

Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	24 th March 2020
Title of report:	Bury Let's Do It Baseline Performance Report and Corporate Plan Quarter Three Delivery Update
Report by:	Councillor Tahir Rafiq Corporate Affairs and HR
Decision Type:	Non key decision
Ward(s) to which report relates	Whole Borough

Executive Summary:

This is the first performance report against Bury Council and CCG integrated Corporate Plan. It details delivery against planned priorities for Quarter 3 of the 2020/21 Corporate Plan which was published in autumn 2020.

This document provides:

- A summary of the contribution of the Council and the CCG to Bury Strategy outcomes
- An overview of delivery and key performance measures against each of the objectives of the corporate plan
- baseline data for future performance reporting across relevant internal Key performance indicators and the seven key outcomes of the Let's do it! Strategy, which will be developed into an annual "State of the Borough" report for the Team Bury partnership

The report also describes the performance management framework (PMF) which has been designed to support the monitoring of the delivery of Corporate Plan for Bury Council and Bury CCG.

Recommendation (s)

That Cabinet:

- notes the progress against 2020/21 Corporate Plan delivery objectives
- notes the baseline position detailed in this report for future performance monitoring
- approve Performance Management Framework (PMF) for the Bury Let's Do It Strategy and Corporate Plan.

Community impact/links with Community Strategy

Equality Impact and considerations:

Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.

Equality Analysis	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
N/A	

**Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
N/A This is an update report and does not propose any decisions or policy changes	.

Consultation:

Legal Implications:

There are no legal implications arising from the report

Financial Implications:

There are no direct financial implications rising from this update report

Report Author and Contact Details:

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Background papers:

- Bury 2030 Community Strategy – Let’s Do It!
- Bury Council & Bury CCG Corporate Plan

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
PMF	Performance Management Framework
FSM	Free School Meals
NVQ	National Vocation Qualification
TBD	The Bury Directory
OCO	One Commissioning Organisation

Bury Council & CCG Corporate Plan Delivery Report Quarter Three 2020/21

1. Background

The Bury Council and CCG Corporate Plan was published in October 2020 and set out the four priority areas of work across Bury Council and CCG for the next two years as follows:

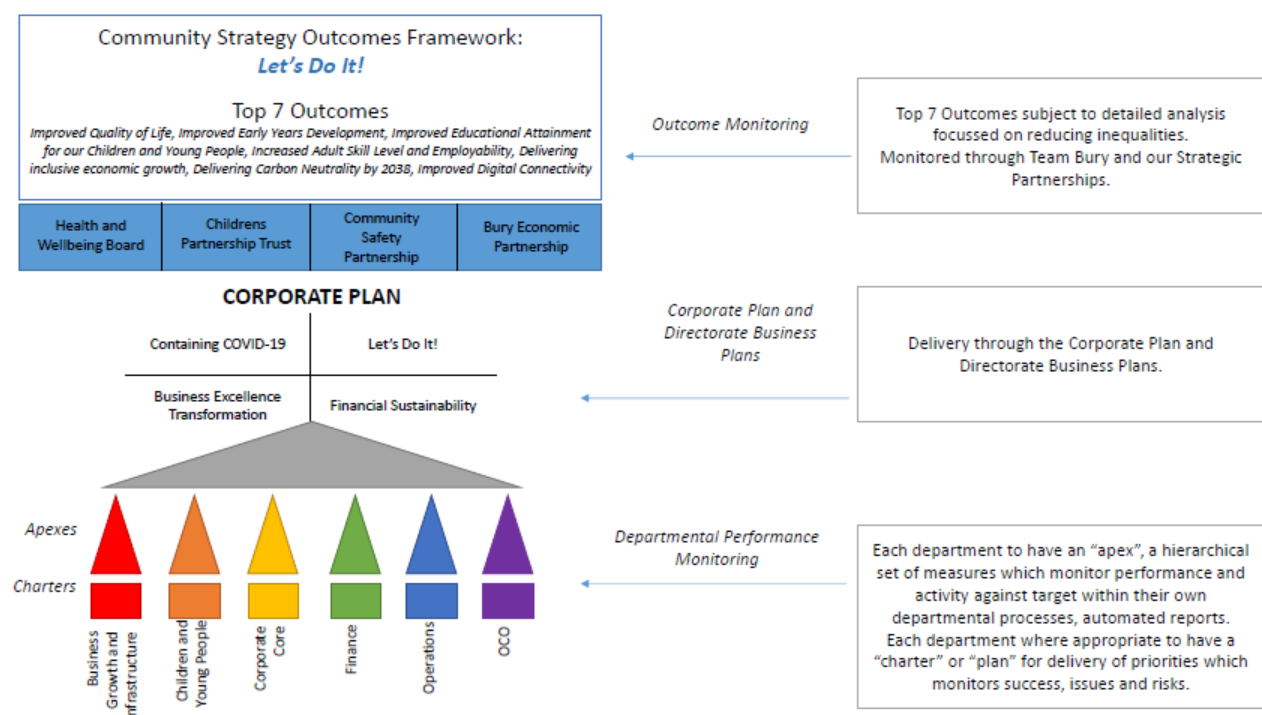
- Containing COVID-19 – (Emergency Response and Recovery)
- Delivering the emerging Bury 2030 strategy
- Financial sustainability
- Internal transformation

