

AGENDA FOR

OVERVIEW AND SCRUTINY COMMITTEE

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To: All Members of Overview and Scrutiny Committee

Councillors : N Bayley, R Caserta, T Cummings,
M D'Albert (Chair), M Hankey, J Harris, M James,
N Jones, K Leach, R Skillen, Smith and S Smith

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:	Thursday, 4 April 2019
Place:	Meeting Rooms A & B - 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 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 OF PREVIOUS MEETING *(Pages 1 - 8)*

5 MATTERS ARISING

6 CAR PARKING UPDATE *(Pages 9 - 12)*

Report attached.
Councillor Quinn will report at the meeting.

7 SAFEGUARDING SUB GROUP *(Pages 13 - 18)*

Councillor Susan Southworth will report at the meeting.

Report attached.

8 CORPORATE PERFORMANCE QUARTER 2 *(Pages 19 - 30)*

A report from the Leader of the Council is 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: 13 February 2019

Present: Councillor M D'Albert (in the Chair)
Councillors N Bayley, R Caserta, T Cummings, M Hankey,
J Harris, M James, N Jones, K Leach, Smith and S Smith

Also in attendance: Councillor E O'Brien, D Brown, K Dolton, D Fowler, S
Goodwin, L Jones S Kenyon, G Little and M Woodhead

Public Attendance: One member of the public was in attendance

Apologies for Absence: Councillor R Skillen

OSC.345 DECLARATIONS OF INTEREST

Councillor Leach declared a personal interest in any item relating to the NHS and CCG as she works for the NHS.

Councillor Harris declared a personal interest in any item relating to Six Town Housing as she is a member of the board.

OSC.346 PUBLIC QUESTION TIME

There were no questions asked under this item.

OSC.347 MINUTES OF PREVIOUS MEETING

It was agreed:

That the Minutes of the Meeting held on 21 January 2019 be approved as a correct record and signed by the Chair.

OSC.348 MONTH 9 CORPORATE MONITORING REPORT

Councillor O'Brien, Cabinet Member for Finance and Housing submitted a report informing the Committee of the Council's financial position for the period April to December 2018 and projecting the likely outturn at the end of 2018/19.

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

It was reported that the current projected overspend was £2.608m which represented approximately 1.89% of the total net budget of £138.016 and was a reduced figure from the previous quarter.

Service specific financial monitoring was included within the report and provided more detailed analysis for each department.

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

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Overview and Scrutiny Committee, 13 February 2019

- Councillor Hankey referred to the 10 point cost saving plan that was set out within the report and had been in place for a number of years and asked how effective the measures had been.

Steve Kenyon explained that it was difficult to attribute figures to the measures as the information isn't available. It was a healthy exercise to undertake as it challenged and enhanced the approval processes.

- Councillor Hankey stated that the plans produced always contained ambitious cost savings which weren't always met and seen through to the end of the plan. Councillor Hankey asked if a plan would be seen through.

Councillor O'Brien explained that it was quite difficult to work towards objectives that weren't clearly defined and looking 3 years ahead. There was always an ongoing process of change.

- Councillor Caserta referred to the costs associated by using Independent Fostering Agencies and the amount that the Council paid in house foster carers. Councillor Caserta stated that he was aware that the Council had historically paid less than IFAs and other Councils but had good relationships with Foster Carers. Recently, the amount paid to in house foster carers had increased and Councillor Caserta asked why this was.

Karen Dolton explained that there had been improvements in the way that IFAs and other local authorities worked with their foster carers to the point that the Council was no longer seen as the best option and therefore in house foster carers were moving to either IFAs or other local authorities as they paid more. The council needed to retain foster carers so had to be competitive in the amounts paid to them.

Karen also reported that it was anticipated that the Council reduce the use of IFAs over the next 3 years.

Councillor O'Brien also explained that a lot of work was being done in relation to prevention work which would lead to a reduction of looked after children in the borough.

- Councillor N Jones referred to 3.6.1 in the report and the reference to recruitment freeze and stated that the Council had recently employed a number of directors and assistant directors at a significant cost.

Geoff Little, Chief Executive explained that the Council had changed its structure at the top level to bring in new skills that would be required to meet the challenges that it was facing. There was a need to strengthen the officer leadership of the Council to ensure that it was in as strong position as possible going forward.

- Councillor N Jones referred to the use of consultants and asked what the cost implications were.

It was reported that the costs of bringing in consultants was £1.6m in 2017/2018 and £1.2m in 2018/2019.

- Councillor S Smith referred to the £2.6m projected overspend and asked how this would be resolved. Councillor Smith asked whether this would mean further job losses across the Council in the future.

Councillor O'Brien explained that a lot of work was being carried out in relation to the overspend. Action being taken was documented for each department within the report.

Councillor O'Brien explained that the Council had seen a loss of 650 members of staff in the past few years and that he wouldn't speculate on future job losses. The Council has a range of options in place for employees to reduce their working hours, retire early or consider mutual settlement. All of which reduce the need for compulsory redundancy.

- Councillor Hankey referred to the demand pressures on both Adults and Children's services in relation to care packages and asked what work that was being done to reduce these.

Mike Woodhead, Chief Finance Officer, Bury CCG explained that the review of care packages was being carried out on a case by case basis. It was anticipated that this work would see a net reduction in costs relating to high cost packages.

- Councillor D'Albert referred to the Dedicated Schools Grant and the recovery plan relating to this and asked how this would affect individual schools.

Steve Goodwin, Head of Strategic Business and Finance - Children, young People and Culture explained that work will be carried out with individual schools on a case by case basis if any issues were to arise. There had been full consultation with schools.

- Councillor D'Albert asked whether there would be any safeguards to make sure that the deficit didn't build up again.

Steve explained that there was work being done in the areas where the high costs had been identified to reduce those costs, Regular monitoring is being undertaken which will identify and predict any issues which can then be dealt with as early as possible.

- Councillor D'Albert referred to the out of borough placements and permanent exclusions and asked what work was being done in those areas.

