

## 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, 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:-

<b>Date:</b>	Wednesday, 29 March 2017
<b>Place:</b>	Peel Room - Elizabethan Suite - Town Hall
<b>Time:</b>	7.00 pm
<b>Briefing Facilities:</b>	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.
<b>Notes:</b>	

## **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 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.

### **4 MINUTES** (*Pages 1 - 6*)

Minutes of the last meeting, held on 16 February 2017, are attached.

### **5 ANNUAL COMPLAINTS REPORT - CHILDREN'S SERVICES** (*Pages 7 - 18*)

Report from Jane Whittam, Assistant Team Manager - Information, is attached.

### **6 LIBRARIES CONSULTATION** (*Pages 19 - 28*)

A presentation will be given at the meeting.

### **7 PROPOSAL TO INTRODUCE A NEW NEIGHBOURHOOD ENGAGEMENT FRAMEWORK IN BURY INCLUDING A NEW FRAMEWORK FOR INVESTING GRANT FUNDING IN NEIGHBOURHOODS** (*Pages 29 - 50*)

A report from Councillor Tariq, Cabinet Member for Communities & Safer Neighbourhoods is attached. A presentation will be given at the meeting.

### **8 SAFEGUARDING OVERVIEW PROJECT GROUP - MINUTES** (*Pages 51 - 54*)

Minutes of the last meeting are attached for information.

### **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:** 16 February 2017

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

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

**Also in attendance:** Councillor J Lewis – Deputy Leader of the Council and Cabinet Member for Finance and Human Resources

**Apologies for absence:** Councillor R E Walker

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**OSC.538 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.539 PUBLIC QUESTION TIME**

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

**OSC.540 MINUTES OF THE MEETING HELD ON 11 JANUARY 2017**

**It was agreed:**

That the Minutes of the meeting of the Overview and Scrutiny Committee, held on 11 January 2017, be approved as a correct record and signed by the Chair.

**OSC.541 CORPORATE FINANCIAL MONITORING REPORT – APRIL 2016 TO DECEMBER 2016**

The Deputy Leader of the Council and Cabinet Member for Finance and Human Resources submitted a report informing the Committee of the Council's financial position for the period April to December 2016 and projecting the likely outturn at the end of 2016/17.

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

The Cabinet Member reported that the current projected overspend was £2.831m which represented approximately 2.25% of the total net budget of £125.535 and was a reduced figure from both months 3 and 6.

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

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Overview and Scrutiny Committee, 22 February 2017

- In response to a question concerning slippage within the Capital Programme, the Interim Executive Director of Resources and Regulation confirmed that projects would still be delivered and highlighted that operational and timing issues were the reasons for the slippage.
- Councillor Daly questioned the effect of any overspend on the budget setting process. The Interim Executive Director of Resources and Regulation explained that a year-end analysis of any variance does take place. There is some provision for pressures in the budget, however generally departments need to absorb pressures alongside delivering savings.
- Councillor Black highlighted the issue of reduced rental income as a result of increased right to buy sales and referred to increased discounts available. The Interim Executive Director acknowledged that this issue does have a detrimental effect on the Housing Revenue Account.
- In response to a question from Councillor Fitzgerald it was confirmed that provision is built into the budget for bad debt in relation to arrears as a result of welfare reforms. Claire Jenkins, Head of Customer Support and Collections, reported that roll out of Universal Credit will not take place in Bury until May 2018 and good partnership working is already in place between Six Town Housing and the Department for Work and Pensions in relation to managing debt.

### **It was agreed:**

That the financial position of the Council, as at 31 December 2016, be noted.

### **OSC.542 REVENUE BUDGET AND CAPITAL PROGRAMME 2017/18 TO 2019/20**

The Deputy Leader of the Council and Cabinet Member for Finance and Human Resources submitted a report setting out details of the Capital Programme for 2017/18 to 2019/20 and the Revenue Budget for 2017/18 to 2019/20. A draft budget consultation pack and consultation responses were appended to the report.

The report recommended that the Capital Programme be limited to those schemes fully funded from external sources.

With regard to the revenue budget the report outlined details of:

- The final Local Government Finance Settlement for 2017/18 to 2019/20
- Forecast outturn for 2016/17
- The budget strategy for 2017/18 to 2019/20 and the approach to balancing the budget.

The report examined the robustness of the assumptions behind the budget forecast and contained an assessment of the adequacy of the Council's balances.

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

- In response to a question from Councillor Daly, concerning reserves, the Interim Executive Director explained that £4.25m had been set aside to mitigate against economic shocks or unexpected occurrences that could not be predicted.
- In response to a question from the Chair, Councillor Smith, the Deputy Leader stated that she did not anticipate any changes to the budget as a result of the consultation responses received.
- Councillor Black raised the issue of re-banding council tax for properties following improvements. The Interim Executive Director reported that this did already take place in Bury.
- Councillor James suggested that future budget consultations should make the public explicitly aware of what services the Council fund and provide.
- In response to a question from Councillor Fitzgerald, the Interim Executive Director explained that proposals for Capital projects were encouraged, based on a viable business case being provided. Each individual proposal would be looked at on its own merits with consideration of all variables.

**It was agreed:**

That the report be noted.

**OSC.543 DRAFT HOUSING REVENUE ACCOUNT 2017/18**

A report from the Deputy Leader of the Council and Cabinet Member for Finance and Human Resources was submitted which detailed the proposed Housing Revenue Account (HRA) for 2017/2018. The report set out proposals in respect of Dwelling and Garage rents, Sheltered Support, Management Amenities, Heating and Furnished Tenancy charges and Fernhill Caravan site tenancy charges. The report had been prepared on the basis of the Government's requirement for a decrease in dwelling rents of 1% for 2017/18 for General needs and Sheltered Extra Care properties.

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

- Councillor Fitzgerald referred to the loan of £78m taken out by the Council to purchase housing stock and enquired about the level of risk there was that rents would not cover the loan repayments in the future. The Interim Executive Director explained that a 30 year business plan was in place in respect of the loan and reported that despite right to buy sales, the Council still maintained a housing stock of approximately 8200 properties.
- Councillor Black highlighted the need to continue to be proactive with regard to rent arrears and rechargeable repairs in order to prevent loss of income to the Council.

- In response to the issue of bringing empty properties back into use, the Interim Executive Director acknowledged the value in these initiatives but stressed that such schemes were dependant on the availability of external funding.

**It was agreed:**

That the report be noted.

**OSC.544 TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2017/2018**

The Deputy Leader of the Council and Cabinet Member for Finance and Human Resources submitted a report setting out the suggested Strategy for 2017/2018 in respect of the following aspects of the Treasury Management Function:-

- Capital Plans and prudential indicators
- The minimum Revenue Provision Policy
- The current treasury position
- Treasury limits in force which will limit the treasury risk and activities of the Council
- Prospects for interest rates
- The borrowing strategy
- Policy on borrowing in advance of need
- Debt re-scheduling
- The investment strategy
- Creditworthiness policy
- Policy on use of external service providers

The primary objective of the Council's Treasury Management Function would continue to be the minimisation of financing costs whilst ensuring the stability of the Authority's long-term financial position by borrowing at the lowest rates of interest and by investing surplus cash to earn maximum interest, all at an acceptable level of risk.

The overall strategy for 2017/18 would be to finance capital expenditure by running down cash/investment balances and using short term temporary borrowing rather than more expensive longer term loans.

During discussion of this item, Members discussed the Council's diversification into investment properties where a sustainable tenant was in place. Councillor J Walker commented on the positive impact of recent property investments.

**It was agreed:**

That the report be noted.

**OSC.545 DEVOLUTION GOVERNANCE**

A report was submitted for information providing an update in respect of Overview and Scrutiny arrangements within the Greater Manchester Combined Authority.

**It was agreed:**

That further updates be provided as governance models develop.

**COUNCILLOR S SMITH**  
Chair

**(The meeting started at 7pm and ended at 8.25pm)**

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**ANNUAL COMPLAINTS REPORT  
APRIL 2015 – MARCH 2016**

**Jane Whittam  
Assistant Team Manager - Information  
12 August 2016**

## **PURPOSE/SUMMARY:**

This report has been produced in line with the statutory requirement to update Members and provide current information in respect of complaints related to Children's Social Care Services. This report looks at the period 1 April 2015 to 31 March 2016, and will allow Members to see the extent and complexity of Children's Social Care Service's span of activity and to receive information relating to the quality of the services delivered.

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

## **1.0 INTRODUCTION**

- 1.1 In line with guidance from the Department for Education, Local Authorities are required to publish an Annual Complaints Report covering the council year. This report is to provide current information in respect of complaints related to Children's Social Care Services for the year 2015 / 2016.
- 1.2 As part of our continued approach to monitoring performance, the status of complaints is also reported weekly to the Children's Senior Management Team. Lessons learnt from complaints are also discussed monthly within the Children's Services Extended Managers Meeting and individual Team Meetings.

## **2.0 WHAT IS A COMPLAINT**

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

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

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

### **3.0 THE SOCIAL CARE COMPLAINTS PROCEDURE**

- 3.1 The handling and consideration of complaints consists of three stages:-

- Stage 1: Local Resolution,
- Stage 2: Independent Investigation
- Stage 3: Review Panel

- 3.2 Local Resolution requires the Local Authority to resolve a complaint as close to the point of contact with the service user as possible (i.e. through front line management of the service). Emphasis is placed on resolving complaints under Stage 1, local resolution, because this should provide a more timely response and is user friendly. The Department strives to investigate and resolve complaints within 10 working days although the procedure allows a 20 working day time scale for more complex complaints. In most circumstances complaints are considered at Stage 1 in the first instance.

- 3.3 Where the complaint is not resolved locally, or the complainant is dissatisfied with the Local Authority's response, the complaint can be considered at Stage 2. An independent investigation is completed by a senior manager from outside the team to which the complaint refers to. This is overseen by an Independent Person from outside the Local Authority to ensure a full and fair investigation is carried out. We aim to send a response with a full report within 25 working days, although this can be extended to 65 working days.

- 3.4 Where Stage 2 of the Complaints Procedure has been concluded and the complainant is still dissatisfied, they will be eligible to request further consideration of the complaint by a Stage 3 Review Panel. The Panel does not reinvestigate the complaint or consider any substantively new issues of complaint that have not been first considered at Stage 2. The purpose of the Panel is to consider the initial complaint and, wherever possible, work towards a resolution. The Panel should be convened within 30 working days of request and its report (including any recommendations) will be sent within 5 working days following the meeting. The Department then issues its response to the complainant within a further 15 working days.

- 3.5 Where a complainant remains dissatisfied with the Local Authority's response to the Review Panel's recommendations, the complainant has the right to refer his / her complaint to the Local Government Ombudsman. The Assistant Team Manager (Information) will assist with this process as far as possible.

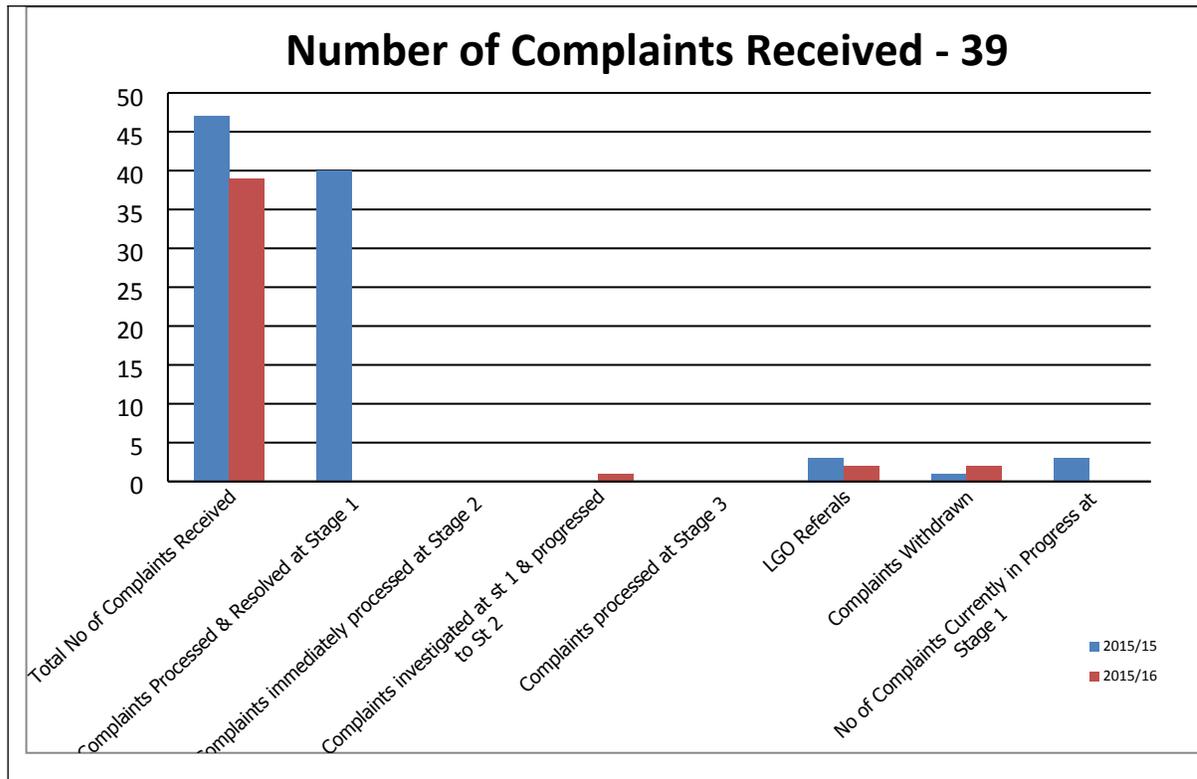
**ANALYSIS OF COMPLAINTS RECEIVED**

**All figures detailed below are from 1 April 2015 to 31 March 2016. Reference is also made to outstanding complaints or complaints which were reported as not being agreed or completed as of 31 March 2015.**

**4.0 SOCIAL CARE COMPLAINTS RECEIVED**

4.1 A total number of 39 complaints were received across all social care teams during the 2015 – 2016 financial year. This reflects a 33% decrease in the number of complaints received when compared with the 59 complaints that were received during the last financial year (April 2014 – March 2015).