It was agreed that an update report against the Corporate Plan would be produced on a quarterly basis to cover both progress against delivery plans and key performance indicators. This document is the first of these reports and provides:

- A summary of the contribution of the Council and the CCG to Bury Strategy outcomes;
- An overview of delivery and key performance measures against each of the objectives of the corporate plan; and
- baseline data for future performance reporting across relevant internal Key performance indicators and the seven key outcomes of the Let's do it! Strategy, which will be developed into an annual "State of the Borough" report for the Team Bury partnership.

A full list of the Quarter Three delivery commitments is included in Appendix One.

1.1. Let's Do It! Performance Management Framework (PMF)



2. Monitoring Delivery of the Corporate Plan

2.1 Summary of Contribution to Outcomes

The *Let's do it!* Strategy includes seven outcomes which are designed to address inequality gaps within the borough. The detailed baseline for these measures is provided later in this report and will be reported annually, starting in 2021/22.

A summary of the Council and CCG contribution to these outcomes during Quarter Three 2020/21 is summarised below:

Improved quality of life

- New programme of work for Health and Wellbeing Board, aligned to LETS!
- Transformation strategy for urgent and intermediate care
- Physical Activity Strategy refreshed
- Continuing Health Care Arrangements and Review

Improved early years development

- Development of early help support for children and families via a community partnership model
- Support for children in need of help and protection through the period of Covid-19 restrictions

Improved educational attainment for our children and young people

- Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19

Increased adult skill levels and employability

- Establishment of Kickstart programme in conjunction with DWP
- Work underway with Bury Employment Health and Skills Task Force (BHEAST) to update Youth Hub, refresh digital inclusion offer including Barclays Digital Wings programme and via Bury Adult Learning

Delivering inclusive economic growth

- Business Bury Leadership Group and Town Centre Recovery Boards supported winter trading plan and preparations for Brexit
- Regeneration plans launched for Radcliffe, including consultation
- Distribution of Additional Restrictions Grant (ARG) to provide direct business grants and wider business support; £3,632,919.41 of grants paid to 1111 businesses by the end of Quarter Three

Delivering carbon neutrality by 2038

- Began Bury Council vehicle decarbonisation strategy through purchase of 10 x low emission bin wagons
- Road network improvements