Karen Dolton reported that an application had been submitted to the Department for Education to build a special free school in the borough which would bring the out of borough placements back in and offer support to permanently excluded pupils. It was also reported that Inclusion Managers were working with schools to support them and work with pupils at risk of exclusion. There had been no permanent exclusions across the borough in the current academic year.

- Councillor Caserta referred to the procurement of goods and services and asked what was in place to ensure that the Council wasn't overspending.

Geoff Little explained that the Council provides a procurement service to schools and nearly all schools take up this offer. It was also explained that the Council was in the process of establishing a Corporate Core which will bring together services and procurement would be part of this.

It was agreed:

That the contents of the report be noted.

OSC.349 2019/2020 BUDGET REPORT

Councillor O'Brien, Cabinet Member for Finance and Housing presented a report providing Members with details of the 2019/2020 revenue budget and outlined;

- Local Government Finance Settlement for 2019/20
- Forecast Outturn for 2018/2019
- Budget Strategy for 2019/2010 and the approach to balancing the budget in future years

The report also examines the robustness of the assumptions behind the budget forecast and contains an assessment on the adequacy of the Council's balances.

Councillor O'Brien explained that the Council had had to change the way that it functions and make a number of short term decisions in the lead up to the roll out of the transformation work.

The Council will be working differently than it has in the past and will incorporate health and social care and the CCG.

Geoff Little, Chief Executive explained that the papers provided to the Committee were a lot more in depth than in previous years' and contained more depth and detail on how savings will be delivered. Each Directorate had provided an individual report including audit trails, details of achievements made or not, new delivery models and partnership working.

Geoff explained that the Council would face a challenging year to deliver what it needs to and to build up reserves for the future in order that a 3 year rolling budget can be set from 2021 onwards. A Corporate Plan will be produced which will promote stronger Corporate Governance. Each Directorate will be required to produce their own 3 year plans which will include business plans.

Those present were given the opportunity to ask questions and make comments and the following points were raised:-

- Councillor Harris referred to the use of dormant Earmarked Reserves which was set out in the report and asked what these related to.

Councillor O'Brien explained that there had recently been a review undertaken of all of the Earmarked Reserves, the 5 that were included within the budget were identified as no longer being needed and could therefore be used as a one off.

- Councillor Bayley referred to the austerity measures that had been introduced by Central Government and asked what the cumulative effects to the Council were.

Councillor O'Brien stated that the Council had lost 650 staff members and had financial cuts of £97m, demand has increased across most services which had meant that difficult decisions had to be made.

- Councillor N Jones referred to the figures in the report regarding 200 – 300 new houses being built on brownfield sites and asked how this would be funded.

Councillor O'Brien explained that the Council could use borrowing to fund house building and grants would also be applied for through Homes England.

- Councillor N Jones referred to the 4000 houses that were mentioned further on in the report and asked how these would be funded?

Councillor O'Brien explained that business cases would be drawn up for each scheme. It was anticipated that there would be 200 to 300 houses built to start with and the money made going back into the pot to support the next round.

Councillor O'Brien explained that sites had not been allocated as yet but it was more than likely that the Council would look to build on town centre sites across the borough.

- Councillor Hankey referred to the underperformance of the Civic Halls and asked if this issue was ever going to be resolved. This had been an issue for a number of years and nothing had been done. He asked whether anything would be resolved in relation to this.

Councillor O'Brien stated that there had been long running issues in relation to Civic Venues and suggested that a separate report be brought to a future meeting of Overview and Scrutiny in relation to this.

- Councillor Hankey referred to the staff vacancies that were highlighted in the report and the substantial savings around these and asked whether the vacancies would be permanent.

Councillor O'Brien stated that workforce remodelling would be taking place which would provide more clarity in this area.

- Councillor Caserta referred to the use of dormant Earmarked Reserves and asked why these pots of money had become available now. Councillor Caserta asked what the criteria was for using them.

Steve Kenyon explained that the money had been there for a purpose which had since ceased. A review of the Earmarked Reserves had highlighted that the identified ones were no longer needed.

- Councillor Harris referred a future redevelopment of the Town Hall and asked what the plans were.

Steve Kenyon explained that there were no specific proposals for the Town Hall.

- Councillor L Smith referred to the reserves held by the Council and asked how Bury compared to other local authorities.

Steve Kenyon reported that when comparing to the other GM authorities Bury reserves were low. Work would be done which would allow the Council to bolster its reserves for the future.

It was agreed:

That the contents of the report be noted.

OSC.350 2019/2020 HOUSING REVENUE ACCOUNT

Councillor O'Brien, Cabinet Member for Finance and Housing presented a report providing Members with details of the proposed Housing Revenue Account for 2019/2020 and proposals for Dwelling and Garage rents, Sheltered Support, Management, Amenities and Heating charges, Furnished Tenancy Charges and Fernhill Caravan Site tenancy charges.

It was agreed:

That the contents of the report be noted

OSC.351 2019/2020 TREASURY MANAGEMENT STRATEGY

Councillor O'Brien, Cabinet Member for Finance and Housing presented a report setting out the suggested Strategy for 2019/2020 in respect of the following aspects of the Treasury Management function. It is based upon the Treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury advisor. The Strategy covers:

- 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 rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers

It was agreed:

That the contents of the report be noted

COUNCILLOR M D'ALBERT
Chair

(Note: The meeting started at 7.00 pm and ended at 8.30 pm)

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Car Parking Report to Overview & Scrutiny Committee

EXECUTIVE SUMMARY

At the Overview and Scrutiny Committee meeting of 11 September 2018, a request was made for further information with respect to shortfalls in income relating to off-street parking.

The under-recovery forecast for 2018/19 is in the region of £170k. In addition, there is also the pressure from business rates which are based on the rateable value of the off-street car parking assets. These equate to £295k whereas only £194k is earmarked for this cost within the budget which is not being update to reflect the changes in business rates. (Other factors are also involved and are set out in the report below.)

The consequence of this is that off-street parking has an effective overspend in the region of £270k.

