

Appendix 1 : VPV Performance Infographs for 2015/16 Quarter 4

Our Vision, Purpose and Values



Bolder, braver for a better Council

Quarter 4, 2015/16



1

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



2

Develop business friendly policies to attract inward investment



3

Ensure new and affordable housing is developed



4

Drive forward the Council's and Greater Manchester Public Service growth and reform agenda



5

Ensure staff have the right skills to embrace significant organisational change



6

Work toward reducing reliance on government funding

Over **88,000** unique hits to The Bury Directory

Over **300 new jobs** attracted to the Borough

127 Affordable Housing units for homeownership granted final planning permission 2015 - 16.

Team Bury governance improved and Growth Plan developing

Delivery of the People Strategy

New transactional website, with over 9,000 self-service forms completed

100% of those on pilot reported improved quality of life

Over **1,200** businesses engaged with through business fairs

GM Active engaged with the development of the Greater Manchester Spatial Framework and GM Strategic Housing Assessment

Enabling more services to be positioned in and led by the community

Equality Strategy agreed

2 trailblazer sites for Neighbourhood Working as a new model for service delivery

Development of the new JSNA

400,000 visitors to the Borough's cultural attractions last year

Developments on Council owned sites

10 priority sites identified 870 units

Neighbourhood Working with locality based integration

Employee Survey – you said, we did - improved communication from management

Accommodation Strategy

Expected savings of **£300,000pa**

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

Over **88,000** unique hits to the **The Bury directory**

Health and Wellbeing Strategy approved

The Bury JSNA
Joint Strategic Needs Assessment

The Joint Strategic Needs Assessment is now live on The Bury Directory

228 - Non elective hospital admissions in people aged 65 plus per 1,000 population

The Bury Directory is the one-stop point for advice and information to support people to live as independently as possible. The site has had over 88,000 unique hits, with the average hits per month in quarter 4 at 8,845 - this was up from 4,562 in quarter 3.

The top searches have traditionally been around care homes but are becoming a wider scope, to include autism, BARDOC and supporting people at home. In quarter 4 the amount of searches around 'addiction' increased by 100%

At present 53% of people are accessing the Directory via mobile phones or tablets. This figure is increasing thanks to the success of responsive upgrades to assist mobile usage that were previously reported.

Further integration of the Directory is focusing on links to NHS Choices, Pennine Care and the 'My Health My Community' self care portal, with the use of the site as a tool for social prescribing being explored.

In terms of Bury's Department Store and Lawn concept (see Priority 4) The Bury Directory functions as the 'lawn' and the Council's website is the 'store' (see Priority 6).

A successful review of Bury's self care programme, previously known as Help Yourself to Health, has seen a refreshed programme which, when piloted, has demonstrated significant benefits to participants.

There has recently been a series of targeted training sessions to help increase employee and public engagement including specialist training with all Township Forums

Work has begun, as part of the Neighbourhood Working Programme, to map and develop outcomes through a dedicated 'Making it Happen' group. The intent is to develop a single outcome framework which harnesses the collaborative effort of agencies and communities in the pursuit of radical improvement in population outcomes.

Re-launch of self-care programme

100% of participants report a positive change to their life using the Quality of Life tool

Trailblazers - The 'face of neighbourhoods'.

Over **300** Education, Health and Care Plans transferred - with no plans resulting in mediation in quarter 4

Bury Locality Plan
Quarter 4 has seen further work to develop Bury's Locality Plan, as part of the health and social care devolution arrangement across Greater Manchester. Development workshops have taken place to being strengthening the investable propositions around the 41 initiatives currently in the plan. Work will progress to consider re-clustering these schemes into programmes aligned to the 'Taking Charge' Strategic Plan for Greater Manchester.

Vision	Our vision is to ensure our population is as healthy, happy and independent as possible, living with minimal intervention in their lives. This will be achieved through targeted strategies of self help, prevention and early intervention, reablement and rehabilitation. When needed, formal care and support will be designed to create a coordinated and seamless health and care system. All services will be person-centred and will build on and develop local community assets				
	Increasing the proportion of adults in contact with secondary MH services who live in stable and appropriate accommodation	Decreasing the under 75 mortality rate from cancer, cardiovascular, respiratory and liver disease	Reducing male early deaths from all causes (& inequalities between most & least deprived areas)	Reducing the number of emergency admissions for acute conditions that should not usually require hospital admission	Increasing the health-related quality of life for people with long term conditions
	COMMISSIONER REFORM / SHARING BACK OFFICE	BETTER CARE		PREVENTION	
COMMISSIONER ALIGNMENT	REDESIGNING & IMPROVING SERVICES	MOVING SERVICES CLOSER TO THE COMMUNITY	ENABLING PEOPLE TO SELF-CARE	INVESTING IN EARLY INTERVENTION & PREVENTION	