Improved digital connectivity

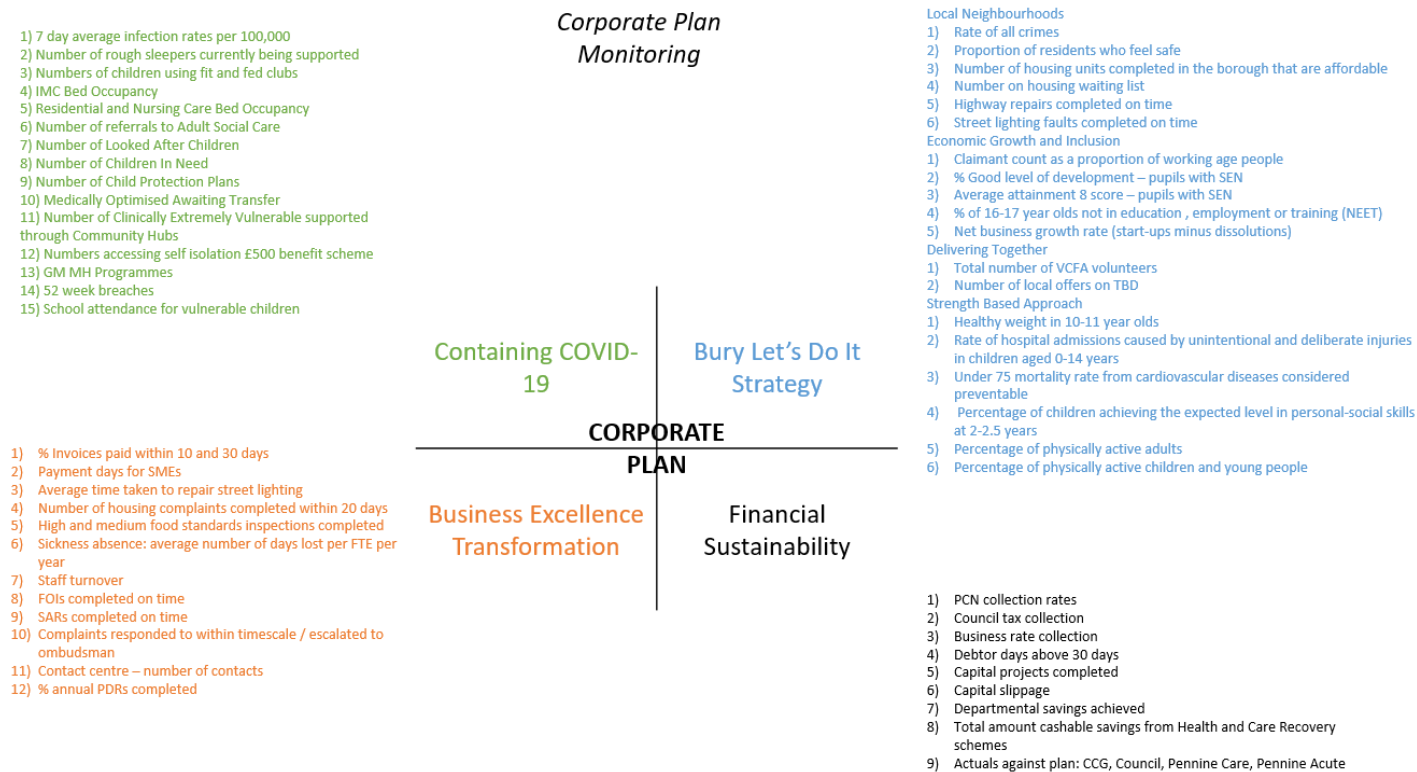
- Modernisation of the Council's IT estate and to facilitate the delivery of a new programme of investment in technology and digital services
- Majority of council employees upgraded to Windows 10 devices and pilot of Office 365 and Exchange online with 600 staff

2.2 Delivery Monitoring by Priority

This section monitors delivery of the Corporate Plan by each of the four strategic themes:

- Containing COVID-19 – (Emergency Response and Recovery)
- Delivering the emerging Bury 2030 strategy
- Financial sustainability
- Internal transformation

For each theme of the plan a summary of delivery in Q3 is provided together with an overview of key performance indicators that have been defined as follows:



2.2.1 Containing COVID-19 – (Emergency Response and Recovery)

The borough Covid response and recovery strategy has been organised into the following work streams:

- 1) Containing Covid
- 2) Supporting Health and Care
- 3) Mitigating the impacts
- 4) Supporting our communities

Delivery highlights against these themes during Quarter Three include:

- Providing community leadership to residents, businesses, schools and the health and care community to establish a further period of national “lockdown” and fulfil the Council’s statutory duty to warn and inform residents and provide humanitarian aid
- Administering the business grants offer to businesses required to close or facing additional trading restrictions
- Providing humanitarian aid for c9000 clinically vulnerable people through the Community Hubs
- Hardship support to vulnerable communities including maintaining free school meals during the October half term and Christmas holidays.
- Stood up additional continuing health care review capacity
- Established and maintained daily sit rep reporting arrangements monitoring and managing hospital admission and discharge positions and the work of the wider system to support the hospital
- Creating additional community bed based capacity to support hospital discharge arrangements
- Worked closely with community NHS partners including primary care and community health services to maintain priority services
- Planned the delivery of the vaccination programme to commence late December 2020 across 4 primary care hubs.