BACKGROUND

In order to convey the various factors that influence off-street car parking income, please see the chart "Bury Town Centre - Off Street Parking Statistics" at Appendix 1. Although at first glance it may seem complicated, it does contain useful information as set out by the bullet pointed list below.

- The vertical yellow bars indicate the volumes of online retail in the UK which has more than doubled since 2012/13. This leads to less physical visits to retail outlets which, in turn, equates to less demand for retail parking.
- The red line shows the number of car parking spaces owned by the Council in Bury town centre. This dropped slightly after 2015/16 due to the reprovision of car parking spaces on Trinity Street. Total spaces now 1,511 (down from 1,569).
- The dashed blue line indicates the off-street car parking income target.
- The black line represents actual off-street car parking income.
- Due to the variance in the income and target data, the straight dotted lines illustrate the overall trend for the data.

What the chart makes clear is that despite burgeoning online retail shopping patterns and a slight drop in the number of car parking spaces available, the trend for actual car parking income (straight black dotted line) shows a modest but consistent increase year-on-year (£1.24m in 2011/12 to a projected £1.43m at end of 2018/19).

Furthermore, the chart indicates that the income target (straight blue dotted line) has also increased year-on-year but at a greater rate than actual income. The

consequence of this is that the gap between target income and actual income becomes greater every year.

In addition to the above, there are other factors that have also contributed to the overspend of £270k as listed below:-

- Suspension of car parks for events.
Parking Services have been instructed to absorb the costs associated with suspending car parks for events within the town centre. Whilst it is accepted that the events may have a positive outcome for the town and are for the Corporate good, there is a loss of income associated to this which is carried by Parking Services. This currently stands at around £25k per annum.
- An uptake in the staff permit scheme.
Staff previously paying to park on car parks have now purchased a staff permits at a considerably lower rate than the daily P&D charge. Figures show around 370 such permits have been issued. Exact figures about previous parking habits are not available without interviewing all 370, but some assumptions can be made (based on the average employee being remunerated at Grade 9). If 50% of these staff previously parked on Council long stay car parks and the other 50% did not (and are, therefore, new to parking in the town centre having been tempted by the scheme), it equates to around a £30k loss.
In summary;-
 - If 25% were previous parkers, this becomes a £60k gain.
 - If 50% were previous parkers, this becomes a £30k loss.
 - If 75% were previous parkers, this becomes a £122k loss.
- Number of spaces.
Not only has the number of the Council's off-street car parking spaces dropped but there has been an increase in privately operated car parks in the town centre. As a consequence, Bury Council no longer holds the majority of car parking spaces in the town centre.
- Leakage.
Availability of unrestricted road space on the outskirts of the town centre allows for pockets of free, on-street parking.
- Metrolink.
There is also the 'Metrolink solution' for commuters where a week's travel between Radcliffe and Bury costs £9.70 for an adult at peak travel times. Parking in Radcliffe is free whereas a week of parking in Bury would cost £25. Employing the 'Metrolink solution' can save a driver £15 a week (over £700 a year).
- Abandoning the virtual parking permit scheme.
Savings from this initiative would have not have been realized until year 2. As the scheme was aborted before this point. However the Council are still accountable for the set up costs and running costs to date.
- Asset condition.
Poor condition of lines and signs is preventing enforcement in some areas.
- Tariffs.
It is considered that the current long stay cost for parking (£5 per day) is at resistance level and any increase would lead to a fall in parking numbers. The last tariff change was in 2012. Increases are likely to drive parkers to seek alternative solutions e.g. private car parks or the 'Metrolink solution'.

- Private car parks.
Privately operated car parks in the town centre tend to cater for niche markets e.g. short stay for The Rock (as a turnover of spaces maximises shopping revenues). By contrast, the Council caters for all types of parking; short, medium and long.

POTENTIAL TO IMPROVE INCOME

Parking Enforcement.

A piece of work has recently been undertaken as part of the Public Protection Regulation and Enforcement Transformation Review to investigate bringing car parking enforcement in-house rather than utilising private contractors as is the current arrangement. The work concluded that it would be more expensive to deliver this service using an in-house arrangement.

Asset Renewals and Refreshes.

Investment in upgrading parking facilities and introducing easier (cashless) methods of payment such as card/contactless could attract more parkers.

Renewal of lining and other repairs (surfacing, barriers etc.) would also make the town centre car parks more attractive to potential parkers.

Variable message signs indicating how many spaces are available and where would also improve the parking experience but would require devices in the car parks to keep track of numbers.

Town Centre Car Parking Strategy.

A wholesale review of car parking in the town centre could look at various aspects that affect income. This could look at the viability of each individual car park with respect to which to keep and invest in versus which to let go (if any), town centre signage, leakage, tariffs, competitors etc. Such a review is a large endeavour and additional capacity within Engineering Services would be required in order to tackle it whilst maintaining existing service provision. This may mean enlisting the assistance of specialist consultants.

District Charging.

Recent studies into potential income generation from the introduction of car park charging in districts (principally Prestwich, Ramsbottom and Radcliffe) have indicated £275k to £725k is possible for a Monday to Saturday charging regime depending on take up and tariffs. The lower figure is based on car parks filled to 50% capacity with a £1 tariff and the higher figure is based on car parks filled to 75% capacity with a £2 tariff.