4.2



4.3 Of the 39 complaints received, 2 complaints were withdrawn 2 of these were enquiries from the Local Government Ombudsman and 1 was a complaint received in the previous financial year, but investigated in 2015/16 at stage 2 of the Complaints Process. This report therefore focuses on the 34 complaints which were actually investigated at Stage 1 of the Social Care Complaints Procedure during the last financial year (April 2015 – March 2016).

4.4 In addition to the 34 complaints investigated in 2015 / 2016, 3 complaints received towards the end of 2014 / 2015 were also investigated during the 2015 / 2016 financial year. 2 of these complaints were responded to within 10 working days and 1 complaint was responded to within 20 working days. 1 complaint was also investigated at stage 2

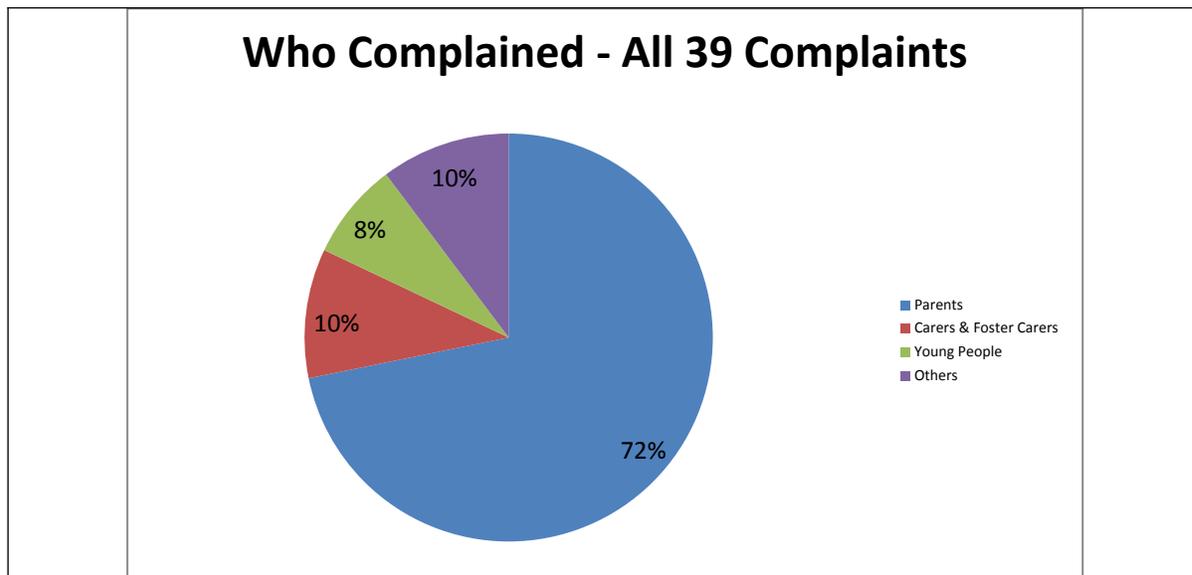
4.5 We have also continued to record the number of informal concerns /

complaints received into the Complaints Department, which have predominantly been requests for information. This does not include any informal concerns or complaints which have been raised directly with individual teams. There were 67 informal concerns / complaints logged within the Complaints Department which were resolved immediately by telephone and did not result in a formal complaint being made. This is a slight decrease compared with the 70 informal concerns / complaints logged within the Complaints Department during 2014 / 2015; however it should be noted that often this type of concern is raised directly with individual team managers and is therefore not captured within this recording.

**5.0 WHO COMPLAINED?**

5.1 The majority (72%) of the complaints received were received from parents. Young people are encouraged to raise their own concerns with the assistance of advocacy from Bury Children’s Rights Service. Bury Children’s Social Care Services and Bury Children’s Rights Service continue to work with their joint working protocol to ensure that a consistent and timely service is offered to children and young people in the care of Bury Local Authority when they raise a concern via their advocate.

5.2



**6.0 ADVOCACY**

6.1 3 complaints were made using the service of an external Advocate, compared with 5 during 2014 / 2015. The number of complaints received through Bury Children’s Rights Service was 3, which was the same number as 2014/2015.

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

6.3 The advocate from Bury Children’s Rights Service will initially raise the concern with the Young Person’s Social Worker, and if no response is received within a timely manner, this will be referred to the Social Worker’s Line Manager for a response.

6.4 Should a response not be provided within a timely manner, or if the Young Person is unhappy with the response, their advocate will assist the child or young person to make a formal complaint at Stage 1 of the Statutory Children’s Social Care Complaints Procedure.

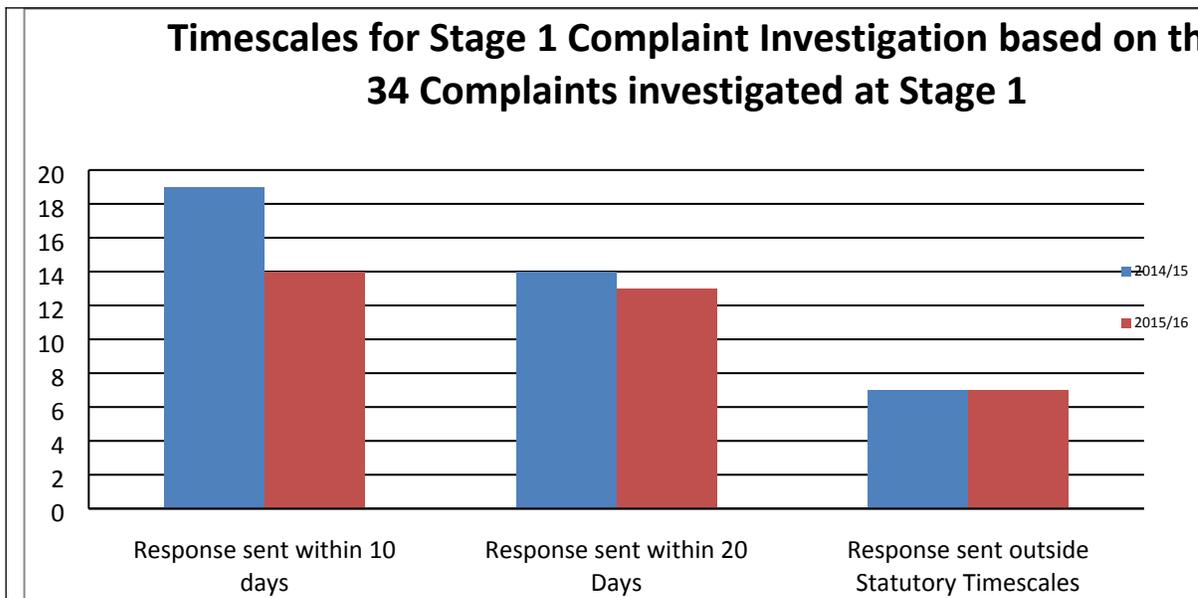
**7.0 TIMESCALES OF STAGE 1 SOCIAL CARE COMPLAINTS**

7.1 Performance Indicators show that there has been a decrease in the compliance of timescales for responding to complaints (both within ten working days and 20 working days); however it should be noted that over half of the complaints responded to outside the statutory timescales were complaints received during quarter 4 when we received our Ofsted Inspection of Safeguarding and Children Looked After. During this time, managers had to prioritise their time in dealing with urgent issues of a safeguarding nature and meeting with Inspectors.

Year	10 Working Days	20 Working Days
2009 / 2010	Unavailable	60%
2010 / 2011	32.72%	65.46%
2011 / 2012	36.36%	79.55%
2012 / 2013	41.86%	90.96%
2013 / 2014	46.94%	95.92%
2014 / 2015	47.50%	82.50%
2015 / 2016	41.18%	79.42%

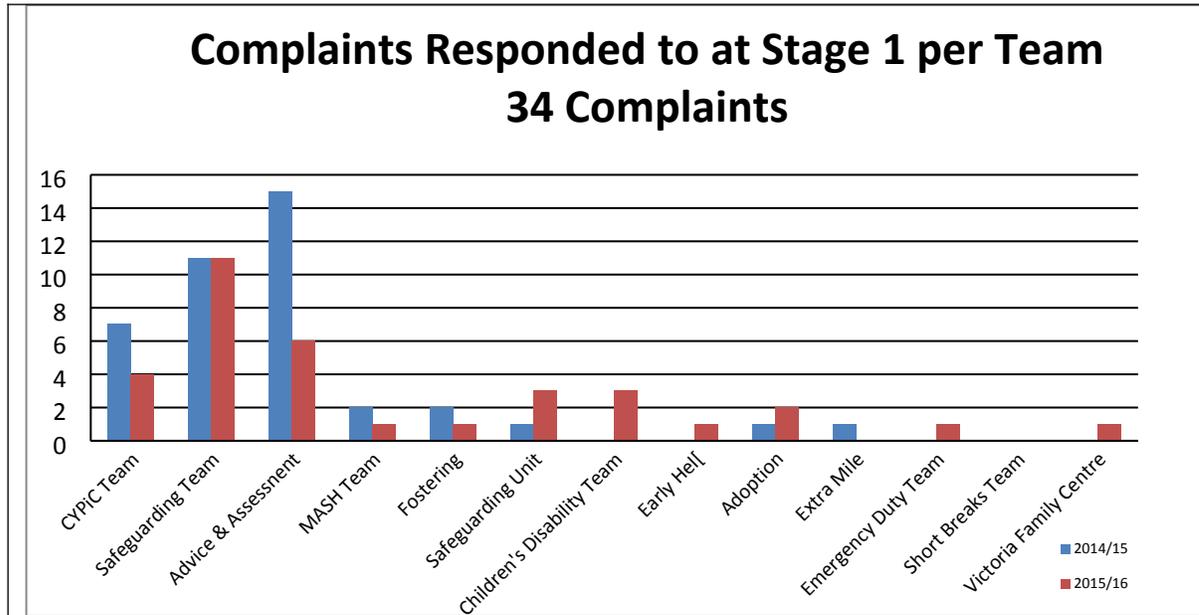
7.2 This resulted in 20.58% of complaints (7) being responded to outside of the statutory timescales. However it should be noted that for each of the seven complaints, delays were agreed with the complainant and the additional time taken along with mediation meetings has prevented these complaints being taken to stage 2.

7.3 **Timescales for Stage 1 Complaint Investigation based on the 34 Complaints investigated at Stage 1**



**8.0 COMPLAINTS PER TEAM**

8.1



8.2 Whilst the figures show that there has been a marked decrease in complaints which have been investigated and responded to by the Advice and Assessment Team compared with 2014/2015, this is relative to the decrease seen in the number of formal complaints and is believed to be linked to the stable and permanent workforce.

8.3 Despite budget cuts and staff restrictions and restructures, it is pleasing to note that we have seen a decrease in the total number of complaints being made. Parents, carers and children are provided with complaints leaflets during visits, and are aware of how to make complaints. During the recent Ofsted Inspection of Children Looked after and Careleavers and the review of the LSCB, inspectors gave positive feedback about the way complaints were handled, and in particular felt that the quality assurance of responses was positive.

8.4 50% of complaints received were regarding the Advice and Assessment Team and Safeguarding Team, compared with 65% of complaints for the same two teams in the last financial year. Whilst this reduction reflects the decrease in complaints, it is not surprisingly that these two teams have again received the highest number of complaints as the highest number of cases are held within these two teams.