Develop business friendly policies to attract inward investment

Over
300
new jobs
attracted to the
Borough

Over
1,200
businesses engaged
with through
business fairs

71.4%
Working age
employment rate

Increase of
0.5% since
June 2015

purple flag
for a better night out

The overall employment rate for Bury, at 71.4% is currently above the north west average (71.2%) but below the national average of 73.6%

The 2015 business fair has over 1,200 delegates with this annual event being a major opportunity for the Council to share key messages and promote income generating services.

Over 70 businesses attended each of the 4 Bury Council Business Breakfasts during the year and 15 businesses were visited by the Leader and Chief Executive.

The Bury Business Leadership Group has been launched, to develop new conversations with businesses, to share ideas and thinking, so that the Borough can continue to grow as the place to work and live in the region.

2015/16 was a successful year for tourism in the Borough:
 *40,000 people attended Bury Light Night
 *15,000 people attended the Chocolate Festival
 *Bury Transport Museum had a record 44,000 visitors
 *Bury Art Museum and Sculpture Centre had 51,927 visitors, which is up 6% on last year.

The Council's leisure facilities have received praise, with Ramsbottom and Castle Leisure Centres achieving Quest accreditation. Supported by Sport England, Quest is the UK quality scheme for sport and leisure, designed to promote high industry standards, good practice and continuous improvement focused on the customer.


Building on the success of being the only authority in Greater Manchester to have achieved 'Purple Flag' status, a new Night Time Economy Strategy has now been published.

400,000
visitors
to the
Borough's
cultural
attractions
last year



6% increase
in visitors

Ramsbottom and
Castle Leisure Centre
Quest accredited





There was extensive proactive and timely engagement with businesses affected by the Boxing Day floods. The collective response included Building Control, Licensing, Health and Environmental Protection, Revenue and Benefits and the Growth Hub, and demonstrated a commitment to react effectively to the needs of business. Support included identifying alternative commercial properties, assisting with grant applications, general flood and business support and identifying suppliers of flood equipment and materials.

19 flood grants were made on top of 79 emergency payments.

Ensure new and affordable housing is developed

127
Affordable Housing units for homeownership granted planning permission in 2015/16

GM
Actively engaged with the Greater Manchester Spatial Framework

Bury Council has been actively engaged with the development of the Greater Manchester Spatial Framework and GM Strategic Housing assessment, which will help determine current supply and future requirements of form and function in terms of affordable housing in the region. Consultation took place across GM in quarters 3 and 4 on the vision and strategic objectives of the Spatial Framework, along with an initial Call for Sites, with the provisional findings of these now published by the Greater Manchester Combined Authority.

3
properties brought back into use using HCA funding



To help support this in Bury, the Housing Growth and Development Group (HGDG) has been established and has become increasingly embedded during quarter 4.

Work has continued with a number of developers to secure Affordable Housing units in schemes throughout the Borough - see the bottom of this page for more information.

The Council has facilitated housing development on private sector sites including engagement with the site owners and with HCA (Homes and Communities Agency). A GM Housing Fund bid is progressing with HCA, who themselves have purchased 2 sites for a Starter Home Initiative (at old ELPM site) which is expected to be completed in June 2016.

The HGDG has facilitated housing development on Council owned sites suitable for residential development, with headline option appraisals having been conducted on a site-by-site basis. A Direct Development option is being developed whereby the Council could either directly, or in partnership, act as developer.

Work has progressed on the sale/lease of 7 Council owned sites to Registered Providers for housing development, including 5 former garage sites.