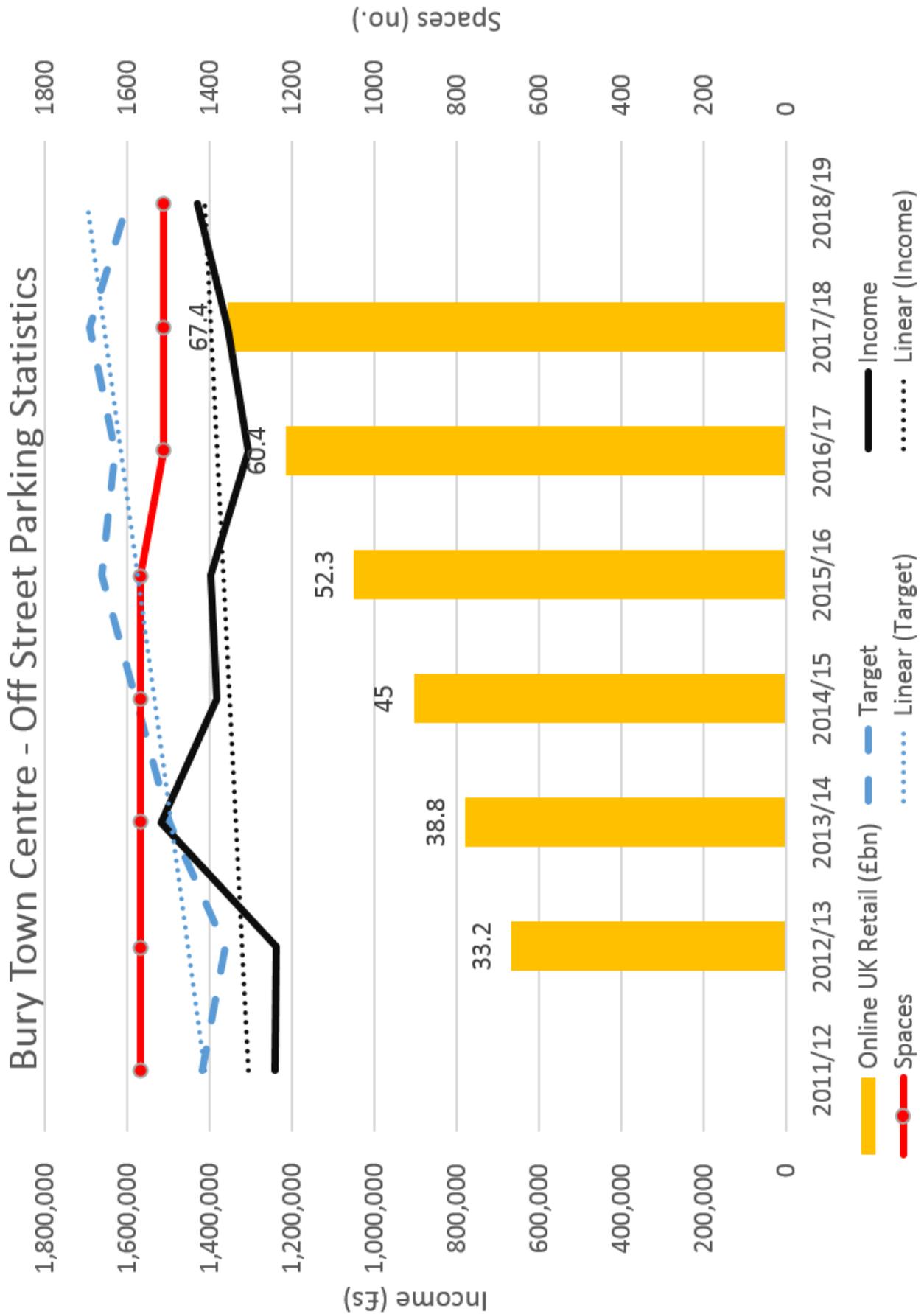
Whitefield and Tottington are excluded due to them having a relatively small amount of off-street car parking compared to the availability of on-street parking.

First year incomes would be lower due to setup costs (installing machines, signs, legal fees, advertising etc.).

Staff Parking Permits.

Investigate scope for marginally increasing costs.

APPENDIX 1
Bury Town Centre - Off Street Parking Statistics



WARDS AFFECTED: ALL	ITEM No.
REPORT OF: Children's Safeguarding Overview Project Group	
CONTACT OFFICER: Julie Gallagher Principal Democratic Services Officer	
TITLE: PROGRESS REPORT – April 2019	

1.0 PURPOSE OF REPORT

To inform Members of the Overview and Scrutiny Committee of the work of the Children's Safeguarding Sub Committee over the last Municipal year.

2.0 BACKGROUND

As part of its work programme for 2014/15 the Overview and Scrutiny Committee requested that an Overview Project Group be established to review and consider the issue of Children's Safeguarding.

The Membership of the Group comprised of Councillor Susan Southworth (Chair), Councillors R Caserta, J Grimshaw, M Hankey, N Jones, J Walker and M Whitby.

Interim reports were presented to the Committee in March 2015, March 2016, June 2017 and April 2018 setting out the findings and recommendations of the Group. In May 2018 it was agreed that a formal sub committee of the Overview and Scrutiny Committee would be established. It was agreed that the Committee would meet at least four times a year and would be Chaired by Councillor Susan Southworth.

3.0 METHODOLOGY

The Group has met on the following occasions:-

24th July 2018
 16th October 2018
 8th January 2019
 2nd April 2019

Members were supported in their work by Tony Decrop Interim Assistant Director and Bart Popelier Strategic Lead Safeguarding, both of whom work

in the Department for Children and Young People

During this municipal year the Committee agreed that the focus for 2018/19 should include the following:

Child Sexual Exploitation – Receive briefing on the work of the team across Greater Manchester with focus on the awareness raising work undertaken and areas of concern within the Borough.

OFSTED – Overview of the inspection findings as well as plans in place to address the issues raised.

Healthy young minds– Karen Whitehead attended the meeting to provide an update on the healthy young minds safeguarding processes

Performance Monitoring and LGA Peer Review- Continue to receive quarterly monitoring reports in relation to safeguarding children

Troubled Families– Examination of the support and early intervention provide by the team.

Care Leavers- Sue Harris, attended the meeting to provide an update on the work being undertaken to address those children reported as Missing from Home.

The July meeting was held at the Multi Agency Safeguarding Hub (MASH), Bury Police Station, enabling elected members to witness first-hand how the service operates and meet front line staff, as well as senior officers.

The Chair also met with the Executive Director Children and Young People to discuss specific concerns in respect of social worker recruitment, agency spend, caseload and staff sickness. These concerns and further assurances were sought at a subsequent meeting of the sub-committee in April.