The totality of work that has been required from local authorities throughout the emergency including this reporting period is summarised below. In Bury we have worked extensively with our partners to achieve this successfully:



What have local authorities been asked to do to date?

Across Covid-19 and Transition workstreams, local authorities are delivering new workstreams as well as supporting their communities through new pressures including:

<i>Delivery of a new service</i>	<i>Increase in volume / complexity of an existing service</i>	<i>Changes to an existing service in response to Covid-19 / Transition</i>
Covid-19 Testing: Community, Employer/ Institution, School and Home testing	Covid-19 Excess death management	Covid-19 related business enforcement
Vaccines deployment: Role in phase 2 likely to increase then move to annual	Adults Social Care changes: Increased number and complexity of referrals	Covid-19 Secure public spaces
Covid-19 Shielding response	Children's Social Care: Increased number and complexity of referrals	EU Transition: trade, business advice, social housing & homelessness
Covid-19 Local track and trace partnerships	Education: School closures, free school meals, EHCP complexity, attendance	Covid-19 secure home to school transport
Administering Covid-19 business & self isolation support payments	Early years settings: attendance monitoring and reporting	Adults Social Care changes: Implementing actions in DHSCs Social Care Winter Plan
Covid-19 self isolation support	EU Transition related Infrastructure, regulatory services and potential disruption mitigation for LAs with ports	Closure of services e.g. culture & leisure facilities, wedding registrations etc.
Activity on new variants of the virus		

More detailed COVID monitoring occurs on a daily and weekly basis with reports being circulated to the emergency response governance. Daily reports are provided to the Council's Emergency Response Governance including Cabinet and partners via the Health Protection Board chaired by the Director of Public Health. The Director of Public Health also provides a weekly summary of the position to be submitted to the Greater Manchester Emergency Committee on each Monday.

We are also using this part of the plan to keep in check with the Health and Social Care system as it continues to respond to the real time demands of the pandemic alongside planning future recovery.

A summary of relevant performance measures is provided below, for response and recovery respectively. In accordance with the "Quality of Life" outcome there is a particular focus on keeping check on vulnerable people, including the Clinically Extremely Vulnerable and our children and young people.

Containing COVID-19 KPIs – Emergency Response

Key:

Time Period	Target	Actual Value	Current Trend
Latest time period for data point	Figure for actual target - < - > indicates polarity whether the local value should be higher or lower than the target value to achieve the improvement	Figure is the latest value for the data period. Green shading means the value has achieved target, red has not achieved target and blue means that no target has been set.	The arrow indicates if the data trend has been continuing in an upwards or downwards trajectory and the number indicates longevity of this ie how many time periods the trend has been occurring.



FILTERS

COVID-19 Plan

	Time Period	Target	Actual Value	Current Trend
7 day average infection rates per 100,000 people	Jan-2021	Targets under development	202	↓ 1
Number of rough sleepers currently being supported	Jan-2021		25	↓ 1
Numbers of children using fit and fed clubs	Dec-2020		210	↔
Percentage of Intermediate Care Beds Occupied	Jan-2021		74	↓ 1
Percentage of Residential and Nursing Care Beds Occupied	Jan-2021		83	↔ 1
Number of referrals to Adult Social Care	Jan-2021		1,452	↓ 2
Number of Looked After Children	Dec-2020		349	↑ 1
Number of Children In Need	Dec-2020		1,359	↓ 1
Number of Child Protection Plans	Dec-2020		207	↓ 1
Patients in hospital Medically Optimised Awaiting Transfer	Dec-2020		26	↑ 1
Number of Clinically Extremely Vulnerable people supported through Community Hubs	Jan-2021		40	↑ 3
Numbers accessing self isolation £500 benefit scheme	Jan-2021		841	↑ 1
Referral to Treatment - Total waiting list entries	Dec-2020	<= 15800	17,115	↓ 1
Referral to Treatment - Total number waiting in excess of 52 weeks	Dec-2020	= 0	1,037	↑ 7
IAPT waiting times % : 6 weeks or less from referral	Nov-2020	> 75	73	↓ 1
Percentage of vulnerable children attending school	Wk 5/3/2021		51	↑ 2

The data highlights the progress that has been made in response to the Covid-19 pandemic. As at the end of December the system was in a good position to face the challenges of Quarter Four in terms of the likely rise in infections following the identification of new variants and the relaxation of lockdown rules over Christmas. Efforts in the health and care sector were focused on ensuring capacity for the combination of dealing with usual winter pressures and also an anticipated rise in case through January and February. During this period work had already commenced on designing the vaccination roll-out plan. Figures on the numbers vaccinated across the borough will be included in the Quarter Four report.

