







1. The people of Bury to take ownership of their own health and wellbeing

Drive forward through effective marketing and information, proactive engagement with the people of Bury to take ownership of their own health and wellbeing, through the following activities:

- A. Reduce pressure on health and social care resources 
- B. Improve information and advice to communities 
- C. Build capacity in (and with) communities to encourage empowerment and reduce demand on services 
- D. Apply techniques to increase public engagement 
- E. Develop effective and efficient frameworks to safeguard vulnerable adults and children 
- F. Embed SEND Reforms for children with special educational needs and disabilities 

PERFORMANCE

Bury Directory statistics (April-Dec 2015)

Total number of hits : 54,749

Unique hits 39,702

Returning hits:15,047

Average hits per month:4,562

(Benchmark information for comparison in future years)

Joint Strategic Needs Assessment milestones

- ✓ Consultation with Stakeholders – completed October 2015
- ✓ JSNA Operational Group set up – completed November 2015
- ✓ Structure and Vision for JSNA developed – completed December 2015
- ✓ Provider commissioned to develop the JSNA portal – completed December 2015
- ✓ HWBB Sign off – Dec 2015
 - Soft launch of JSNA website – late January/early February
 - Develop feedback mechanisms – Spring 2016
 - Agree a workplan/timetable with commissioners/decision makers - TBC
 - Technical training and support where required for Operational Group - TBC

264 - Transfer of existing statements to Education, Health and Care (EHC) Plans (in line with government deadline of April 2018)

21- new EHC plans evidenced and agreed (up to December 2015)

Annual measures (data available at year end)

- Safeguarding Adult Alerts

COMMENTARY

In terms of reducing pressures of health and social care resources, this is a complex outcome, with a number of underlying factors. Development of improved intelligence around meaningful outcomes in respect of neighbourhood working, locality plan, development of prevention etc is underway.

A responsive upgrade of the Bury Directory took place in November. The upgrade improved the functionality of the website. The changes mean that the site is more responsive to mobile and tablet devices, has a new Local Offer section, and now has a Care Act button. The first YouTube video has been uploaded to the Directory around Autism

Work is underway to create the JSNA on the Bury Directory which should be live for roll out in April 2016 and work is also taking place to create a 'conversational on-line tool' also on the Bury Directory. This work will support both professionals and customers alike to evaluate all areas of their life and access support to help themselves where possible using the information within the Bury Directory to do this

The Health & Wellbeing Strategy has been refreshed and explains what Team Bury is, what the Board is, its purpose and functionality in addition to details of the refreshed Strategy, Lead officers and governance of the Board.

A Chief Executives Bulletin has been introduced that is produced every 6 weeks and an Editorial Board has been established to oversee its content and delivery. This will be followed up by 6 weekly CE's Briefings for staff. Director Briefings and staff roadshows support these bulletins.

Annual report for Adult Safeguarding produced and disseminated, as outlined in the Prevention Strategy 2014-17.

With regards to the Education, Health and Care plans, the progress has been good on

- Number of non elective admissions to hospital per 100,000 population

transfer from statements, with working ahead of schedule having begun in January 2015. The new EHC plans required were lower than expected due to the time that schools and families have taken to come to terms with the new EHC requirements. Parental satisfaction with the EHC process appears to be strong as only 2 of these went to mediation.

2. Develop business friendly policies to attract inward investment

Continue to develop business friendly policies to attract inward investment and new jobs so that Bury retains its position as a premier destination for retail, leisure, tourism and culture, through the following activities:

- A. Develop a marketing strategy 
- B. Develop new areas of business to increase income/ growth 
- C. Create a business strategy for entertainment and leisure venues 
- D. Develop and implement the Council's Cultural Economy Strategy 
- E. Enable a strong autonomous school sector 

PERFORMANCE

Proposed measures for annual reporting:

- (Increase in number of) Jobs created/ safeguarded
- Overall employment rate for Bury (working age)
- Number of businesses that receive assistance and access other support such as around skills and digital
- Business rate yield – sum retained by Council (£)
- Number of businesses engaged with following e-newsletter launch
- Number of attendees at Business Fair
- Businesses assisted that evidence improved GVA performance (number of businesses/ net improved performance)
- Economic Strategy milestones
- Jobs brought to the district/invest attracted through pro-active engagement with business
- Number of visits per year to civic leisure and cultural venues (as proxy for 'spend per head' due to commercial sensitivity)
- Number of members at leisure facilities
- Quest accreditation
- Hospitality Assured accreditation

COMMENTARY

For the 'strong autonomous school sector' I think it should be amber.

The collaboratives are working well, although more is needed particularly in the secondary phase, we have reviewed our School Improvement arrangements, the teaching schools are developing well, and we are beginning to focus on MAT's.