4.0 WORK UNDERTAKEN BY THE GROUP

4.1 Child Sexual Exploitation

Members considered this item at two meetings of the sub-committee. Representatives provided Members of the group with an update in respect of the work undertaken to tackle child sexual exploitation.

Members sought assurances in respect of reported CSE and grooming in parks within the Borough, police involvement and information sharing with the relevant statutory agencies. As well as links with schools safeguarding teams and capacity within early intervention and support.

Members were informed that work has subsequently been undertaken to develop a complex safeguarding team to assimilate work, in practice this will mean that there will be a social care team dealing with CSE, child criminal

exploitation missing from home and domestic abuse.

The team has three key priorities; prevent, protect and prosecute and awareness raising is key to this.

Members discussed areas of concern in particular police capacity and overall demand management. As well as the positive work undertaken in respect of training and a planned social care restructure.

Members commended the work undertaken by the staff and the Greater Manchester funding agreed to appoint early intervention project workers to tackle the root cause of violence and prevent young people from getting involved in criminal activity.

4.2 OFSTED

Members discussed the process and findings of the inspection. The Inspectors reviewed the local authority's arrangements for contacts and referrals in the multi-agency safeguarding hub (MASH) for children who need help, including safeguarding. Inspectors also considered thresholds for early help and statutory services for children in need, including those in need of safeguarding. A wide range of evidence was considered, including case discussions with administrators, social workers, managers, representatives from partner agencies, and senior staff responsible for quality assurance and performance management. Performance data and management reports were also reviewed, and children's case records were sampled.

During discussion of this item, the Interim Executive Director acknowledged the areas for concern which had been highlighted, including the need for more work to be done in respect of the "voice of the child". With regard to the issue of Early Help through the Oasis team it was reported that issues and improvements were being addressed through the transformation process and auditing. On the wider issue of auditing, the Interim Executive Director explained how robust auditing had now been implemented through internal departmental audits which include effective follow up to create a cycle of improvement.

4.3 Healthy Young Minds

Karen Whitehead, Strategic Lead, Children/Families Health Issues submitted a Briefing note in relation to Healthy Young Minds (HYM) – Safeguarding processes. In Bury, Safeguarding is an integral part of the work of the team's work with young people and their families.

The Strategic Lead provided members with an update in respect of the key priorities including an agreement to increase the upper age eligibility criteria from 16th to 18th birthday for new referrals and widen the service offer.

The Strategic Lead provided an overview of the HYM service including waiting times and additional commissioned services including a specialist

neurodevelopmental nurse. As well as supporting the local delivery of work streams including the crisis care pathway, vulnerable groups, GM Mentally healthy schools and the GM inpatient Mental Health offer.

4.4 Performance Monitoring - Key Performance Indicators and LGA Peer Review

A large part of the work of the Group has continued to be around monitoring and examining performance data. Regular updates have been received in respect of key performance indicators for children's safeguarding. The Group have had the opportunity to monitor and examine performance data relating to the following areas:

- 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

Quarterly updates will continue to be received at meetings of the Group. Following consideration of this item and concerns raised by the Chair in respect of some of the performance information, a subsequent meeting was arranged between the Chair and the Executive Director to discuss performance issues.

With regards to the Peer Review, members were informed that the peer review team spent 5 days onsite at Bury Council (plus 2 days in advance file auditing), spoke to more than 90 people and attended more than 35 meetings, focus groups and site visits.

The Assistant Director reported that work is undertaken with social workers as part of their professional development, to ensure plans are succinct and outcome focused. The Strategic Lead reported that there is a robust quality assurance process in place to identify inconsistencies in care plans, regular examples of good practice will be shared amongst the social workers.

Members of the Group discussed concerns in respect of access to adequate IT to enable social workers to effectively carry out their duties. Members complained about problems with accessing WIFI, computer systems that did not talk to each other and out of date hardware.

Responding to a Member's question in respect of work needed to address issues raised as a result of the Peer Review, the Interim Assistant Director reported that some of this work can be and has been undertaken immediately. Other recommendations, for example, funding for the social work practice model, Signs of Safety may take up to six months

Troubled Families

A report was submitted from the Interim Executive Director for Communities and Wellbeing outlining how the Council safeguard the most vulnerable families in Bury, an overview of the programme, the successes of interventions and how residents are safeguarded.

Members considered information in respect of numbers on the programme; actions undertaken and risks within the programme. Members commended the work undertaken in supporting this programme of work.

Care Leavers

Sue Harris, Strategic Lead, Placement Services attended the meeting to provide an update in relation to the services and support provided to care leavers.

Member's primary areas of concern included: the high numbers of children not in education, employment and training, those teenagers living in unsuitable accommodation, the need to increase the number of supported lodgings premises and ensuring the voice of the child is properly reflected. Members also discussed changes to the care lever's offer.

5.0 CONCLUSION

Members of the group supported by Strategic Leads within the Department have met on four occasions, interviewed 18 different Council Officers and visited the Multi Agency Safeguarding Hub.

The Ofsted report stated that

"Clear political scrutiny is evident through a Children's Safeguarding scrutiny board and strong political attendance at the Corporate Parenting Board. There are sufficient checks and balances in the governance system holding the leadership of children's services to account, providing coherent political and strategic oversight".

'It was recognised by Ofsted that the expertise and knowledge of this group was one of its strengths. However, it needs to be accepted by anyone who is on the group that meetings start at 5-00/30, and that attendance at 4 meetings each year is a basic requirement. When Members are appointed to

this group by their respective political group, this needs to be taken into account. Consistency is vital'.

Members have continued to hold Children's Services to account by providing continued, effective and constructive scrutiny of safeguarding within the Council.