The data also measures efforts to protect the most vulnerable during the pandemic, including supporting the homeless and rough sleepers. The Community Hubs continued to support those classified as clinically extremely vulnerable and in need of additional support and likewise the self-isolation benefit scheme was rolled out to offer financial support.

Although the number of Looked After Children had increased slightly, the number of Children in Need and those on Child Projection Plans has decreased. Referrals into Adult Social Care were also declining. This demonstrating the balance between work to contain the impact of the pandemic and mitigate the impact on vulnerable groups.

KPIs - Covid Recovery

Key:

Time Period	Target	Actual Value	Current Trend
Latest time period for data point	Figure for actual target - < - > indicates polarity whether the local value should be higher or lower than the target value to achieve the improvement	Figure is the latest value for the data period. Green shading means the value has achieved target, red has not achieved target and blue means that no target has been set.	The arrow indicates if the data trend has been continuing in an upwards or downwards trajectory and the number indicates longevity of this ie how many time periods the trend has been occurring.

Corporate Plan 2020-22				
Bury Let's Do It Strategy				
	Time Period	Target	Actual Value	Current Trend
Delivering Together	Total number of VFCA volunteers	Jan-2021	450	*
	Number of local offers on TBD	Jan-2021	2,853	↗ 1
Enterprise	Number of JSA and UC claimants (claimant count) as a proportion of working age people	Dec-2020	< 8	7 ↗ 1
	% of children achieving a good level of development - pupils with SEN	2019	> 29	26 ↗ 1
	Average attainment 8 score - pupils with SEN	2020	> 36	32 ↗ 2
	% of 16-17 year olds in education, employment or training (EET)	2019	> 93	91 ↗ 4
	Net business growth rate (start-ups minus dissolutions)			*
Local Neighbourhoods	Rate of all crimes	Q4 2020	20	↗ 1
	Proportion of residents who feel safe	Q2 2020	94	↗ 1
	Number of housing units completed in borough that are affordable	2019	20	*
	Number of entries on housing waiting list	Jan-2021	1,477	↗ 3
	Highway repairs completed on time	2020	71	*
	Street lighting faults completed on time	2020	72	*
Strength Based Approach	Percentage of 10-11 year olds who are a healthy weight	2019	65	*
	Rate of hospital admissions caused by unintentional and deliberate injuries in children aged 0-14 years	2019	91	138 ↗ 1
	Under 75 mortality rate from cardiovascular diseases considered preventable		58	*
	Percentage of children achieving the expected level in personal-social skills as 2-2.5 years	Awaiting activation of data source		
	Percentage of physically active adults	2018	66	*
	Percentage of physically active children & young people	2018	45	*

Response measures have been structured around the four principles of the LETS! Strategy. The long-term effects of the pandemic will require detailed analysis to assess the impact on underlying health inequalities and the wider determinants of deprivation such as education, employment and environment.

From the analysis completed so the need to focus on education is clear and is a national challenge as well as local one. Understanding the most appropriate way to support those children in Bury who have missed out on the milestones of formal education will be a key priority within the revised Corporate Plan and will be carefully monitored in future reports.

Dealing with the long-term effects of Covid-19 on people's health and wellbeing is also being researched. Greater Manchester mirrors other places in the UK in terms of required deeper understanding of the likely future demands both for health and wellbeing support for those who have experienced the coronavirus but also those currently on waiting lists for elective care which may have been delayed due to other pressures on the system.

Economic data suggests that unemployment rates across the borough in Quarter Three were in line with other Greater Manchester authorities. National research suggests that economic impact may have a disproportionate effect dependent on underlying levels of deprivation. Therefore, through the Neighbour Model established in the LETS! Strategy further work will be required to understand local impact, especially once the furlough scheme comes to an end.¹

2.2.2 Delivering the Bury 2030 strategy: Let's Do It!

During Quarter Three the Council and CCG led a number of community-wide consultations to develop borough's next ten-year community strategy, including:

- Consultation and co-design of the Bury 2030 and a parallel 10-year Housing Strategy;
- Consultations on Clean Air and Minimum Taxi Standards Strategy; and
- Contributing to the process of developing a new spatial framework for Greater Manchester, Places for Everyone.