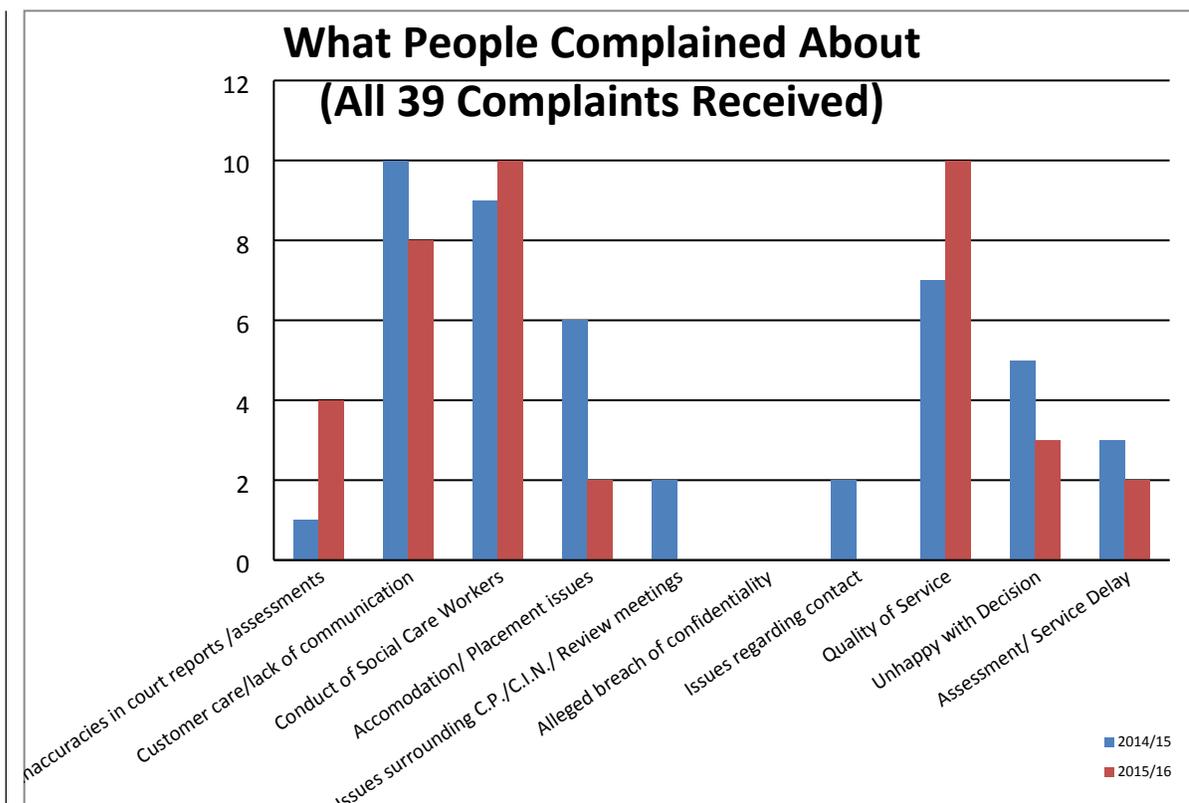
**9.0 WHAT PEOPLE COMPLAINED ABOUT**

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

9.2 Many of the complaints received cover a variety of issues. Whilst on first glance, the graph below appears to show an increase in complaints about the quality of service, this is minimal. Due to the nature of individual complaints it is sometimes difficult to categorise these into specific themes other than the quality of service. Therefore this is a broad categorisation that cannot be broken down any further. In addition, due to the relative low numbers of

complaints, any increases or decreases within the themes reported are small. There is no main pattern to the complaints received which is pleasing as it does not highlight a particular weak area within the teams / service.

9.3



**10.0 HOW WE DEALT WITH COMPLAINTS**

10.1 Each of the 34 complaints investigated at Stage 1 was investigated by the relevant Team Manager, and a response was provided to the Complainant explaining the situation or what the service intends to do as a result of the complaint. In the majority of cases, a letter of explanation or an apology was sufficient to resolve the matter.

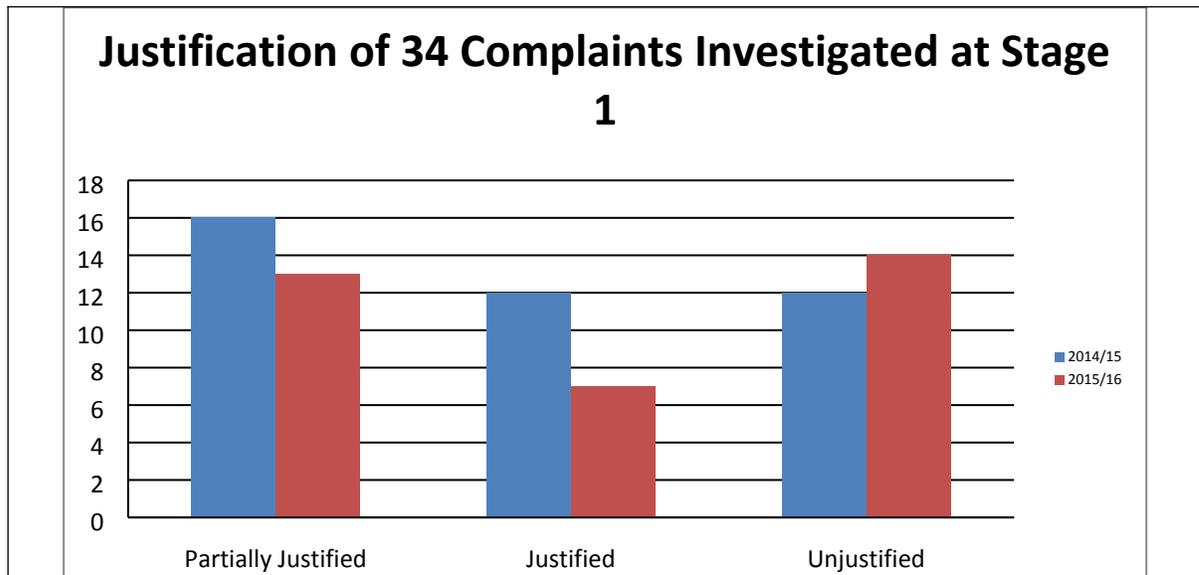
10.2 Whilst a number of complainants were initially dissatisfied with the Stage 1 outcome, we were able to resolve the complaints without the need to progress to Stage 2 by offering meetings with the Strategic Lead for Safeguarding and the Assistant Team Manager (Information).

10.3 There have been 3 complaints which were received by the Local Government Ombudsman and which we were asked to supply information to support their enquiry. They have carried out an investigation on two complaints

10.4 The Council has yet to receive the results of the Ombudsman’s findings on the two complaints.

10.5 There was one complaint which remained unresolved at stage 1 (during 2014/2015) and was investigated at Stage 2 during 2015/2016.

10.6

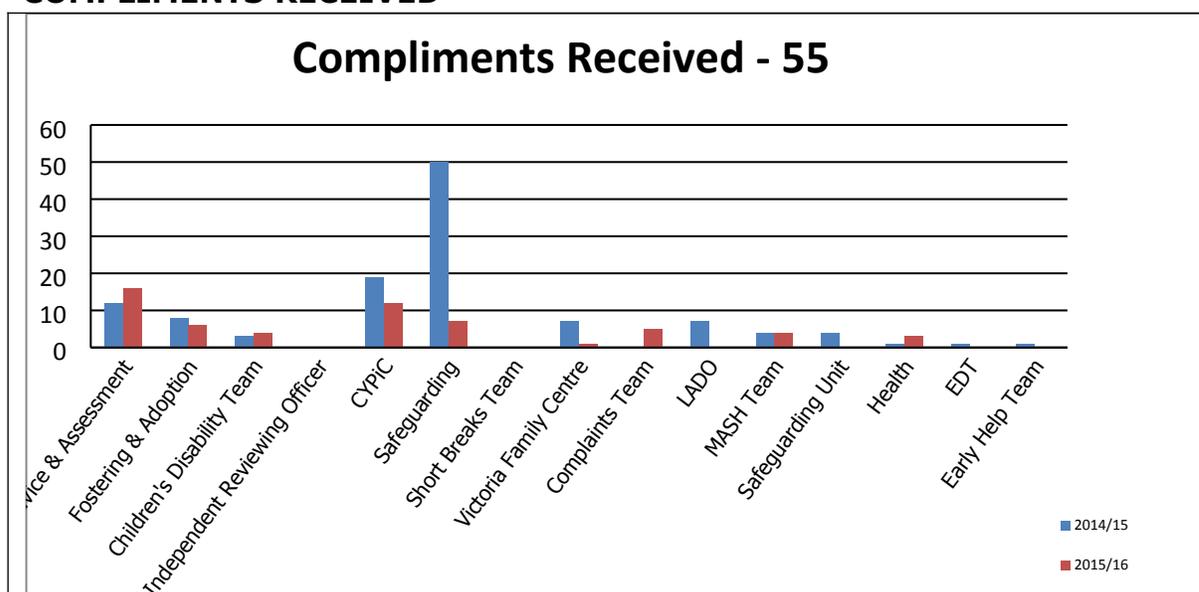


## 11.0 QUALITY ASSURANCE / BUDGET POSITION

Permanent Team Managers are now familiar with carrying out complaint investigations and providing a written response; in addition quality assurance procedures have continued which have resulted in the Local Authority having been able to resolve complaints at Stage 1 of the Complaints process, sometimes with additional mediation. As outlined above, one Stage 2 Complaint Investigation was carried out during the financial year, at a cost of £2125.58.

## 12.0 COMPLIMENTS RECEIVED

12.1



12.2 55 compliments regarding the Children's Social Care Teams have been

received over the last twelve months, compared with 114 received during the last financial year, however not all managers forward these to be logged. A discussion has already taken place within team meetings to encourage staff to record the compliments received.

- 12.3 There are a number of new managers working in the Safeguarding Team, and there is a significant decrease in the number of compliments that have been recorded within this team; the Local Authority needs to make more effort to collate these compliments and ensure that staff are aware of the positive praise that is received from satisfied service users.

### **13.0 EQUAL OPPORTUNITIES MONITORING**

- 13.1 Whilst efforts have been made to monitor the ethnic origin of the Authority's complainants; many have not returned the diversity questionnaire.
- 13.2 Due to the limited number of questionnaires being returned, a true and accurate reflection of the Authority's Complainants cannot be reported.

### **14.0 REPEAT AND VEXATIOUS COMPLAINTS**

- 14.1 It should be noted that as reported in the last financial year we do still receive a small number of complaints which may be construed as either vexatious or repeated. This is something that has also been noted by colleagues in neighbouring Authorities. This type of complaint impacts greatly on the time of both the Assistant Team Manager (Information) and Departmental Staff, and hinders the completion of other complaints.
- 14.2 The Local Government Ombudsman remains a source for advice in these situations, especially when it is clear that a Stage 2 Investigation would not provide a different outcome / resolution, and a small number of complainants were advised to contact the LGO if they remained unhappy with the Local Authority's response.

### **15.0 DEVELOPMENT OF COMPLAINT MANAGEMENT & EXPERTISE**

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

### **16.0 LEARNING FROM COMPLAINTS**

- 16.1 In order to demonstrate learning from complaints and the Department's commitment to use complaints to improve standards of services, all Team Managers complete a "Lessons Learnt" form following each complaint investigation. All recommendations arising from complaints have been recorded and shared with the wider Social Care teams.
- 16.2 During the last twelve months, a report has been issued to Team Managers on a quarterly basis to ensure feedback to complaints is reported back to staff.
- 16.3 Feedback and discussion from complaints also takes place with Team Managers during the monthly Extended Manager's Meetings. This feedback is

then shared with staff during Team Meetings.

- 16.3 Some complaints identify lessons learnt in dealing with an individual or family; others offer a wider learning experience
- 16.4 The recommendations which have arisen from complaints during 2015 / 2016 which have now been implemented are detailed below:
- Social Workers have been reminded of the importance of communication and the negative impact that delays can cause, which can result in a barrier to productive working.
  - Joint working with the NHS has been reviewed to try and ensure that their timescales for responses tie in with those statutory timescales followed by the Local Authority. This will continue to be tested as joint complaints are investigated
  - Children's Rights and Senior Managers are working together to develop processes for raising concerns about placement moves for young people, rather than this being dealt with by the Complaints Process.
  - There have been a number of "good practice" issues identified as a result of complaints, which have been shared individually with staff and also during team meetings.
  - A bespoke staff induction in relation to direct payments is to be developed for staff within the Children with Disabilities Team to ensure staff are fully aware of the direct payment system and therefore minimise the complaints received.
  - Reflective practice sessions have taken place with social workers from the MASH Team.

