad hoc basis for a number of years but she has now obtained alternative employment elsewhere.

Women are currently under-represented in the waste management workforce and moving forward we will take positive action to address this.

2.7 Operational reporting to the Depot

The Team Leader/Driver for each bin crew reports to the depot at the start and at the end of each working day. This is by default because all the vehicles are based at one central depot at Bradley Fold. Approximately 50% of Operatives currently start work from the depot in a morning.

A review is currently ongoing to consider how the wider workforce reports to the depot. It is not possible to provide any further detail at this stage, however the workforce will be consulted on any proposed developments or changes in current practice. The review will also consider the health and safety of staff as well as promoting good communication and teamwork between the workforce and Supervisors.

2.8 Stick-on house numbers for Bins.

In 2011 every household in the borough was provided with a set of four stickers on which residents were encouraged to write their house number before attaching it to each of their bins. Unfortunately only about 20% were actually used.

All new and replacement bins delivered by the service on an ongoing basis should be stickered and numbered. At the same time when Recycling and Enforcement Officers are delivering recycling awareness campaigns in areas where we experience some difficulties with the service, such as areas of terraced housing with back street collections, they provide and encourage the use of bin stickers by residents on an ongoing basis.

It is important for residents to put their house number on their wheeled bins in order to deter bins from being stolen or misplaced which in turn will help alleviate the cost of a replacement bin.

In terms of tidiness of bins left on the footpaths or side streets, the waste service will investigate any complaint. If it is found to be from service quality, then in each case the collection crew will be spoken to and reminded of their responsibilities to leave bins tidily.

The Waste Management Service is also reviewing its general service quality standards as part of a wider service review. The workforce will be consulted regarding any proposed changes to the service.

2.9 Charges for extra and replacement bins

There is a charge of £30 for new, replacement and additional grey bins only. This charge has encouraged residents to take more care and ownership of their grey bins, which was always the intention and demand for replacements has been suppressed as a result, saving the Council money.

The problem of bins going missing is particularly prevalent in areas of terraced housing with back street bin collections, and is something that the team of Recycling and Enforcement Officers are constantly targeting. Officers encourage residents to take more care of their bins, to number them and to not leave them out permanently.

However, we do have problems with recycling bins going missing with a few residents acquiring recycling bins sometimes on multiple occasions. Recycling bins can often turn up abandoned and contaminated with residual waste. This stresses the importance for residents to place their house number onto the bin.

In time the service retrieves the contaminated bins, brings them back to Bradley Fold depot to empty. This is a considerable drain on resources and is a cycle that the

service is working hard to break. An option may be to provide the initial recycling bins free of charge but then to apply a small charge for subsequent replacement bins. This will encourage residents to take ownership of all their bins, encourage bins them to number their bins and to make an effort to find their bin if it goes missing.

2.10 Recycling at flats where residents share communal bins.

Recycling collections from flats where residents share communal bins can be more challenging due to the lack of ownership of the bins concerned.

In order to address this, the Recycling and Enforcement team (who are area based) systematically visit flats, trying to put measures in place to encourage residents to recycle better. Letters and information is hand delivered to flats, in an effort to engage with as many residents face to face. Hessian bags, for separation of recycling, are offered to residents to make recycling as convenient as possible. The same Officers also work with managing agents for private flats as well as registered social landlords such as STH and other Housing Associations in introducing recycling schemes into flats and addressing any problems that may arise. Where possible, Officers also identify and work with individual residents who might have a particular interest in recycling and are happy to work with the service in championing the cause. Such individuals can be an invaluable help.

The team is currently working with Greater Manchester Waste Disposal Authority on a campaign to improve recycling at 40 different flats locations across Radcliffe, Bury West, Tottington and Ramsbottom, using the above methods. In addition, bins are inspected weekly over 3 or 4 collections and stickers placed on the bins to indicate how well residents are performing. Postcards with information relating to the campaign are also posted to residents during the campaign.

Where dry recycling (in the form of blue and green bins) has been successfully introduced at flats Officers make every effort to then introduce food waste recycling. This is more of a challenge because of the nature of the waste involved and the more complicated process of separation but nevertheless there have been some notable successes.

3.0 CONCLUSION

Over the last few years the Waste Management service has made huge strides forwards, in terms of making efficiencies and thereby significant financial savings, as well as in improving the Council's recycling rate. The majority of Bury residents have taken a positive approach to recycling and we thank them for their help and commitment.

In 2011 fortnightly residual waste collections were introduced and at the same time, the I-Pads were introduced into the collection vehicles, an innovation which attracted national headlines.

In 2014 Bury was the first Council in England to introduce a 3 weekly residual waste collection service, again making national headlines. Other Councils across the country are now following suit.

Over this time the collected bin waste recycling rate has improved from 27% to just short of 60%, achieving huge savings in avoided waste disposal costs. This follows the roll out of an improved container for paper and card recycling, as well as the collection of food waste for recycling.

Given the ongoing financial constraints that the Council and the Waste Management service must operate within, there is no room for complacency. A further review is being undertaken of the Waste Management and Recycling Service that reflects the ever challenging financial targets for the Service and for the Council.

List of Background Papers:-

None.

Contact Details:-

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