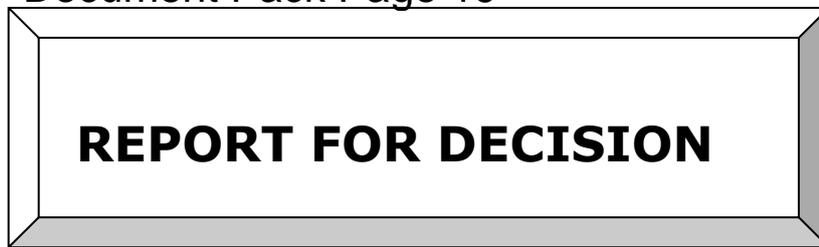
Looking forward, it is hoped that the work to date can be built upon during the forthcoming Municipal Year.

6.0 RECOMMENDATIONS 2019/2020

1. That, in order to retain the expertise and knowledge developed throughout the review, where possible the existing membership be retained and meeting dates be held quarterly and scheduled in advance.
2. That regular updates be submitted to the Overview and Scrutiny Committee on the work of the Group.
3. Performance update will be standing agenda items
4. That group continue to monitor concerns raised in respect of capacity and social worker retention.

Contact Details:

Julie Gallagher, Principal Democratic Services Officer
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E-mail address: julie.gallagher@bury.gov.uk



DECISION OF:	Overview and Scrutiny Committee
DATE:	4 April 2019
SUBJECT:	Corporate Performance Update Quarter 2 2018/19
REPORT FROM:	The Leader of the Council
CONTACT OFFICER:	Jackie Summerscales (Principal Strategy Officer, Corporate Policy) and Marcus Connor (Corporate Policy Manager)
TYPE OF DECISION:	CABINET KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report provides an update on performance in line with the Single Outcomes Framework for Team Bury
OPTIONS & RECOMMENDED OPTION	Overview & Scrutiny Members are asked to note the report
IMPLICATIONS:	-
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	A robust performance management framework is essential if the Council is to measure the effectiveness and value for money of the services it delivers. This report compliments regular finance and risk monitoring reports that Members receive.
Health and Safety	There are no implications directly arising from this report. Any actions to manage performance should consider health and safety in accordance with Council policy.

Statement by Executive Director of Resources:	There are no wider resource implications.
Equality/Diversity implications:	No: This report does not impact upon the EA completed for the Vision, Purpose and Values document. The Single Outcomes Framework is a mechanism to manage the performance of the VPV.
Considered by Monitoring Officer:	Yes: Measuring and monitoring corporate performance is an important tool in ensuring legal and administrative requirements are regularly reviewed and that areas of risk are identified and improvements sought where necessary. This report demonstrates the importance of having a robust framework in place and is aligned to other regular monitoring reports.
Wards Affected:	All
Scrutiny Interest:	Overview and Scrutiny

TRACKING/PROCESS

Chief Executive/ Strategic Leadership Team	Cabinet	Ward Members	Partners
	January 2019		
Scrutiny Committee	Committee	Council	
April 2019			

1.0 BACKGROUND

- 1.1 In 2017, the Council, along with partners in Team Bury adopted a Single Outcomes Framework (SOF), an outcome based approach to performance management.
- 1.2 The SOF is supported by five high level outcomes/conditions of wellbeing which the Council and its partners are seeking to achieve for residents of the Borough:
- *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 all ages in Bury have high level and appropriate skills (SOF-3);*
 - *All Bury people achieve a decent standard of living and are provided with opportunities through growth (SOF-4);*
 - *Bury is a safe place to live, with all people protected (and feel protected) from harm (SOF-5).*

2.0 BURY AND GREATER MANCHESTER

- 2.1 In 2017 the Greater Manchester Combined Authority launched the Greater Manchester Strategy - 'Our People, Our Place'. A Greater Manchester Outcomes Framework has been developed to track progress against the ten priorities of the strategy. The GM Performance Dashboards are included in this report for completeness (*Appendix 1*).

3.0 LATEST PERFORMANCE

- 3.1 The report shows that there are areas of strength and, performance metrics which identify opportunities to improve outcomes for local people. A set of performance metrics is available in *Appendix 2*.
- 3.2 The data shows that healthy life expectancy for males in Bury has continued to decline since 2014 and is currently 58.5 years, which is below the North West average of 60.9 years and, significantly below the national average of 63.3 years. Healthy life expectancy for females is slightly better at 62.2 years, which is above the North West average of 62 years but below the national average of 63.9 years. The introduction of the IWIYW fitness initiative primarily targeted at women, appears to have improved life expectancy for women, as there has been a notable increase year on year since the programme was introduced in 2014.
- 3.3 Whilst Bury is not an outlier in terms of life expectancy within Greater Manchester, more needs to be done to prevent further decline/premature mortality in both men and women. Consequently, a new Integrated Wellness Model has been established as part of the Locality Plan and the work of the Lifestyle Service, to help address the issue by encouraging residents to adopt a more active, healthy lifestyle in order to live well and stay well for longer. Whilst there is still a general focus on women, the model consists of a wide range of physical and social activities for both males and females across the life course.
- 3.4 However, it is clear that more needs to be done to tackle childhood obesity. At present, around 1 in 5 (21%) reception-age children in Bury are overweight or obese. This is an increase on the previous year (20%) meaning that Bury is almost on par with the England average (22%), after two years of being significantly better. In order to address this, the Council is encouraging all primary schools in Bury to sign up to the Daily Mile programme, which encourages young children to get fit and active by running for fifteen minutes each day.
- 3.5 Transforming Early Years provision to improve school readiness is a key priority for the Council and its partners. At present, 68.7% of children in Bury achieve a good level of development at the end of reception. Whilst Bury is currently performing better than the North West average (67.9%), it aspires to be at a level above the national average (70.7%). Therefore, a model of intervention is currently being developed to enhance performance.
- 3.6 Bury has the second lowest level of 16-19 year olds in Greater Manchester that are not in education, employment or training (3.9%), which is significantly below the national average of 6% and positively reflects the availability of local opportunities. This is due in part to the entrepreneurial nature of the Borough, reflected by increasing numbers of business start-ups, supported by a recent 'meet the provider' event and ongoing programme of business support and development under the Bury Means Business banner. The thriving local

economies pilot with Barclays will add significant value to this work.