## **17.0 CONCLUSIONS**

- 17.1 The Complaints process has been monitored and evaluated throughout the year to ensure that we not only meet the requirements of the statutory regulations and guidance, but those of the families we work with. The Complaints Process also received scrutiny from Ofsted Inspectors during our inspection earlier in 2016, and were provided with positive feedback about the way in which complaints are logged and responded to. The quality assurance element was seen to be very positive
- 17.2 There is still further scope for the timescales in which we respond to complaints to be improved and for complaints to contribute towards improvements to the services we provide.
- 17.3 To ensure that we continue to work and resolve complaints quickly and effectively, experienced Team Managers have worked with newer Team Managers in the investigation and response to complaints, and all written responses continue to go through a stage of quality assurance.
- 17.4 It is essential to the smooth running of investigating and responding to complaints that delays are kept to a minimum, and that any delays in the investigation process do not add to the initial complaint. Whilst there has been a reduction in the number of complaints received, those that have been

received have been more complex in nature. This, in addition to working pressures for managers has resulted in a drop in the number of complaints being responded to within the statutory timescales. There is therefore scope to improve the number of complaints that we respond to within the statutory timescales.

- 17.5 Strict monitoring and following up on complaint investigation continues to be a priority to ensure complaints are responded to effectively within the ten day timeframe.



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Pick up your Bury Hospice collection box from Ramsbottom Library to have at home, at your reading group or at school. Choose on an amount to donate for each book you borrow and read from Bury Libraries - it could be 10p, 20p, £1, or more, it's up to you!

Every time you finish a library book, put your donation in your collection box.

On 30th November 2017 all boxes need to be handed into Ramsbottom Library where monies raised will be collected and sent to Bury Hospice.

If you are interested in taking part pop into Ramsbottom Library or email Louise at L.Guilfoyle@bury.gov.uk.

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# THE LIBRARY REVIEW

Department for Children, Young People and Culture



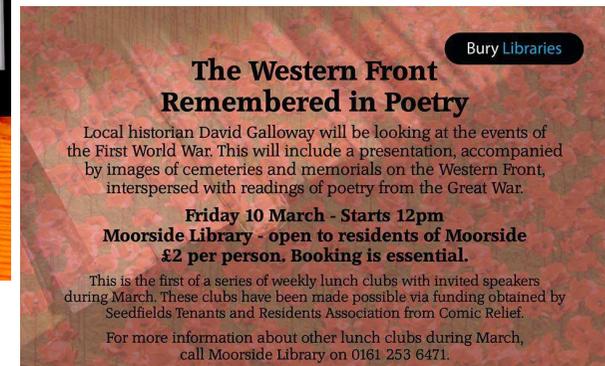
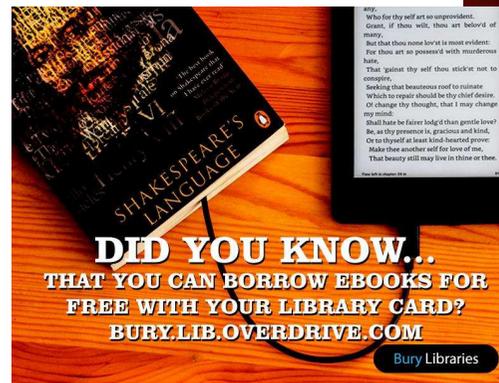
# 6 Principles

1. Library services across the borough
2. Protecting the vulnerable
3. Cost effective
4. Technology
5. Volunteers
6. Communities



# 2 consultations showed...

- Books & Reading
- Community
- Staff
- Volunteers
- Children
- Access
- Technology
- Learning



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# The Core Offer

Reading & Literacy



Digital Inclusion



**Bury Libraries**

### Digital Buddy Volunteer Sessions

Whether you've never used a computer, tablet or smartphone before, or just want to enhance your existing skills, we're here to help with weekly, free of charge, one-to-one sessions.

Call into one of the libraries or phone to book a slot with one of our friendly Digital Buddy Volunteers.

<b>Bury Library</b> Computer Centre - 0161 253 7089 Tuesday/Thursday/Friday at 10.30am. Saturday 10am-12pm	<b>Tottington Library</b> 0161 253 7214 Thursday 10am-12pm
<b>Prestwich Library</b> 0161 253 7214 Tuesday/Thursday 10am-12pm	<b>Whitefield Library</b> 0161 253 7510 Tuesday 10am-12pm

**Thinking outside the books**

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Information & Learning

Community Support & Development

**Baby Basics Donation Bin at Ramsbottom Library**

Our Baby Basics bin welcomes second hand newborn and 0-3 month clothing (or new if you wish), first size nappies, baby wipes, lotion, soap, shampoo, towels, Moses baskets and blankets.

Baby Basics also need items that Mums require such as maternity pads, breast pads, body wash, shampoo and conditioner, toothbrush and toothpaste (for labour bag).

Baby Basics accepts knitted and crocheted items, or if you can sew you could donate quilted blankets for Moses baskets.

**Bury Libraries**

Department for Children, Young People and Culture



# The thing we cannot escape...

## COUNCIL BUDGET

65M cuts to date

32M further cuts

2017/20

By 2020 –

no more Central

Govt Grant

Council to be self

sufficient

## LIBRARIES BUDGET

Reduced in 2013/14

by £870K

Currently £2.4\*

million

Reducing in 2017/18

by £500K

Reducing in 2018/19

by £500K

## OPTION 1

Retain Bury,  
Ramsbottom  
and Prestwich  
Libraries plus a  
service wide  
team



## OPTION 2

Retain Bury,  
Ramsbottom,  
Prestwich and  
Radcliffe  
Libraries plus a  
smaller service  
wide team

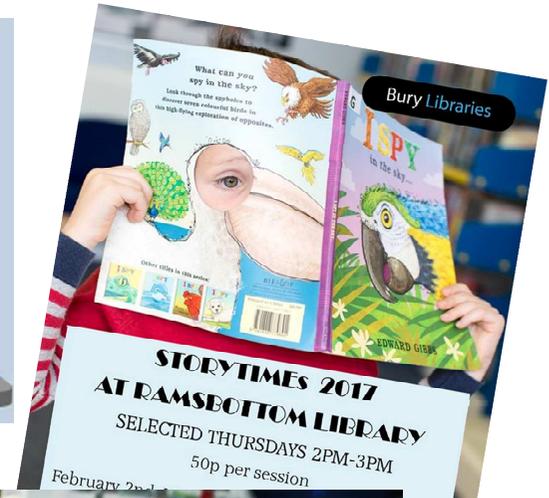
Children's Services Department

# Have your say about your Library Service



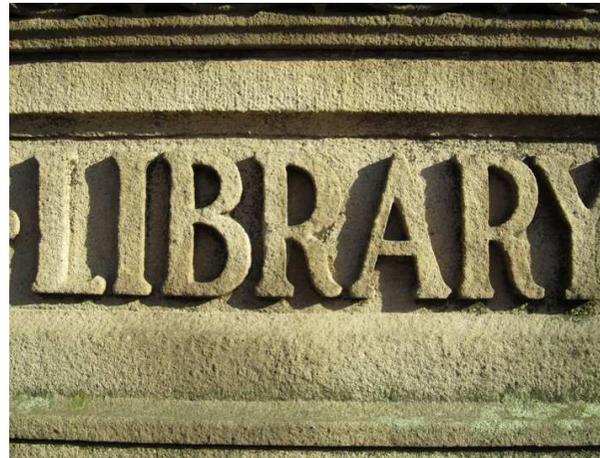
**Complete the  
survey now**

**Take part in the survey online:**  
**<https://www.surveymonkey.co.uk/r/bury-libraries-consultation>**  
**or pop into any Bury Library for a paper copy**



**Did you know...**  
 We offer help in researching local history?  
 Digitised local trade directories  
<http://bit.ly/2e1g00v>  
 Bury Times stories (1855 to 1909)  
<http://bit.ly/2eFPPrTw>  
 Thinking outside the books

Facebook: /BURLIBRARIES, Twitter: @BURLIBRARIES, Website: WWW.BURY.GOV.UK/LIBRARIES



**Rammy Snappers Photography Exhibition**  
 An exhibition of photography by Ramsbottom Photography Group.  
 Ramsbottom Library  
 Mon 20 February - Fri 3 March  
 Free entry  
 Some photos may be for sale (at the exhibitors discretion)

Facebook: /BURLIBRARIES, Website: WWW.BURY.GOV.UK/LIBRARIES, Twitter: @BURLIBRARIES



# Next Steps

Public Consultation on proposed models / options for change	Ends 26th April 2017
Final Report to Cabinet on decisions to be taken	May 18 <sup>th</sup> 2017
Staff consultation	Begins July 2017
Implementation	From August 1 <sup>st</sup> 2017

[library.suggestions@bury.gov.uk](mailto:library.suggestions@bury.gov.uk)



Department for Children, Young People and Culture



## REPORT FOR DECISION



<b>DECISION OF:</b>	<b>COUNCIL</b>
<b>DATE:</b>	<b>19<sup>th</sup> April 2017</b>
<b>SUBJECT:</b>	<b>Proposal to introduce a new Neighbourhood Engagement framework in Bury including a new framework for investing grant funding in Neighbourhoods</b>
<b>REPORT FROM:</b>	<b>Councillor Tariq, Cabinet Member for Communities &amp; Safer Neighbourhoods</b>  <b>Pat Jones-Greenhalgh, Executive Director Communities &amp; Wellbeing</b>
<b>CONTACT OFFICER:</b>	<b>Heather Crozier, Head of Social Development, Department for Communities and Wellbeing</b>
<b>TYPE OF DECISION:</b>	<b>COUNCIL (KEY DECISION)</b>
<b>FREEDOM OF INFORMATION/STATUS:</b>	This paper is within the public domain
<b>SUMMARY:</b>	<p>This proposal introduces a new Neighbourhood Engagement framework in Bury including a new framework for investing grant funding in Neighbourhoods. It has been developed to support Neighbourhood Working which will mobilise the whole scale system wide transformation required as part of Greater Manchester Devolution between now and 2020 (and beyond).</p> <p>It is intended to offer a flexible framework for community engagement across Team Bury partners that aims to support and facilitate the new relationship between public services and citizens, communities and businesses that is required to support whole scale transformation. It offers an asset based approach that recognises and builds on the strengths of our communities and a place based approach that places individuals, families and communities at the heart of what we do.</p> <p>This proposal aligns the engagement framework with grant funding allocation as a way of 'investing' in</p>

neighbourhoods to make a difference in a local area. It would replace the existing Township Forum and Community Grants process. The new framework offers a '3,2,1' approach to working with and investing in neighbourhoods at various levels across Bury as described below...

### **3-Borough Wide Engagement**

Engagement borough wide would be available in the form of a digital engagement platform that would be aligned to Team Bury's existing digital offer. This includes the transactional Bury Council Website and partner agency's websites, the Team Bury intelligence system the Bury Joint Strategic Needs Assessment (JSNA), Team Bury one stop information platform The Bury Directory and self care tool the 'Quality of Life Wheel'.

### **2-Township Level Engagement**

At Township level, the framework would build upon the borough wide engagement and digital engagement offer and consist of an Annual Neighbourhood Network meeting and Neighbourhood Celebration Awards ceremony in each of the six Township areas.

### **1-Ward Level Engagement**

At Ward level, the framework would build upon the borough wide engagement, digital engagement offer, Annual Neighbourhood Network meeting and Neighbourhood Celebration Awards ceremony in each of the six Township areas. It would offer an annual or bi-annual Ward-level Neighbourhood Engagement Forum meeting which was linked to two ward level Participatory Budgeting events. Priorities for each ward could then be actioned via a series of Project/Action groups led and determined by people living in the local area but supported where required by the Neighbourhood Engagement Co-ordinator.