Developments on private sector sites



16 priority sites identified
1,055 units

Developments on Council owned sites

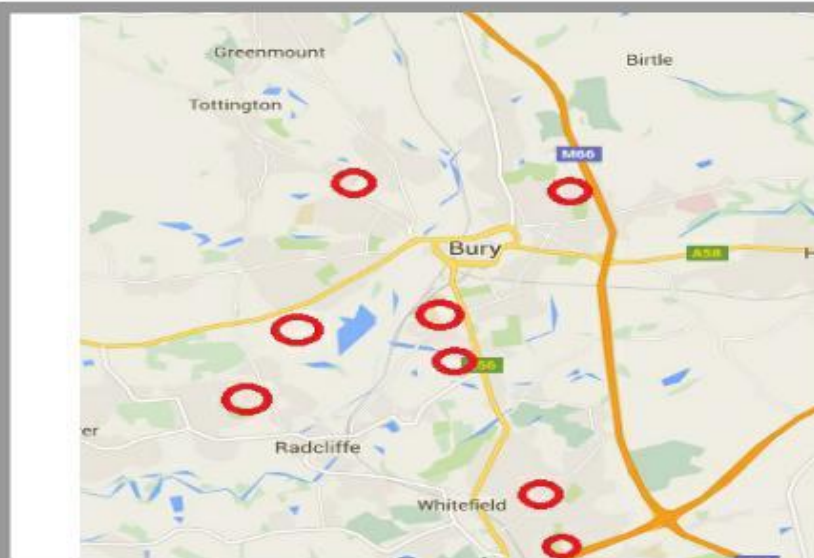


10 priority sites identified
870 units

Progressing sale/ lease of 5 former garage sites



Partnership working



Location of key Affordable Housing sites across the Borough

Bury
Danesmoor Drive, Elton Wharf, Wharfside

Radcliffe
Hardy's Gate, Newbridge Close, Salisbury Fields, Tudor Grange

Tottington
Cedar Fold, Valley View

Whitefield
Parkside Mews, Prestfield Court

Drive forward the Council's and Greater Manchester Public Service growth and reform agenda

Team Bury governance and growth plans developed further

Estates Strategy firmly established

Review to streamline meetings and decision making

The terms of reference for Team Bury have been refreshed as part of a clear governance and accountability process. Workshops have taken place during 2016 to help shape what the Borough will look like beyond 2020, with all key partners involved in this.

The Team Bury Strategic Estates Group is now firmly established to deliver more effective use of resources, reducing combined running costs, improving access to public services and exploring options for collaborate property and facilities management.

Work has taken place to review the number, frequency and attendance at meetings, to reduce any duplication and to work more collaboratively where possible.

With regards to Child Safeguarding, the monthly count of contacts has continued to fall, to 650 per month on average. There has been a rise in the number of Contacts being progressed to interventions below the social care threshold, particularly to the Early Help Team.

Asset mapping has commenced in the Neighbourhood Working Trailblazer sites, in line with milestones. Radcliffe and Bury East are the first areas in which this work is being carried out, with the intention to roll this out across the Borough.

Horizontal integration with our partners will look to embed the 'Department Store and Lawn' approach (see below). Work has continued to progress governance arrangements for neighbourhood working, including the development of a Locality Care Organisation in line with the Health and Social Care Devolution across Greater Manchester.

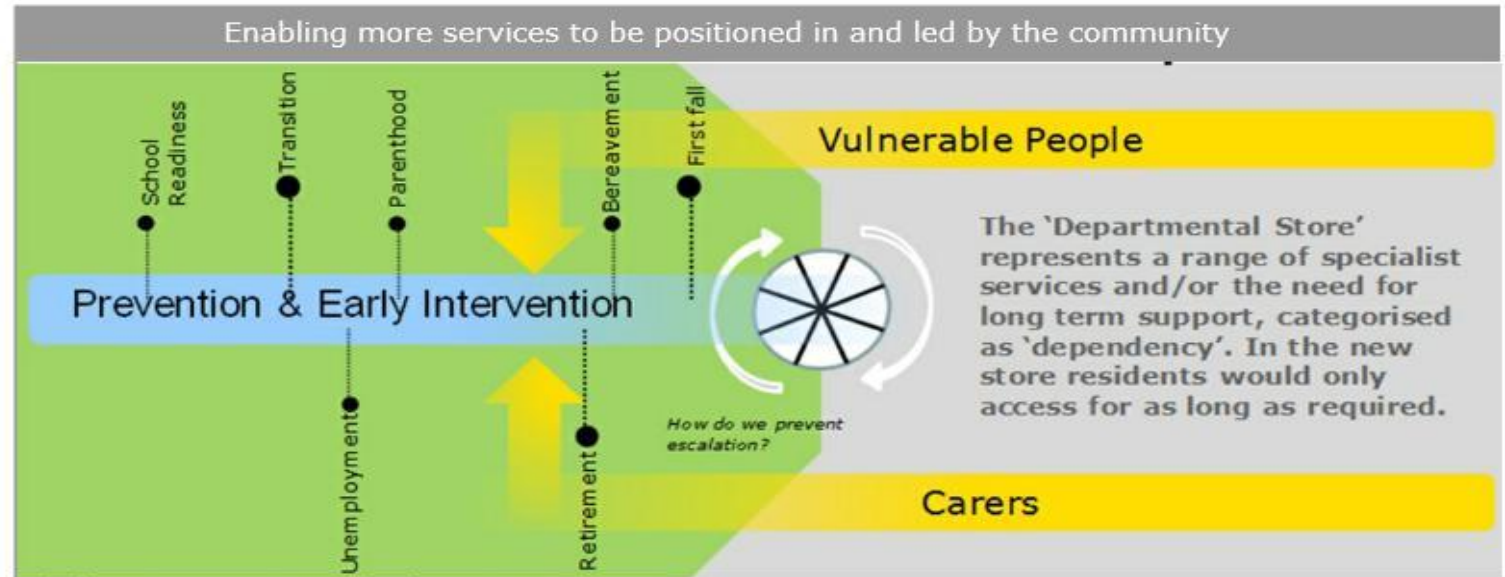
These proposals would include establishing One Commissioning Organisation with the CCG, with one pooled budget for health and social care by April 2017.