But more still needs to be done to strengthen school to school support.

RISKS

- It has been identified that potential measures including '*Visitor spend in the Borough*', '*Jobs created/safeguarded in the cultural sector*' and '*Inward investment secured by/for the cultural economy of Bury*' would be useful, however Arts and Museums has no capacity to monitor this. (TT- Maybe Economic Development could identify this sector within any other monitoring of local employment/training" or potential for "Re-establishment of the Creative Industries Development Post")

3. Ensure new and affordable housing is developed

Ensure new and affordable housing is developed to support growth in the Bury and Greater Manchester economy, through the following activities:

- A. Develop new markets for housing provision 
- B. Identify surplus/underutilised assets 

PERFORMANCE

 Housing Growth and Development Group (HGDG) established and embedded

Housing development on private sector sites which have extant planning permission :

- 16 sites identified with capacity for an estimated 1055 residential units
- Engagement with the 16 site owners undertaken/ ongoing
- GM Housing Fund bid for 1 private site imminent*
- Purchase of 1 private owned site by HCA for Starter Home Initiative gaining traction*

Housing development on Council owned sites suitable for residential development; making best use of land, reducing current liabilities, meeting a range of objectives and generating financial return :

- 10 sites identified with capacity for an estimated 870 units, of which:
 - Progressing Master Plan for 1 significant site (estimated 500 unit capacity) which has part Council/part private ownership (former ELPM site)*
 - Purchase of 1 site by HCA for Starter Home Initiative gaining traction*

78 affordable rent/shared ownership units completed through supporting Register Provider partners including Six Town Housing

COMMENTARY

The Housing Growth and Development Group, brings together Urban Renewal, Strategic Planning, Property Services as well as external input such as from the Homes and Communities Agency. The group links to the Strategic Sites Group looking at significant sites across borough which may have a housing component, as well as engaging with the Growth and Investment Board.

Work on the Greater Manchester Spatial Framework is progressing and consultation on the 'growth options' has just finished. Alongside this a work stream to consider this locally has been developed locally, linking supply to allocation to consider future need for new housing and use of existing stock to meet housing needs

Options are being developed for delivering housing development on Council land to maximise outcomes, including a Direct Development Option. 3 pilot sites have been identified, with desktop studies, topographical surveys and services plans procured for these. The Direct Development option is being developed whereby Council could either directly or in partnership act as developer. Full opportunity and risk analysis plus cost and financial implications are being considered.

Delivered/progressing delivery of a number of schemes for general needs housing and an extra care scheme for affordable rent and shared ownership across Registered Provider partners (including Six Town Housing), supported by various forms of HCA funding. Work in ongoing on the sale/lease of 7 Council owned sites to Registered Providers for housing development, including 5 former garage sites











RISKS

- Staffing resources to deliver this priority are demonstrably sub-optimal; a business case for new additional staffing has been submitted. Inadequate staffing in particular impacts the following:
 - Ability to deliver opportunities on Council owned sites suitable for residential development with achievement of objectives around housing growth, delivery of housing need, achievement of income and returns and reduction in liability associated with Council land/assets.

- Ability to maximise opportunities presented by Devolution/GM Place and HCA resources.
- Ability to catalyse private sites to lead to housing delivery
- Ability to deliver the housing strategy, meet housing need and to deliver the opportunity for housing, in particular specialist housing, to meet aspects of the reform agenda.
- That the risks associated with direct development will not be sufficiently considered or mitigated, potentially leading to abortive costs and/or return losses.
- That risk and innovation appetite within the Council is such to stymie opportunities.
- There are risks in the Council's ability to deliver affordable housing and meet housing need, in particular due to:
 - The emerging level of growth that will be planned for as part of the GMSF (the higher the level of growth, the higher the level of affordable provision)
 - Continued Government changes to the planning system may mean that less genuine affordable housing is provided and there may be increased opportunities for the development industry to contribute to affordable housing (e.g. viability arguments)
 - Continued Government Policy and Fiscal changes of RP's means that they have to change their business models and may result in less development of affordable rent/affordable housing from them.
 - The emerging rules on 'right to buy' are likely to result in an increased loss in affordable rent provision.