### **New framework for investing Neighbourhood Grant Funding**

This offers an alternative to replace the existing Community Grants budget of £56k and current allocation process with a combination of:

- Participatory Budgets (PB) to be allocated across two events per year
- Elected Member Discretionary Budgets

The new framework will provide a cashable saving to Democratic Services of around £8,000\* per annum which is currently spent on printing and room hire for the existing Township Forum and Community Grants process. It will also provide an efficiency of around 96 hours per annum in Democratic Services time if the governance for the framework does not sit in the Council

	<p>Constitution (or around 72 hours saved if it does sit in the Council Constitution).</p> <p>Support across the framework would be provided within existing resources by a Neighbourhood Engagement Co-ordinator (former Township Co-ordinator) and/or Democratic Services dependent upon if the governance remained within the Council Constitution.</p> <p>This framework offers an opportunity to make best use of assets in the community, work in partnership with local businesses and embrace social value. All events as part of the new framework would be held in a free of charge community or business venue and delivered making best use of any sponsorship, grant funding or resources available</p> <p><i>*actual saving to the Council would be £7k as around £1k would be cost neutral as it is currently spent within Bury Council Venues on room hire.</i></p>
<p><b>OPTIONS &amp; RECOMMENDED OPTION</b></p>	<p><b>Option 1-</b> Keep the existing model of community Engagement model and existing community grant process in Bury (do nothing).</p> <p><b>Option 2-</b> adopt the proposed framework of Neighbourhood Engagement and new framework for investing grant funding in Neighbourhoods in Bury. The governance of the new model would be kept within the Councils Constitution.</p> <p><b>Recommended Option</b></p> <p><b>Option 3-</b> adopt the proposed framework for Neighbourhood Engagement and new framework for investing grant funding in Neighbourhoods in Bury. The governance of the new framework would sit within Team Bury Wider Leadership Group although annual reporting to Full Council would continue.</p>
<p><b>IMPLICATIONS:</b></p>	
<p><b>Corporate Aims/Policy Framework:</b></p>	<p>Do the proposals accord with the Policy Framework?            Yes            No</p>
<p><b>Statement by the S151 Officer: Financial Implications and Risk Considerations:</b></p>	<p>These proposals will be carried out within the existing Township Forum budget (£56,000).</p> <p>Additional efficiency savings of £8,000 (£7,000 cashable) will be generated from the revised approach.</p> <p>The new service model will still have functionality for major consultation exercises,</p>



	<p>March 2017</p> <p>On forward planner for <b>Labour Group</b> on 27<sup>th</sup> March 2017</p> <p>On Forward planner for <b>Cabinet</b> 12<sup>th</sup> April</p>		
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## 1.0 BACKGROUND

### 1.1 Whole System Transformation in Bury

1.1.1 Bury Council along with our Team Bury partners are on a journey of whole system transformation between now and 2020. Greater Manchester Devolution, 'Taking Change together' is driving both Health & Social Care Integration and wider Public Service Reform regionally across Greater Manchester and locally within Bury.

1.1.2 Set out initially by the Localism Act of 2011 and most recently in the Cities and Local Government Devolution Act of 2016, devolution offers an opportunity to change the relationship between central and local government and then through, 'onward devolution', for local Authorities to pass greater control communities and individuals.

1.1.3 Whole system transformation in Bury is being led by Bury's Joint Leadership Team and is driven by Bury's Locality Plan to integrate health and social care and reform public services.

1.1.4 'Embracing change, exploring opportunity and building relationships' (the title of the Locality Plan) articulates the requirement for radical and transformational new approaches to facilitate the entire system working differently and working together. A Local Care Organisation (LCO) and One Commissioning Organisation (OCO) will be delivered via integrated neighbourhood working, all of which are interdependent to develop:

- 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. Do with, not to.
- An **asset based approach** that recognises and builds on the strengths of individuals, families and our communities rather than focussing on the deficits.
- A **place-based approach that redefines services** and places individuals, families, communities at the heart
- **Behaviour change** in our communities that builds independence and supports residents to be in control
- Emphasis on **well-being** (including the wider determinants of health such as income, employment, housing, crime, physical activity etc), **prevention, self help and early intervention**

- An **evidence led** understanding of risk and impact to ensure the right intervention at the right time
- An approach that supports the development of **new investment and resourcing models**, enabling collaboration with a wide range of organisations.

### 1.2 Neighbourhood Working Programme

1.2.1 The integrated Neighbourhood Working Programme is how the reform principles for whole systems transformation across Team Bury will be mobilised. More information about the Neighbourhood Working and progress to date for 'Phase One' can be found in Appendix One.

### 1.3 Neighbourhood Working Programme- Phase Two

1.3.1 The Neighbourhood Working programme is now moving into 'Phase Two'. Phase two will be split into two key programmes of work, 'Service Re-design' and 'Community Engagement', both of which are underpinned by robust Systems Leadership at every level.

1.3.2 Across Team Bury and particularly as a Local Authority, we need to get better at engaging and empowering our communities. This sets the foundations for effective community engagement which will facilitate the co-production and ownership of local priorities.

- It is fundamental to building capacity within our neighbourhoods to empower people to solve their own problems without the need for costly statutory sector provision or intervention.
- We have a primary responsibility to consult and involve our stakeholders- devolution and localism is all about giving more say and power to local communities.
- It can help improve our reputation- in a time of tight financial constraint and public service reform, we need to do all we can to demonstrate that we are delivering value for money and by keeping our residents well informed.

1.3.3 Phase two of the Community Engagement work stream will see a continuation and further development in the areas of work started during phase one which includes continuing:

- to encourage self care
- to strengthen our assets
- to build capacity in our neighbourhoods
- the Systems Leadership programme for Elected Members and Community Champions
- to work with (and help fund) the Community & Voluntary Sector
- to invest grant funding in neighbourhood projects to ensure that it makes the biggest difference to the local community

1.3.4 It will have a specific focus on the communication and engagement required to realise the outcomes of whole scale system transformation. This will be supported by experts Joyce Redfern and Myron Rodgers who have been funded as part of a grant secured as part of Phase One.

## 2.0 COMMUNITY ENGAGEMENT BEST PRACTICE/ LEARNING FROM PHASE ONE

- 2.1 Best practice for Community Engagement demonstrate facilitate shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. They 'do with' and not 'to' people and create the conditions to enable behaviour change in communities that builds independence and supports residents to be in control.
- 2.2 Elected members as democratically elected leaders representing their communities have a unique role to play in enabling effective local engagement. Whole system transformation offers an opportunity to engage communities differently, re-shape bureaucratically-driven, paper heavy meetings and processes towards more creative engagement, leading and energising local communities and encouraging self organised groups to be ambitious.
- 2.3 There are a number of successful examples of where local authorities are enabling and empowering local communities via new ways of 'participatory democracy' (PD) and 'participatory budgets' (PB) as a new way of engaging and involving local communities in the decisions that affect them most closely and how public money is spent. Over the last six months, research has been undertaken which has identified Durham and York Council engagement as areas of good practice for both PD and PB and Manchester City Council in partnership with Manchester CCG more recently for their PB processes.
- 2.4 Learning from Neighbourhood Working Phase one Community Engagement, Developing Assets and Building Capacity Work streams across the Trailblazer areas of Bury East and Radcliffe have also been considered and shaped the development of the new framework. Over 130 people told us what they loved about their area and how they could work together to love it even more at the #Love Radcliffe and #Bury East events in September and October 2016. People were generally grateful to be given an opportunity to engage with the Council and local Councillors at these events and were happy that an event had taken place in their local area. Overwhelmingly though, **people wanted to be asked and involved more in what happens in their local area.** They explained that they really valued the good work of the community and voluntary groups that attended the event but that engagement from the council needed to be improved. **Feedback from the events was that people do not need to know how our internal systems and processes work but just what we are aiming to achieve and how they can be involved in it.**

## 3.0 NEW NEIGHBOURHOOD ENGAGEMENT FRAMEWORK INCLUDING A NEW FRAMEWORK FOR INVESTING NEIGHBOURHOOD GRANT FUNDING

- 3.1 The proposed Neighbourhood Engagement Framework offers a flexible framework for community engagement across Team Bury partners that aims to support and facilitate the new relationship between public services and citizens, communities and businesses that is required for whole scale transformation. Enabling behaviour change to build independence, shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. It offers an asset based approach that recognises and builds on the strengths of our communities and a place based approach that places individuals, families and communities at the heart of what we do.
- 3.2 It is based on combining best practice elements from Councils that have been transformational in changing the way that they engage with communities in a way that also supports the integrated Neighbourhood Working approach we are taking to whole system transformation in Bury.

- 3.3 It complies with the new Public Contracts Regulations 2015 to ensure 'community benefit' opportunities are available through contract procedure processes. How this can be delivered in Bury is set out in the newly developed Draft Social Value Policy which supports the principles of integrated neighbourhood working through seeking to make a difference to the people in our communities and neighbourhoods by improving their health, wellbeing and standard of living whilst getting the best social, environmental and economic benefits from every £1 spent.
- 3.4 The new framework really does embrace change, explore opportunity and build relationships across Bury's neighbourhoods. It aligns the engagement framework with grant funding allocation as a way of 'investing' in neighbourhoods to make a difference and would replace the existing Township Forum and Community Grants process.
- 3.5 It can offer a delivery vehicle by which to implement the communication, engagement and marketing strategy for whole system transformation. Flexible Branding for the new engagement framework can offer a consistent message to the public about the rationale for any changes made as part of the transformation agenda. It will enable the public to be informed of changes when required, engaged where appropriate or consulted if needed in the most appropriate way for them.
- 3.6 The new framework offers a '3,2,1' approach to working with and investing in neighbourhoods at various levels across Bury (see appendix two for framework in diagram format).
- 3= Borough Wide (Borough of Bury)
  - 2= Township level (6 Townships)
  - 1= Ward level (Neighbourhood level)
- 3.7 Across each level of the '3,2,1' approach, the framework offers a consistency of approach but with flexibility to ensure it meets the different engagement needs of each area. Consistent with the 'do with' and 'not to' approach, the shape of the model in each area will be co-produced by Team Bury partners, wider communities and businesses to enable shared decision making, democratic accountability and voice, genuine co-production and joint delivery of services. This co-production will be facilitated through a series of System Leadership workshops and community café style events facilitated by community engagement and systems leadership experts funded by a grant secured as part of Neighbourhood Working Phase One.
- 3.8 The new framework will provide a cashable saving to Democratic Services of around £8,000\* per annum which is currently spent on printing and room hire for the existing Township Forum and Community Grants process. It will also provide an efficiency of around 96 hours per annum in Democratic Services time if the governance for the framework does not sit in the Council Constitution (around 72 hours saved if it does sit in the Council Constitution as level 2- Township level meetings will still require support from Democratic Services but only six meetings per year at 4 hours support per meeting).
- \*actual saving to the Council would be £7k as around £1k would be cost neutral as it is currently spent within Bury Council Venues on room hire.*
- 3.9 Support across the framework would be provided within existing resources by a Neighbourhood Engagement Co-ordinator (currently Township Co-ordinators) and/or Democratic Services dependent upon if the governance remained within the Council Constitution.

3.10 This framework offers an opportunity to make best use of assets in the community, work in partnership with local businesses and embrace social value. All events as part of the new framework would be held in a free of charge community or business venue and delivered via social value making best use of any sponsorship, grant funding or resources available.

### 3.11 Borough wide engagement framework (3)

3.11.1 Engagement borough wide would be available in the form a digital engagement platform that would be aligned to Team Bury's existing digital offer in terms of the transactional Bury Council Website and partner agency's websites, our Team Bury intelligence system the Bury Joint Strategic Needs Assessment (JSNA), Team Bury one stop information platform The Bury Directory and self care tool the 'Quality of Life Wheel'.

3.11.2 It would offer accessibility 365 days a year, 7 days per week from any location and from any mobile device.

3.11.3 It could offer many methods of engagement for example:

- communication tools such as e-newsletters
- general engagement on topics, themes, activities, events, brainstorming, stories, ideas or on line forum
- consultation management ranging from quick polls to formal consultation
- questionnaires and feedback
- digital participatory budget voting on how neighbourhood grant funding should be spent or allocated

3.11.4 The digital engagement officer would strengthen existing borough wide engagement that takes place at one-off events such as Gallipoli day, public health initiatives, Holocaust Memorial, Made in Bury Business Awards, Transition (formally Bury Light Night), Bury 10k etc.

### 3.12 Township Engagement Framework (2)

3.12.1 The engagement framework at Township level would build upon the borough wide engagement and digital engagement offer and consist of an Annual Neighbourhood Network meeting and Neighbourhood Celebration Awards ceremony in each of the six Township areas. The event would not dissimilar to an Annual General Meeting (AGM) and be held in early June around the start of the new municipal year.

3.12.2 This annual event would bring together the whole community at Township level with a flexible format co-produced by the community to meet the needs of the people living in that area to:

- network
- meet and get to know their local Councillors, Team Bury Partner agency staff working in the area Community and Voluntary Sector and local business representatives
- find out about assets, initiatives and key areas of interest across the township
- celebrate key outcomes and achievements of the area including the opportunity to celebrate the good work of Neighbourhood Champions, individuals, groups, businesses and key partners from across Team Bury
- Highlight best practice and what difference has been made as a result of neighbourhood grant investment
- Offer an opportunity to shape the priorities for the next 12 months.

3.12.3 The Annual network meeting could be a separate event followed by the Neighbourhood Celebration Awards Ceremony or a joint event where Neighbourhood Champions, individuals, groups, businesses and key partners from across Team Bury would be recognised for their contribution to their neighbourhood. This would be determined by the needs of each local area.