Neighbourhood Working - locality based integration

Radcliffe and Bury East trailblazer sites

Agreement to work on One Commissioning Organisation for health and care

Embracing Greater Manchester Devolution, with a Bury identity





Ensure staff have the right skills to embrace significant organisational change



Promotion of the People Strategy has continued in recent quarters, following feedback from joint workshops with the VPV and the further roll out of the People Charter (which can be found at the bottom of this page). A full review of progress to date is being undertaken a 'One Year On' report will be produced in summer 2016.

Elements within the overarching People Strategy continue to be developed, the Equality Strategy 2016-2020 is the latest of these to have now been approved by Cabinet.

The Coaching and Mentoring Programmes are ongoing and progress against this will be included in the People Strategy update, as will the emerging Talent Management Strategy

Recognition of those staff who go the extra mile continues through the STAR awards with recent winners including the Radcliffe Market Refurbishment Project Team, the Integrated Community Equipment Service (ICES) and Fostering Team

Action has taken place in quarter 4 to build on the findings of the recent staff survey. Although there were high scores in terms of staff feeling they understood their job role and that this made good use of the skills and abilities, there were lows on satisfaction with information from senior management (55%). As such 'Engage' has been launched as a corporate bulletin to all staff, to ensure an improved, and more consistent approach to communication. This couples with corporate and departmental briefings and each Director having a dedicated email address for people to raise questions and comment.

To address some of the concerns raised in the survey there has been the establishment of the Unwanted Behaviour Steering Group.

40 people have undertaken the mandatory element of the Leadership and Management Programme. This will be evaluated in early 2016/17 to assess whether "the employee's performance and in turn service delivery has improved"

82%

of staff are clear about that they are expected to achieve in their job role

@Director

Dedicated email addresses for improved departmental contact



Improved communication from management

You can expect your manager to...

- B**e fair and treat you with dignity and respect, promote an appreciation of diversity and deal with inappropriate behaviour effectively
- U**se your skills, abilities and experience. Encourage you to think creatively, challenge constructively and help you to implement ideas that add value!
- R**ealise clear, aspirational targets with you and explain how they contribute to Bury's goals
- Y**our development – help you identify and engage in appropriate learning and development and help you use your learning in your job.
- M**ake sure plans and priorities are clearly and honestly communicated and provide constructive feedback on progress
- A**ct appropriately to ensure a safe and healthy working environment
- N**urture a culture of high quality outputs from the whole team that meet legal and safety requirements
- A**ccept responsibility for their actions and be diligent and focussed in achieving goals
- G**uide you through change and view opportunities to adapt to change positively.
- E**ffectively lead the team, balancing the interests of individuals, the team and the organisation
- R**espect your confidentiality, listen to and support you

Your manager can expect you to...