4. Drive forward the Council's and City Region Public Service growth and reform agenda

Build on the culture of efficiency and effectiveness through new, progressive and integrated partnership working models to drive forward the Council's and City Region Public Service growth and reform agenda, through the following activities:

- A. Review services in line with priorities 
- B. Develop Team Bury governance and accountability processes 
- C. Establish new partnership delivery models to maximise use of resources 
- D. Engage in GM Devolution to grow the local economy and reform public services 
- E. New performance management system embedded to deliver corporate priorities and actions 
- F. Strengthen data sharing and business intelligence processes 
- G. Streamline decision making to cut costs and enhance services 
- H. Review central recharges and overhead costs 
- I. Reduce the demand for high end targeted and specialist services to keep children and young people safe from harm through prevention and early help 
- J. Improve outcomes for vulnerable children, young people and families by effective multi-agency working and integrated service delivery 

PERFORMANCE




- ✓ Terms of reference developed for Team Bury.
- ✓ Trial underway of Outcome Based Accountability Scorecard performance system

662 CAF (Common Assessment Framework) episodes open at end of December 2015, 100 of which were open to the Early Help Team.

Number of children from vulnerable groups engaging with Children's Centre : *To be collected in February*

Number of those who access to the 2 year old offer: *89% take up of 2 year old offer (Dec 2015)*

LAC progress and attainment figures for:
End of Primary

- L4 + Reading: 67% (2014: 69%) 
- L4+ Writing: 42% (2014: 77%) 
- L4+ Maths: 58% (2014 69%) 

COMMENTARY

Executive Directors have been asked to develop a review programme for their services which will influence corporate reviews to be undertaken.

The Chief Executive has undertaken his role as of the ten local authority leads for a significant Greater Manchester portfolio which includes police, crime, fire and civil contingencies, giving Bury a firm place on the table at a regional level.

Work has taken place by offices of the Council to contribute to the preparation of the Greater Manchester Spatial Framework and the development of the Council's Locality Plan (which feeds into the wider Greater Manchester Strategic Plan of 'Taking Charge of Our Health and Wellbeing'). This includes the establishment of a joint health commissioning organisation which will be in shadow form by April 2016.

The Council has worked with partners to maximise assets, in terms of both people and buildings, in the six townships as part of a movement towards integrated working in localities, with pilot work underway in Radcliffe and Bury East. Outcomes for these areas are being collated and will be reported in future reports.

Governance developed through Terms of Reference for Bury Wider Leadership Group (BWLG) and Team Bury. Work also started with BWLG to identify priorities for the future of the Borough post 2020. This will be ratified at coming meetings, thereby creating an accountability process. Appropriate data sharing protocols will be developed

- Expected level of Progress in Reading: 90% (+13%) ↑
- Expected level of Progress in Writing: 80% (+3%) ↑
- Expected level of Progress in Maths: 80% (+3%) ↑

End of Secondary

5 A*-C GCSE inc EM 12% (2014:11%) ↑

Progress in English: 29% (+1%) ↑

Progress in Maths : 31% (+14%) ↑

Care Leavers EET

71% EET (June 15 – Dec 15 not yet available)

CYPIC Going to University

17 currently at University (Sept 2015)

Pupil Premium pupils attainment gap with all pupils at end of Primary and Secondary

Primary FSM/Non FSM gap at L4 + = 19% (2014 19%) ↔

Secondary FSM/Non FSM gap at 5 A*-CEM = 22.6% (2014 19.2%) ↑

Future measures:

One Commissioning organisation with clear commissioning plan implemented– shadow form by April 2016

Efficiencies realised as a result of having one commissioning organisation (to make best use of Bury £)

at future BWLG/ Team Bury Meetings

PIMS, the current performance management system, will cease to be in active operation from April 2016. It will remain as an archive storage of information in the short term. Option to use LG Inform to monitor local indicators is not available at the present time. Alternative systems, including OBA Scorecard currently being piloted in Communities and Wellbeing.

The monthly count of Contacts (Child Safeguarding) has fallen gradually over the last two years but still averaged over 650 per month in Quarter 3. Between a third and two-fifths of Contacts came from the police, mainly resulting from reports of domestic violence. Progression from Contact to an assessment has declined by between a third and a half; over the corresponding period there has been a significant rise in the number of Contacts being progressed to interventions below the social care threshold, particularly to the Early Help Team.










CAF (Common Assessment Framework) numbers have declined by about 250 since April, but this reflects the closure on inactive CAFs started by other agencies. The proportion of work undertaken by the Early Help Team has increased over the year.

Initial discussions have been held with External Auditors (KPMG) to assess the minimum requirements in respect of central recharges. Work stream to be taken forward through Heads of Finance; led by Head of Financial Management.