### 3.13 Ward level Engagement Framework (1)

3.13.1 The engagement framework at Ward level would build upon the borough wide engagement, digital engagement offer, Annual Neighbourhood Network meeting and Neighbourhood Celebration Awards ceremony in each of the six Township areas. It would offer an annual or bi-annual Ward level Neighbourhood Engagement Forum meeting which was linked to two ward level Participatory Budgeting events.

3.13.2 These events would be an opportunity for the following people to come together annually following the Annual Neighbourhood Network meeting and Neighbourhood Celebration Awards ceremony at Ward level:

- The three Local Ward Councillors for each neighbourhood
- Team Bury Partner agency staff working in integrated Neighbourhood Teams
- Community and Voluntary Sector representatives
- local businesses
- wider community

3.13.3 This would be an opportunity to really engage people at neighbourhood level around what they love about their local area, how they can work together to make it better and to determine how they can invest any grant funding wisely to make the biggest difference in their neighbourhood. It would enable local priorities to be agreed and addressed at Neighbourhood level.

3.13.4 Those priorities could then be actioned via a series of Project/Action groups. Supported by the Neighbourhood Engagement Co-ordinator where required, individuals, families and groups including staff from relevant key organisations can come together and really demonstrate people helping themselves at a very local level, with the help of the local community and its assets to address local issues. It will facilitate the whole scale transformation required delivered by Neighbourhood Working to really give people a voice, enable genuine co-production and joint delivery of services. It demonstrates the asset based approach that is required and also the place based approach that redefines services and places individuals, families and communities at the heart.

### 3.14 New framework for investing Neighbourhood Grant Funding

3.14.1 The new framework for investing Neighbourhood Grant Funding offers an alternative to replace the existing Community Grants budget of £56k and current allocation process with a combination of:

- Participatory Budgets (PB) to be allocated across two events per year
- Elected Member Discretionary Budgets (one off payment)

3.14.2 Participatory budgeting (PB) as a way of allocating grant funding is a way of providing 'community investment' which means that local people decide how to allocate funding to projects that they feel will make a difference in their local area. It facilitates shared decision making and enables the public voice to be heard. PB events would be one element of neighbourhood engagement that brings the community together to vote for what they feel is the most deserving investment proposal when pitched by the individual or group at a PB event.

3.14.3 Elected Member Discretionary Budgets offer greater flexibility to Ward Councillors as to how community grant funding is invested. It means that a small pot of money can go to those priorities, individuals or groups that Elected Members feel are most deserving of this funding. The only requirement would be for Elected Members to submit a report to their annual level 1 (Ward level) meeting detailing how this funding has made a difference in their local neighbourhood. Exemplar return on investment for this funding can then be showcased at the level 2 (Township level) Annual Celebration Awards and held up as best practice for how a small investment have make a huge difference to people in their neighbourhood.

3.14.4 The new framework would re-distribute the existing £56k community funding as follows:

	Per Cllr	Per Ward	Per Township*
Discretionary Cllr Budget	£250	£750	£2,250
Participatory Budget	N/A	£2,500	£7,500

*\*based on a township made up of three wards*

3.14.5 Any additional one off monies or grants such as the Parklife funding grant would then increase the PB amounts at Ward level or could enable a Township or even Borough wide one-off PB event to take place as and when required.

3.14.6 Governance for PB and Elected Member Discretionary Budgets would facilitate funding to be invested in both constituted and non constituted groups. It would also be supported by a separate funding stream to the Community & Voluntary Sector (medium and large groups) which will then enable PB monies to be directed to smaller CVS groups and/or targeted neighbourhood Ward level programmes offered by the medium or larger CVS groups.

3.14.7 PB monies would be subject to scrutiny by the Level 2 and Level 1 (Township and Ward level) engagement via the Annual Neighbourhood Network meeting/ Neighbourhood Celebration Awards ceremony and/ or the Annual Neighbourhood Engagement Forum/PB events. Any individual group or group that is successful at securing investment at a PB event would have a condition that they had to attend the level 3 Ward level Annual Neighbourhood Engagement Forum to feedback on what difference this investment has made in their local neighbourhood (outcome focussed monitoring).

3.14.8 The mechanism for administering both PB and the Elected Member Discretionary funding offers an opportunity to be aligned to the way that 'Personal Social Care' budgets are paid where appropriate. Payments can be allocated via a pre-paid card account (managed by a third sector company which is already taking place for ASC Personal Budgets) and can offer an alternative to the more traditional BACS payment. It would offer a more efficient, transparent process that can be managed digitally on-line which would reduce administrative and resource intensive processes of the Council's budget system. Live on-line account transactions can be viewed by both the individual/group or Elected Member who are spending the budget AND the Neighbourhood Engagement Co-ordinator who would have the responsibility for ensuring the terms and conditions of use for the card were followed (in the case of Elected Members this would ultimately lie with Democratic Services). The card could be stopped, blocked or funds withdrawn at any time if the card were to become lost stolen or used inappropriately. The cost of the pre-paid card is £1 which would be deducted from the grant awarded to the group.

#### 4.0 OPTIONS

- 4.1 Option 1- Keep the existing model of community Engagement model and existing community grant process in Bury (do nothing).
- 4.2 Option 2- adopt the proposed framework of Neighbourhood Engagement and new framework for investing grant funding in Neighbourhoods in Bury. The governance would be kept within the Councils Constitution.
- 4.3 **Option 3 (Recommended Option)**- adopt the proposed framework for Neighbourhood Engagement and new framework for investing grant funding in Neighbourhoods in Bury. The governance of the new framework would sit within Team Bury Wider Leadership Group although annual reporting to Full Council would continue.

## 5.0 IMPLICATIONS/RISKS/BENEFITS

OPTIONS	RISKS	BENEFITS
<p><b>Option 1</b>- Keep the existing model of community Engagement model and existing community grant process in Bury (do nothing)</p>	<ol style="list-style-type: none"> <li>1. <i>Remains 'Council' led approach that could be perceived as disempowering partners and the wider community</i></li> <li>2. <i>Business could be disconnected to the Neighbourhood Working programme</i></li> <li>3. <i>Current process are not consistent with whole system transformation objectives</i></li> <li>4. <i>Maintains paternalistic perception of Councils responsibility for health and wellbeing</i></li> <li>5. <i>Offers no contribution to Councils budget (and efficiency) savings</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>'Status quo' remains</i></li> </ol>
<p><b>Option 2</b>- adopt the proposed framework of Neighbourhood Engagement and new framework for investing grant funding in Neighbourhoods in Bury. The governance would be kept within the Councils Constitution.</p>	<ol style="list-style-type: none"> <li>1. <i>Remains 'Council' led approach that could be perceived as disempowering partners and local businesses</i></li> <li>2. <i>Contribution to Councils efficiency potential not fully realised</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Process will be consistent with whole system transformation objectives</i></li> <li>2. <i>Contribution to Councils savings target of £8,000 realised</i></li> <li>3. <i>Removes paternalistic perception of Councils responsibility for health and wellbeing</i></li> <li>4. <i>Public co-produce response to community priorities</i></li> <li>5. <i>Public determine how grant funding is invested in neighbourhoods</i></li> <li>6. <i>Increased Elected Members profile and visibility</i></li> <li>7. <i>Elected Members can formally call in to Scrutiny Committee</i></li> </ol>
<p><b>Option 3</b> adopt the proposed framework for Neighbourhood Engagement and new framework for investing grant funding in Neighbourhoods in</p>	<ol style="list-style-type: none"> <li>1. <i>Elected Members can call in to Scrutiny Committee via Team Bury</i></li> </ol>	<ol style="list-style-type: none"> <li>1. <i>Process will be consistent with whole system transformation objectives</i></li> <li>2. <i>Contribution to Councils savings target of £8,000 realised</i></li> <li>3. <i>Removes paternalistic perception of Councils responsibility for health and wellbeing</i></li> </ol>

<p>Bury. The governance of the new framework would sit within Team Bury Wider Leadership Group although annual reporting to Full Council would continue.</p>	<p>4. <i>Public co-produce response to community priorities</i></p>
	<p>5. <i>Public determine how grant funding is invested in neighbourhoods</i></p>
	<p>6. <i>Increased Elected Members profile and visibility</i></p>
	<p>7. <i>Elected Members can call in to Scrutiny Committee via Team Bury</i></p>
	<p>8. <i>Partnership approach that empowers partners and local businesses</i></p>
	<p>9. <i>Contribution to Councils efficiency potential fully realised</i></p>

## 5.1 Equality and Diversity

5.1.1 The outcome of the EIA is that the proposed framework will have an overall positive impact on protected characteristics and no issues have been identified.

## 6.0 **CONCLUSION**

6.1 The level of engagement required to effectively embrace the change, explore the opportunity and build relationships that is required by Neighbourhood Working in response to health and social care integration and public service reform set out by Devolution GM is not to be underestimated. Doing nothing is not an option.

6.2 This is an unprecedented period of whole system service re-design that needs to be both radical and transformational. The proposed framework offers a standardised '3, 2, 1' approach to engagement across the borough, at township and ward level but that is flexible enough to facilitate genuine co-production of an engagement model that works for each local area. It offers digital engagement to support more traditional face to face engagement. This is strengthened by a new way of investing in neighbourhoods that means that local people are actively involved in decision making, there is democratic accountability and voice, genuine co-production and joint delivery of services which is needed to face the challenges ahead.

6.3 It offers a delivery vehicle by which to implement the communication strategy required to support the transformation agenda by promoting the new engagement framework and investing community funding and inviting people to co-produce the model of engagement that works for people in their own neighbourhood. The Project or Action groups that will be set up based on the priorities of each local area will align to multi agency service delivery on 'the lawn'. It will enable the public to be informed of changes when required, engaged where appropriate or consulted if needed in the most appropriate way for them.

6.4 The proposed framework offers an opportunity to save around £8,000 from Democratic Services budget and free up Democratic Services Officer time significantly or completely, to focus on other priorities. It can be supported within existing resources of the Social Development Team by the existing Township Co-ordinator staff team.

- 6.5 Placing the governance of the new framework within the Team Bury Wider Leadership structure will offer a first step towards embracing change, exploring new opportunities, building relationships and true joint delivery of services' which is required for system wide transformation and ultimately create the conditions for wellbeing in Bury.
- 6.6 By implementing this framework, Bury will be leading the way in connecting and delivering a transformational approach to system re-design and community engagement.
- 

### **List of Background Papers:-**

- Social Development Section 2017 Power Point
- A Councillors Workbook on neighbourhood and community engagement
- Neighbourhood Road shows Feedback Report
- Draft Bury Social Value Policy
- Community Venues Audit Document

### **Contact Details:-**

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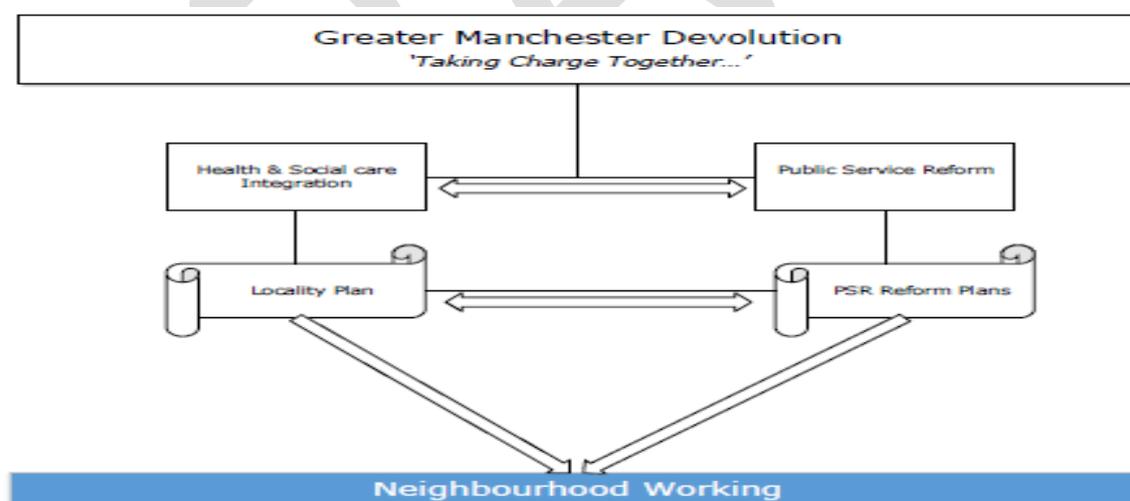
*On behalf of:*

*Pat Jones Greenhalgh, Executive Director, Department for Communities & Wellbeing*