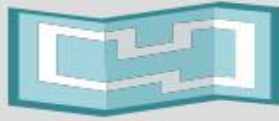
- B**e hard working to achieve goals and continually improve your own and your team's performance
- U**nderstand our vision and outcomes and take an interest in what's happening across the whole of the organisation ... don't work in silos!
- R**espect others, treat everyone with dignity and behave in a professional manner at all times
- Y**our Council ... be an ambassador for Bury Council
- C**hallenge and support each other ... don't be a bystander
- O**wn our actions ... take full responsibility and don't blame others
- U**phold the Council's values in all that we do
- N**etwork: build good relationships with the team, teams across the council and with partner organisations
- C**ustomers: forge strong links, set realistic standards ... and achieve them
- I**nspire and innovate ... look at different ways of working and be flexible and adaptable ... take calculated risks!
- L**eadership and learning happens at all levels in the organisation ... continually develop your skills and competencies

Work toward reducing reliance on government funding

Budget for 2016/17 agreed with savings targets met



Accommodation Strategy



Expected savings of £300,000pa

The Council is now part way through the third phase of its Accommodation Strategy, which seeks to minimise the Council's property running costs, which, after staffing, is the second highest expenditure for the organisation. With existing moves underway to relocate staff from the Seedfield Centre £300,000 per annum is expected to be saved

The Property Investment Strategy is a key tool to convert capital to revenue, in which is seeks to build a balanced portfolio of property investments, with commercial property being let to 'blue chip' tenants, on long leases, with the minimum of management required. Recent acquisitions include Q Park in Bury.

In addition to contributing to the growth agenda, the delivery of regeneration schemes also increases the Business Rate and Council Tax revenue base for the Council with work in quarter 4 on developments of Chamberhall, Townside3, the former Fire Station on The Rock and a Radcliffe Town Centre foodstore.

Property Investment Strategy



£320,000pa additional revenue

Strategic portfolio of investments



There have been a series of Member Development Days with Bury Councillors, and through Team Bury Forum with partners, to keep priorities in focus and to ensure ongoing alignment with the Medium Term Financial Strategy and emerging Growth Plan.

Workstreams are ongoing to review services across the Council. Some of these have been looking at particular processes or procedures, such as around Child Safeguarding, land Sales and Right to Buy, Buy Back, whilst others have been much larger scale reviewing the entire approach to service delivery. The programme of service reviews is to be developed further in Q1 2016/17 linked to the key areas identified in the VPV document and other high risk / high cost areas.

The latter has been led through the Neighbourhood Working trailblazers (see Priority 4) and has seen Project Initiation Documents developed to manage the roll out of this new approach and the changing relationship between the Council and the residents of the Borough.

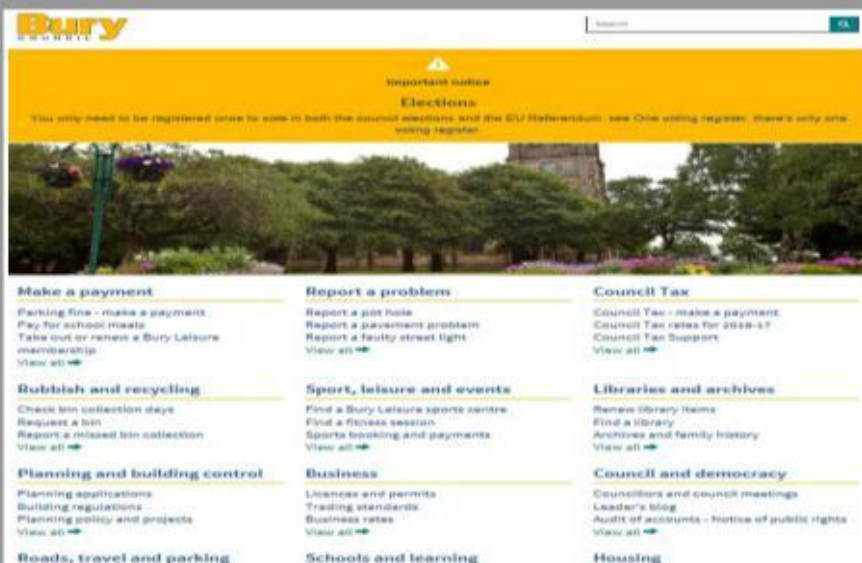
Service Reviews - Ensuring processes are streamlined.



Emerging Bury Growth Plan



2 trailblazer sites for Neighbourhood Working as a new model for service delivery



The new Council website has been developed to be more transactional, with it being made easier for residents to be able to do business with the Council.

The new site is also more responsive for mobile use so that people can make a payment, booking or alteration 'on the go' and increasingly manage their own demand in an more effective way.

There have been over 200,000 unique hits to the website, with nearly 9,000 online forms completed across 46 different self-serve functions. These figures will be used to compare performance moving into 2016/17