Initial discussions held with Chief Executive to facilitate more streamlined decision making, and consideration of risk appetite

5. Ensure staff have the right skills to embrace significant organisational change

Ensure staff have the right skills to embrace organisational change, through embedding a culture of ownership, empowerment and decision making at all levels of the organisation, through the following activities:

- A. Agree new People Strategy 
- B. Recognise and value achievement 
- C. Apply techniques to increase employee engagement 
- D. Develop a 'back-to-the-floor' culture for managers 
- E. Develop talent management and succession planning policies 
- F. Move to 7-day working where needed 
- G. Update the Equalities Strategy 
- H. Implement processes to empower employees to make appropriate decisions and take ownership of their actions 
- I. Review HR policies and processes 

PERFORMANCE

Employee survey measures (% of staff who agree or strongly agree)

82% *I am clear about what I am expected to achieve in my job role*


77% *My job makes good use of my skills and abilities*


73% *My work gives me a feeling of personal accomplishment*

55% *I am satisfied with the information I receive from senior management*

52% *Senior managers are sufficiently visible in this organisation*

 People Strategy approved

 STAR (Special Thanks And Recognition) Awards in autumn 2015 with a special edition of 'Team Talk' to celebrate this

 40 - People undertaken mandatory element of Leadership and Management Programme – to be evaluated in six months as to whether “the employee’s performance or service delivery has improved” (*future measure*)

COMMENTARY

People Strategy was approved in 2015 and has been rolled out to staff through a series of joint workshops incorporating the Vision, Purpose and Values document. 5 workshops saw engagement with nearly 200 managers, with OD and Corporate Policy providing more detailed sessions to teams as a result of the workshops, including with the Inclusion Team and CYPC Financial Services Team.

In the year to date 11 policy reviews have been completed or are currently ongoing. Completed reviews are of :

- Procedure for Selection of Staff for Redundancy
- Job Evaluation Procedures
- Market Supplement Policy
- Alcohol and Substance Misuse Policy.

Ongoing reviews include anti social behaviour, attendance, pay, mediation and the use of social media. The reviewed policies ensure that staff across departments are treated fairly and consistently. They help empower and upskill managers by helping them make clear decisions which in turn have a positive effect on teams.

Mentoring and coaching schemes are in place to supplement the Management Development Programme which is being well received.

The People Strategy 'One Year On' will be reported to SLT later in 2016

The new Equality strategy with new 4 year objectives is in the final stages of being developed and will be presented to Cabinet on 2nd March

RISKS

Uncertainty over details of two specific activities





- Query of SMT/SLT as to whether 'Review HR policies and processes' is referring to the existing 3 year programme for updating Policies or whether there

was a separate reason for its inclusion as a specific action in the VPV?

- Query of SMT/SLT as to clarification over the term 'where needed' in relation to 7-day working

6. Work toward reducing reliance on government funding

Work toward reducing reliance on government funding by developing new models of delivery that are affordable, add value and are based on need, through the following activities:

- A. Review Estates and Asset Management Strategy 
- B. Policy-led approach to manage budgets, savings targets and growth 
- C. Develop the website to increase online transactions 
- D. Fees and charges reviewed 

PERFORMANCE

Website usage

36 top tasks generating 201,237 unique visits to the website

46 different online forms/self service functions available to customers

8,855 online forms completed.

COMMENTARY

Fees and Charges are being review in line annual budget setting process

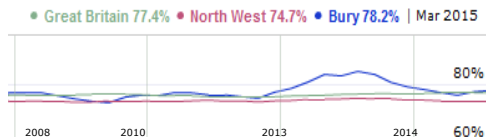
With the VPV now in place there is ongoing dialogue with Councillors to ensure priorities are kept current. Work will focus next on updating the Medium Term Financial Strategy (due in March) and for alignment with the Growth Strategy.

Proportion of working-age people on out-of-work benefits (CP 2, 4)

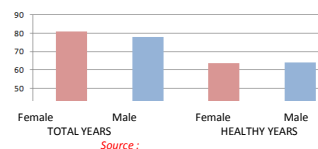
•Percentage of 16-18 year olds by academic age who are not in education, employment or training (NEET) (CP2)

•Resident perceptions/satisfaction of the Borough (CP 1)

Overall employment rate for Bury - working age (CP 2,4)



Permanent admissions of older people (aged 65 or over) to residential or nursing homes per 100,000 population (CP 1)



Life expectancy



New companies registered with Companies House (CP 2)

•Business rates yield – sum retained by the Council (CP 2,4)



Number of homeless presentations and preventions (CP 3)



Vacant and/or underutilised land with development potential for housing or employment (Greenfield and brownfield) (CP 3, 6)

Our work around empty homes has contributed towards the net additional homes provided over one year (CP 3, 6)

Serious violent crime rate per 1,000 population (CP 4)



Incidents of anti-social behaviour per 1,000 population as measured by the National Codes for Incidences (NCIL) ASB (CP 4)



Percentage of high-risk domestic violence incidents which are repeat incidents (from MARAC register) (CP 4)