- 3.7 Household recycling rates have dropped from 60.9% in Q1, to 58.9% (target 60%) in Q2. This is largely due to seasonal variation of tonnage including brown bin tonnage, which fluctuates with the weather. A wet, warm Spring/Summer will increase tonnage, whilst dry, hot spells decrease tonnage because lawns stop growing.
- 3.8 In relation to air quality and carbon dioxide emissions (activities of the whole community), the Council can attempt to facilitate the reduction of emissions but, it does not have overall control. Council operations contribute to approximately 2% of total CO2 emissions in Bury. In terms of nitrogen dioxide emissions, only one of the Council's monitoring sites is failing to meet national and EU targets, as a result of improved vehicle engines leading to fewer emissions. The site that does not meet current targets is located at the junction of Butterstile Lane and Bury New Road in Prestwich, close to a busy 'A' road where higher levels of pollution exist. Options are currently being considered to address air quality at this site and, a GM Clean Air Plan is being developed to tackle pollution across GM and reduce emission levels.
- 3.9 The number of statutory homeless households in temporary accommodation in Bury has increased in recent years but, at 0.3 per 1000 households is still well below the regional (0.8 per 1000 households) and national average (3.4 per 1000 households). Bury's performance has been affected by the impact of the Homeless Reduction Act on the number of people seeking support from the service. However, Bury has taken a proactive approach to helping customers, working closely with Six Town Housing in relation to lettings and move on from temporary accommodation.
- 3.10 With regards to community safety, the Community Safety Partnership Strategy has been refreshed to strengthen resilience in local communities. In addition, a high number of applications have been received for support from the Social Capital Fund.

4.0 CONCLUSION

- 4.1 The development of indicators and performance measures will continue as the Single Outcomes Framework becomes increasingly embedded within the organisation.
- 4.2 Key performance metrics will be identified to form part of the performance framework for a refreshed Corporate Plan, based around the Council's corporate priorities.
- 4.3 Departmental plans and Cabinet Work Plans will continue to be aligned to this during the next quarter so that performance at all levels of the organisation can be discussed in an increasingly consistent fashion.
- 4.4 Areas of declining performance will be looked at with an outcome based approach, to consider what steps can be taken to improve performance so that a positive contribution can be made to the delivery of the desired outcomes.

List of Background Papers:-

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Management - Organisational Resilience

O Organisation Resilience (SOF-Enabler a)		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
I	M	Number of calls answered (Council Tax)	Oct 2018	5,550	—	—	↗ 1
I	M	Number of calls answered (Business Rates)	Oct 2018	304	—	—	↘ 1
I	M	Staff numbers (FTE)	Sep 2017	4,768	—	—	↘ 9
I	A	Average age of workforce	HY2 2017	45.0yrs	—	—	↗ 1
I	M	Number of FTE days lost due to sickness absence	Nov 2018	3,652	4,560	—	↘ 1
I	M	Number of long term absences (over 20 days)	Nov 2018	151	140	—	↗ 3
P Organisation Resilience (SOF-Enabler b)		Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
PM	Q	Percentage of Council Tax Collected	FYQ2 2019	54.28%	54.91%	—	↗ 1
PM	M	Percentage of calls answered (Business Rates)	Oct 2018	94	80	—	→ 1
PM	Q	Percentage of Business Rates Collected	FYQ2 2019	56.77%	56.51%	—	↗ 1
PM	M	Percentage of calls answered (Council Tax)	Oct 2018	77	80	—	↗ 2
PM	Q	Number of corporate complaints	FYQ2 2019	62	—	—	↗ 2
PM	Q	Number of corporate compliments	FYQ2 2019	31	—	—	↘ 1
PM	A	Number of adverse finding as rate of total ombudsman complaints	HY1 2016	1	—	—	→ 0
PM	Q	Overall gym membership	FYQ4 2018	3,866	4,100	—	↘ 1
PM	Q	Average contact centre call waiting time	FYQ2 2018	229 seconds	—	—	↗ 3
PM	Q	Average time for processing new housing benefit/ Council tax support claims	FYQ2 2018	27.54 working days	26.00 working days	—	↗ 2
PM	Q	Average time for processing change events for housing benefit and Council tax support claims	FYQ2 2018	7.12 days	9.50 days	—	↗ 1
PM	M	Percentage of Freedom of Information requests responded to within 20 working days	Oct 2017	97%	—	—	→ 1
PM	Q	Percentage of minor planning applications determined within 8 weeks	FYQ1 2018	100%	77%	—	→ 3
PM	Q	Percentage of major planning applications determined within 13 weeks	FYQ1 2018	100%	82%	—	→ 8