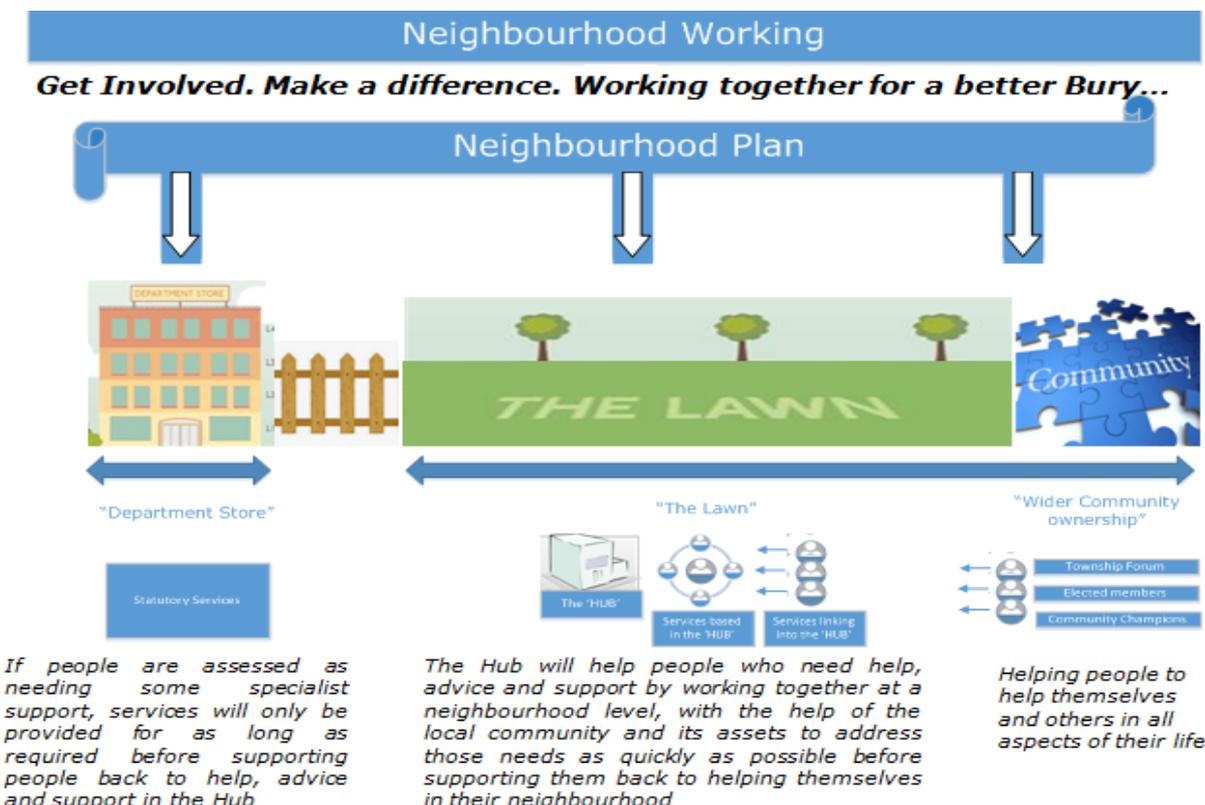
**Appendix One- Neighbourhood Working Programme background and progress to date Phase One**

1.0 Background to Neighbourhood Working programme

1.1 The integrated Neighbourhood Working Programme is how the reform principles for whole systems transformation across Team Bury will be mobilised. For more information about Neighbourhood Working and progress to date for 'Phase One' can be found in Appendix One.



1.2 Neighbourhood Working is, 'to have services that effectively respond to and reduce demand at the Neighbourhood level through a contextual understanding of people and place in an integrated, citizen-centred way that builds on the assets of the community.' Put simply, it 'aims to help individuals, families and communities to help themselves and others in all aspects of their life. If people need specialist help, advice and support, services will work together at a neighbourhood level, with the help of the local community and its assets to address those needs as quickly as possible whilst also promoting self help'



1.3 Neighbourhood Working aims to achieve the following outcomes:

- Individuals have greater responsibility, ownership and control of their own health and wellbeing including their environment within the community.
- Reduction the number of avoidable contacts and demand for specialist, higher cost services.
- Vibrant local communities as measured by a reduction in inequalities, less deprivation and residents reporting improved outcomes.
- The cost to the public purse is reduced and the efficiency and effectiveness of public services enhanced

2.0 Progress to date- Phase One

2.1 In order to make 'Neighbourhood Working' a reality, phase one focussed on creating the conditions for Neighbourhood Working to be effective. This included the establishment of work streams to focus upon Systems Leadership, developing a new Service Model, Outcomes & Monitoring and Community Engagement (which also includes Asset Mapping and Social Capacity Development).

2.2 Two trailblazer areas (Bury East and Radcliffe) and Elected Member Leads (Cllr Kelly and Cllr Briggs) were identified.

2.3 Significant progress has been made across all workstreams during phase one. A strong emphasis on asset mapping, social capacity building and community engagement has seen:

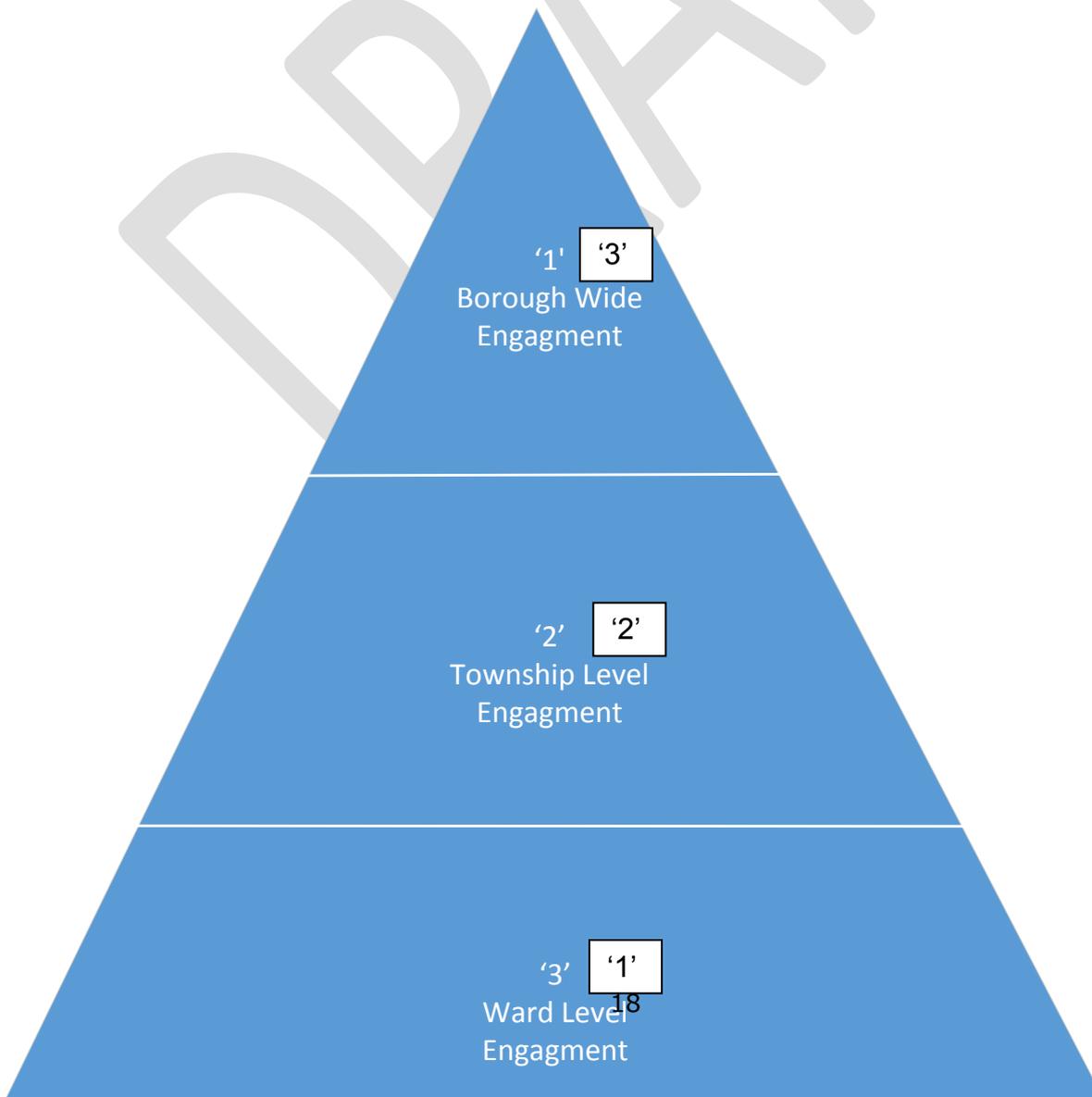
- Two neighbourhood road shows (#Love Bury East & #Love Radcliffe) took place where people told us what they loved about their neighbourhood and how they could work together to make it even better
- £2,000 of Participatory Budgets have been invested in seven neighbourhood projects in the Trailblazer areas as part of a pilot to trial new ways of investing in projects that make a difference at neighbourhood level

- There has been a real focus on relationship building with the Community & Voluntary Sector and the Armed Forces (including Veterans) to ensure the sectors are resilient through the system transformation and can continue to thrive and support people in our communities
- Identifying and strengthening our assets has continued through the further development of the Bury Directory and integration with the Bury Joint Strategic Needs Assessment (JSNA). The digital conversational tool the Quality of Life Wheel has been developed and is being piloted in the trailblazer areas
- Supported the principles of self care and Social Prescribing through the launch of self care programmes such as, 'Helping Yourself to Wellbeing'. The tutor network has been expanded to enable targeted interventions in trailblazer areas and the Royal Society for Public Health Understanding Health Improvement level two qualification has been successfully awarded to staff working in Trailblazer areas, members of the Health and Wellbeing Board and Elected Members on the Health Scrutiny Committee
- Street Soccer and Sale Sharks HITZ programmes been developed to support young people not in employment, services or support through sport and physical activity in Trailblazer areas
- The first 'Systems Leadership' workshop for Elected members was held alongside the 'Vision for 2020' market place events to raise awareness with Elected members, key staff groups, the Bury Health & Wellbeing Board and Health Scrutiny about Neighbourhood Working
- A draft Social Value policy for Bury has been developed aligned to neighbourhood working as a result of the Public Contracts Regulations 2015 which sets out the requirement to ensure 'community benefit' opportunities through our procurement procedures
- Sourced grant funding to facilitate Community Engagement & co-production and Systems Leadership for Elected Members and Community Champions by experts Joyce Redfern and Myron Rodgers
- Research was conducted into best practice for community engagement, digital engagement and allocating of community grant funding across the country

### 3.0 Progress to date Phase Two

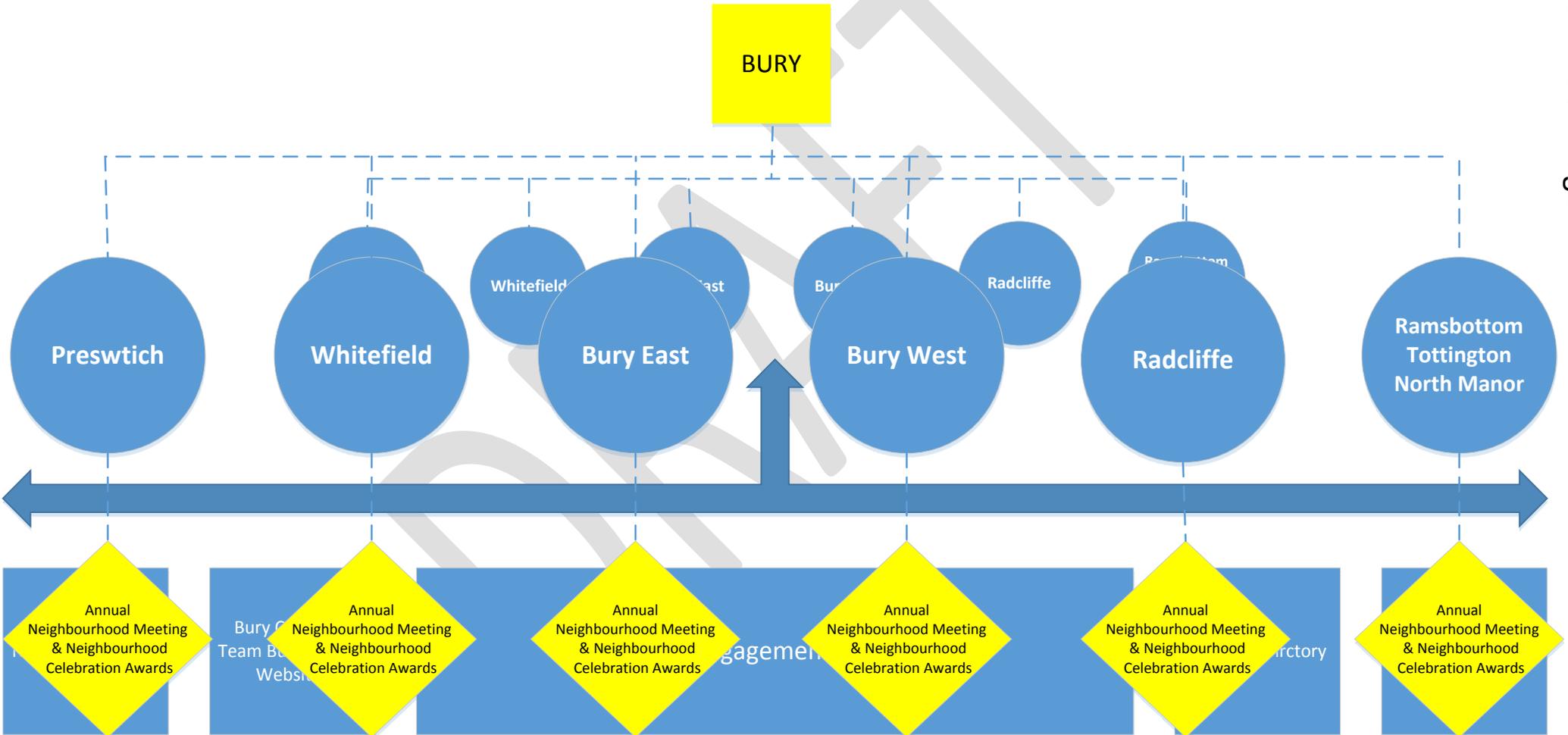
- 3.1 £5k of Parklife Grant funding was invested in 7 local Prestwich groups at a Participatory Budget event held in February at the Longfield Suite. Over 120 people from Prestwich attended to vote for the most deserving investment proposal given by 14 local groups.
- 3.2 The second Elected Member Systems Leadership workshop has been scheduled for Thursday 16<sup>th</sup> March 2017 at Bury Adult Learning Centre.
- 3.3 A #Love Radcliffe and #Love Bury East Community Café led by Community Engagement experts Joyce Redfern and Myron Rodgers, supported by the Social Development Section has been scheduled for Saturday 18<sup>th</sup> March 2017. This event will be open to residents, Elected Members, Community Champions and groups, partner agencies including the Community and Voluntary Sector, businesses and staff working in the local area.

**Appendix Two- Diagram of proposed new Neighbourhood Engagement Framework**



### 3- Borough Wide Engagement

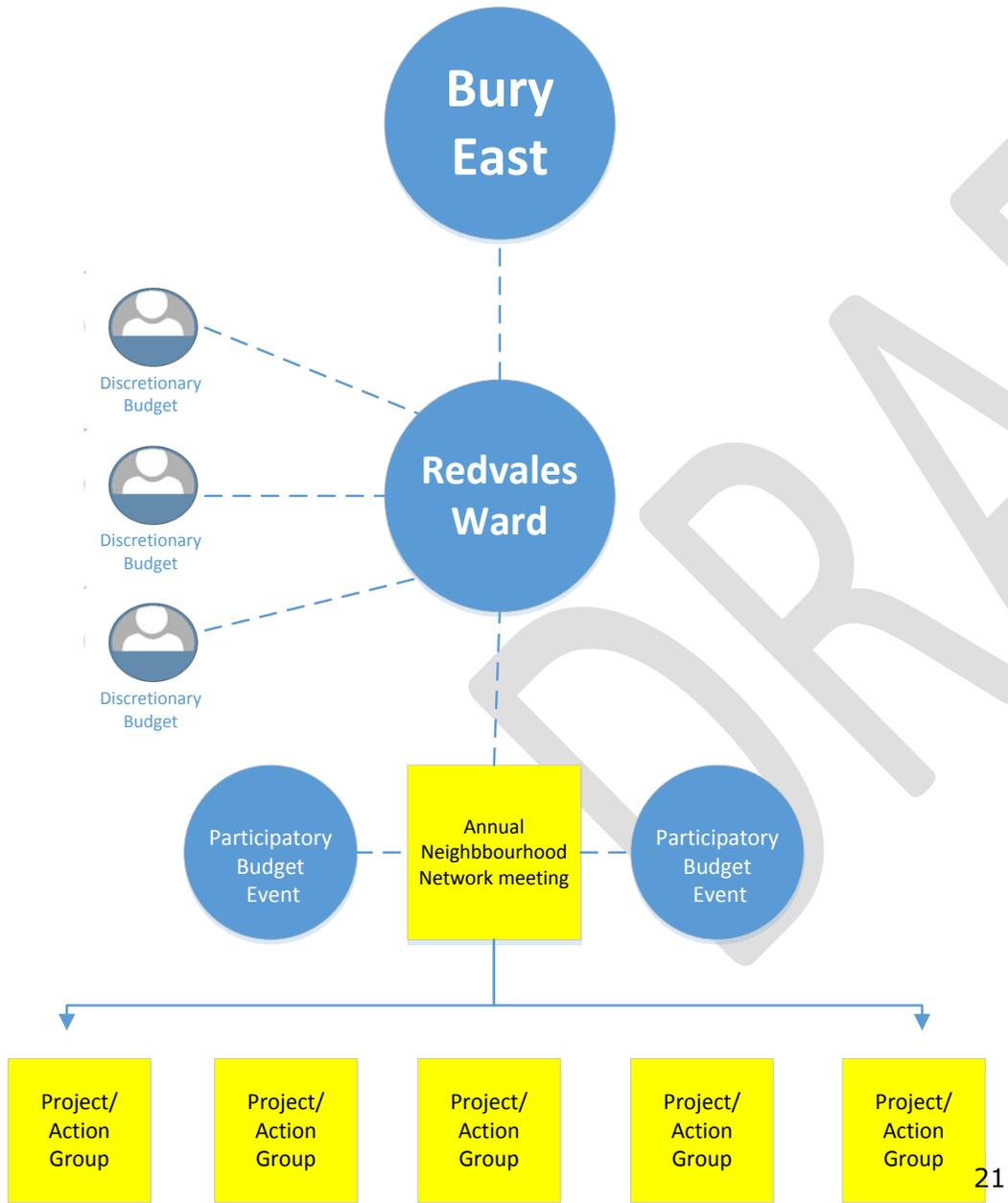
### 2- Township Level Engagment



Annual Bury events with an opportunity to engage the public borough wide

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# 1- Ward Level Engagement



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**Minutes of:** **OVERVIEW AND SCRUTINY COMMITTEE - CHILDREN'S SAFEGUARDING OVERVIEW PROJECT GROUP**

**Date of Meeting:** Monday 27<sup>th</sup> February 2017

**Present:** Councillor Susan Southworth (in the Chair); Councillor Caserta; Councillor Kerrison.

**Also in attendance:**

Martyn Burrell, Strategic Lead, Safeguarding  
Bart Popelier, Strategic Lead Safeguarding and Quality Assurance  
Kirsty Walton, Oasis Team Leader  
Julie Howarth, Oasis Social Worker  
Julie Gallagher – Democratic Services

**Apologies for absence:**

Councillor Jones, Parnell and Whitby  
Karen Dolton, Assistant Director Social Care and Safeguarding

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The Chair began by welcoming everyone to the meeting. Members agreed to re-arrange the agenda and consider the Oasis Team Update first.

**CS.12 APOLOGIES**

Apologies were addressed above.

**CS.13 OASIS TEAM UPDATE**

Kirsty Walton, Oasis Team Manager and Julie Howarth Oasis Team Social Worker attended the meeting to provide Members of the group with an update in respect of the work undertaken by the Oasis Team. The verbal update included the following information:

The Oasis team was established in October 2013 and provides non statutory support and early intervention. The team consists of four social workers, two family support workers, a mental health counsellor and an early help consultant.

The support is provided on a voluntary basis, from pre-birth to 17years, help provided will include: empowering families, training for professionals and parents, support with cleaning/day to day tasks, whole family support as well as individual sibling and parental support.

Members of the Group were given the opportunity to ask questions of the social workers and the following points were raised:

In response to a question with regards to the threshold for intervention, the Team Manager reported that the Team manager would make the assessment and that would be based upon formal supervision and case discussion. Some

families that receive support have previously been involved with statutory services. The service is not prescriptive and there is no defined time that a family can be involved with the Team.

The support provided is needs lead, if the client is not making the required progress or not engaging with the service as expected or agreed, then the client may be referred on to a statutory service. The plans are developed with the family and are constantly reviewed. The service is currently providing support to 132 families; that compares with 94 referrals in 2013/14; 183 in 2014/15; 128 in 2015/16 and in 2016/17 152 referrals.

With regards to the referral process, the Team Manager reported that referrals are received via the Multi-Agency Safeguarding Hub (MASH). The oasis team will in conjunction with the family devise an action plan.

In response to a Member's question, the Team Manager reported that once the work with the family had concluded that the case may be either closed, or stepped down to another professional, for example a designated teacher.

The type of support required, the ages and the gender of the support provided fluctuates and varies and will include support with mental health issues and neglect. The Oasis Team Social Worker reported that at this present time the majority of their clients are boys; and a large proportion of 10 and 11 year olds.

The Team Manager reported that an electronic system is used to store the early help family support plans. The Plans are quality assured and representatives from the Oasis Team provide training to schools, health visitors and school nurses in respect of their work and the support they can provide.

The Team Manager reported that the Elton Secondary school approached the team prior to the start of the academic year to ask the team to provide them with details of any children receiving support from the service. This is an area of good practice that the team would like to see replicated in other schools across the Borough.

The Team Manager reported that she would like to expand the work undertaken with pregnant mums, pre-birth, as a number of clients are referred into the service aged 0 to 2 which suggests there is a need for some early awareness raising work.

The Team Manager reported that because the service is a non-statutory service, this reduces the red tape/bureaucracy.

The Oasis Team Manager reported that early intervention is the most cost effective form of support.

### **It was agreed:**

Kirsty Walton and Julie Howarth, from the Oasis Team be thanked for their attendance.

## **CS.14 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**It was agreed:**

1. That the Minutes of the last meeting held on 15<sup>th</sup> September 2016 be approved as a correct record.
2. In respect of minute number CS.09 Home Education- Safeguarding Issues, Debra Wood would be asked to provide a further update to the group in respect of identified themes/higher number of parents choosing to home school in a particular area as well as demographic information, democratic services to advise.
3. That Klaro Rufo, Assistant director be asked to provide an update with regards to minute number CS.10 Educational Achievement at KS2 and KS4 and as to whether any progress has made in respect of the "Closing the Gap" group.

**CS.16 QUARTER THREE PERFORMANCE REPORT**

Bart Popelier gave a presentation setting out Children's Social Care Performance in respect of the key performance indicators for children's safeguarding. Performance information was set out in respect of the following indicators:

- Referral/Conversion rate
- Contacts and Conversion to Referrals
- Contact Outcomes Breakdown
- Conversion rate of Referral to Assessments
- Re-referrals
- Assessment Timescales
- Section 47 Enquiries
- Child Protection Plans Data
- Numbers of Looked after Children

Members of the Group discussed the presentation, members agreed that the information was very much concerned with initial contacts in to the system and they would benefit from further information in relation to the child's progress through the system, demographic and age specific information as well as peak times for the service.

With regards to the gradual rise in the number of assessment authorised within 45 working days, the Strategic Lead reported that some of the assessment work undertaken by the social workers, although of a very high quality has taken too long.

In respect of the re-referral rate, this peaked earlier in the year, senior management has audited the spikes in re-referrals, this may be due to several factors including; high pressure, quality of assessments and a high proportion of agency staff in post at the time.

**It was agreed:**

The Principal Democratic Services Officer would liaise with the Strategic Lead for Safeguarding and Quality Assurance in respect of how future performance reports will be presented to the Safeguarding OPG.

### **CS.17 OFSTED ACTION PLAN UPDATE**

The Strategic Lead for Safeguarding and Quality Assurance attended the meeting to provide members with a verbal update in respect of the Ofsted action plan.

The Strategic Lead reported that a series of meetings to update on progress in respect of the Ofsted action plan have been scheduled. Karen Dolton, the newly appointed Assistant Director will lead the implementation of the plan.

Work is underway in respect of data and quality assurance as well as reviewing pathways and ambitions going forward.

#### **It was agreed:**

A further more detailed OFSTED Action Plan update will be considered at the next meeting the Safeguarding Overview Project Group.

*Martyn Burrell and Bart Popelier left the meeting.*

### **CS.11 NEXT MEETING AND FUTURE MEETINGS**

Members of the Group discussed possible items for future consideration:

- Continued scrutiny of the performance data and Ofsted Action Plan
- Children's Safeguarding Board
- Focus on Mental Health Issues
- Reach out Project
- Unauthorised absence and truancy

#### **It was agreed:**

That the next meeting of the Safeguarding Overview Project Group will be held on 26<sup>th</sup> April 2017 at 5.30pm.

### **COUNCILLOR S SOUTHWORTH**

**Chair**

**(Note: the meeting started at 5.30pm and ended at 7.10pm)**