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Q2

O Corporate Priority: Healthy lives for all		Time Period	Actual Value	Target Value	Forecast Value	Current Trend
I	A PHOF 2.01 - Low Birth Weight of Term Babies	2016	2.4%	2.8%	—	↘ 3
I	A PHOF 0.1i - Healthy life expectancy at birth (Male)	3YC 2016	58.50 yrs	63.30 yrs	—	↘ 3
I	A PHOF 0.1i - Healthy life expectancy at birth (Female)	3YC 2016	62.20 yrs	63.90 yrs	—	↗ 2
I	A PHOF 0.1ii - Life Expectancy at birth (Female)	2016	81.60 yrs	81.70 yrs	—	↗ 4
I	A PHOF 0.1ii - Life Expectancy at birth (Male)	2016	77.90 yrs	78.20 yrs	—	↘ 1
I	A PHOF 2.06i - Excess weight in 4-5 year olds	FY 2017	24.0%	22.6%	—	↗ 4
I	A PHOF 2.06ii - Excess weight in 10-11 year olds	FY 2017	36.2%	34.2%	—	↗ 2
I	BE PHOF 2.12 - Percentage of adults classified as overweight or obese	2017	64.3	61.3	—	↘ 1
I	A PHOF 2.14 - Smoking prevalence in adults - current smokers (APS)	2017	16.3	14.9	—	↘ 2
I	A PHOF 2.13i Percentage of physically active adults	2017	63.6%	66.0%	—	↘ 1
I	BE ASCOF 1I(2) - Proportion of carers who reported that they had as much social contact as they would like	FY 2017	26.2%	35.5%	—	↘ 2
I	BE ASCOF 3B - Overall satisfaction of carers with social services	2017	40.3%	39.0%	—	↘ 2
I	A NHSOF 2.4 Health-related quality of life for carers	FY 2016	0.800	0.800	—	↘ 1
I	A PHOF 2.03 - Smoking Status at time of delivery (SATOD) - Current Method	FY 2018	12.0%	10.8%	—	↗ 2
I	A PHOF 4.02 - Proportion of five year old children free from dental decay	FY 2017	64.8%	76.7%	—	↘ 1
I	A Rate of hospital admissions with alcohol related conditions per 100,000 population	2017	564	636	—	↘ 3
I	A ASCOF 1I(1) - Proportion of people who use services who reported that they had as much social contact as they would like	FY 2018	46.0%	46.0%	—	↗ 1
I	A PHOF 2.24i - Emergency hospital admissions due to falls in people aged 65 and over (per 100,000 population)	2017	1,784	2,114	—	↘ 2
I	A Premature mortality due to cardiovascular disease per 100,000 population	2017	62.6%	45.9%	—	↗ 3
I	A Premature mortality from cancer per 100,000 population	2017	86.5%	78.0%	—	↘ 2
I	A Premature mortality from respiratory disease per 100,000 population	2017	21.4%	18.9%	—	↘ 2
I	A Proportion of deaths in usual place of residence (65+) [DiUPR]	2016	46.7%	—	—	↗ 1
I	A Percentage of residents reporting high levels of anxiety	2017	23.9%	19.8%	—	→ 0
P Corporate Priority: Healthy lives for all		Time Period	Actual Value	Target Value	Forecast Value	Current Trend
PM	Q Number of customers with an outstanding annual social care review	FYQ4 2018	1,156	—	—	↗ 3
PM	M DToC: Delayed days from hospital per 100,000 population [NW Average]	Sep 2018	401Days	382Days	—	↘ 1
PM	Q Proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement / rehabilitation services (effectiveness of the service) - (subset of ASCOF 2B (1))	FYQ2 2019	83.1%	—	—	↘ 1
O Corporate Priority: Bury best for business		Time Period	Actual Value	Target Value	Forecast Value	Current Trend

I A	Net business growth rate (Start Ups minus Dissolutions)	2017	2,970	—	—		2
I A	Number of businesses in the Borough	2017	7,980	—	—		5
I Q	Business Rates Yield	FYQ2 2019	29.690£ (million)	29.184£ (million)	—		1
I A	Median earnings of Bury residents	2018	£27,466	£28,751	—		1
I A	Business Start Ups per 10,000 working age population	2017	190	110	—		0
I A	Enterprises per 10,000 working age residents	2017	717	717	—		0
I A	Average download speed across fibre, cable, mobile and wireless	FYQ4 2018	29.9	31.1	—		0
P	Corporate Priority: Bury best for business	Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
O	Corporate Priority: Protecting and promoting our local environment	Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
I A	Emissions of Carbon Dioxide (ktonnes per capita)	2016	4.8 kTpC	4.6 kTpC	—		4
I A	Total Carbon Emissions from transport	2016	408ktCO2	433ktCO2	—		1
I A	Number of monitoring stations not meeting nitrogen dioxide targets	2017	1	0	—		1
I A	PHOF 3.01 - Fraction of mortality attributable to particulate air pollution	2016	4.9%	5.3%	—		1
P	Corporate Priority: Protecting and promoting our local environment	Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
PM Q	Household collected bin waste recycling rate	FYQ4 2018	52.60%	60.00%	—		3
PM Q	Infection control - number of outbreaks	FYQ4 2018	11	—	—		1
O	Corporate Priority: Safe, decent and affordable homes	Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
I A	PHOF 1.15ii - Statutory homelessness - households in temporary accommodation	FY 2017	0.30	3.40	—		1
P	Corporate Priority: Safe, decent and affordable homes	Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
PM M	Number on Housing Waiting List	Aug 2018	1,571	—	—		1
O	Corporate Priority: Equipping people for lifelong employment through learning and skills	Time Period	Actual Value	Target Value	Forecast Value	Current Trend	
I A	ASCOF 1E - Proportion of adults with a learning disability in paid employment	FY 2018	4.9%	6.0%	—		1
I Q	Employment rate 16-64	FYQ3 2018	73.4%	74.9%	—		1
I M	Number of leaving care children NEET (Not in Education, Employment or Training) [Placeholder]	Nov 2018	4.0%	6.0%	—		0
I A	PHE - Gap in the employment rate between those with a long-term health condition and the overall employment rate	2016	11.5%	8.8%	—		1
I A	Average 'progress 8' score per pupil (at KS4)	2018	-0.23	0.00	—		2
I A	Percentage of pupils making expected/ sufficient progress (from KS1 to KS2) in reading, writing and maths - End of KS2	2018	61%	63%	—		1
I A	Average Attainment 8 score per pupil	2017	46.00	46.40	—		1
I A	Percentage of pupils achieved expected level of attainment at KS2 (RWM)	2017	63%	62%	—		1
P	Corporate Priority: Equipping people for lifelong employment through learning and skills	Time Period	Actual Value	Target Value	Forecast Value	Current Trend	

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Corporate Priority: Safe and supportive communities

Time Period	Actual Value	Target Value	Forecast Value	Current Trend
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I A Rate of Children Looked After (per 10,000 children)	2018	78	82	—	1
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I M Rate of Looked After Children (per 10,000 children)	Feb 2017	80.2	60.0	—	1
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Corporate Priority: Safe and supportive communities

Time Period	Actual Value	Target Value	Forecast Value	Current Trend
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PM M Safeguarding Concerns Per Month [Grey line - All concerns, Orange line - Progressed to Enquiry]	Nov 2018	172	47	—	2
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