In addition, the Council & CCG led:

- The development and consultation of a Strategic Regeneration Framework for Radcliffe; and
- The delivery of a new internal inclusion strategy on the basis of feedback from an independent review and analysis of local interventions to meet the emerging Bury 2030 aspiration to achieve a workforce which is representative of the community and an aspiration to harness diversity to cultivate new approaches and ideas. The strategy comprises 7 strategic objectives and is overseen by an internal Working Group comprised of Staff Equality Group Chairs from across the Council and CCG.

2.2.3 Business Excellence Transformation

To deliver improved outcomes and secure financial sustainability, an internal and external transformation programme has been agreed. The core components for the next 12 months will include:

- Investment in Leadership including Elected Member and senior officer development strategies, the development of a clear joint vision and identity and staff engagement plan;
- Partnership resources to be corralled in a neighbourhood model within each township, to mitigate demand through joined-up, all-age "early help" and mainstreamed community hubs; and

¹ At the time of publication furlough had been extended until the end of Sep 2021 as part of the March Budget.

- Our workforce will be developed including a refreshed induction; apprenticeship strategy and updated core skills programme to maximise our resources and target our work in the right places.

Progress towards these objectives during Quarter Three included:

- Commissioning an independent transformation partner to assist with the development of this programme;
- Agreement of an agile working strategy for all office-based staff, to release savings from office rationalisation and conditions for greater productivity;
- Progression of the council's digital strategy including work to build on the introduction of Microsoft Team through a pilot implementation of M365 and Exchange online, the move to a cloud hosted iTrent environment for HR & Payroll and the completion of the move to our new Customer Relationship Management System; and
- Approval of following projects to deliver savings as part of the forthcoming 2021/22 budget setting process:

Workstream	Proposed savings option
Leadership	Agile Working model – improvement in staff productivity and reduction in Council owned and occupied buildings and operating costs
Process	A council Customer service strategy - channel shift to extend the Council's reach to communities and secure economies of scale by streamlining all customer contact into a coherent corporate function
	A joint business support review to establish a modern and cost effective service which reduces cost
Workforce	Management efficiencies within the Council through consistent and efficient spans of management control and organisational hierarchy

Key Performance Indicators which inform transformation priorities are set out below.

Key:

Time Period	Target	Actual Value	Current Trend
Latest time period for data point	Figure for actual target - < - > indicates polarity whether the local value should be higher or lower than the target value to achieve the improvement	Figure is the latest value for the data period. Green shading means the value has achieved target, red has not achieved target and blue means that no target has been set.	The arrow indicates if the data trend has been continuing in an upwards or downwards trajectory and the number indicates longevity of this ie how many time periods the trend has been occurring.



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Business Excellence Transformation

	Time Period	Target	Actual Value	Current Trend
% Invoices paid within 10 and 30 days	Jan-2021		98	1
Payment days for SMEs	Jan-2021		90	1
Average time taken to repair street lighting	2020		10	
Number of housing complaints completed within 20 days	Jan-2021		1	
Number High & medium food standards inspections completed	Not taken place during COVID-19 pandemic			
Sickness absence: average number of days lost per FTE per year (Bury Council)	2020		8	1
Sickness absence: average number of days lost per FTE per year (Bury CCG)				
Staff turnover (Bury Council)	2020		17	1
Staff turnover (Bury CCG)				
Percentage of FOIs completed on time (Bury Council)	Jan-2021	Organisational measures under development	53	2
Percentage of FOIs completed on time (Bury CCG)				
% annual PDRs completed (Bury Council)	2020		9	1
Percentage of SARs completed on time (Bury Council) *				
Percentage of SARs completed on time (Bury CCG)				
Percentage of complaints responded to within timescale (Bury Council)	Jan-2021		87	
Percentage of complaints responded to within timescale (Bury CCG)				
Contact centre – number of contacts	Jan-2021		19,303	1

*SARs statistics are currently collected at a departmental level within Bury Council, work is underway to aggregate into an organisational figure.

Particular measures which support the short-term transformation priorities defined include:

- The number of customer contacts identified, which will be included in a strategy to migrate communication to lower cost, higher volume channels;
- Staff sickness absence which will be addressed as part of the leadership and management strategy, as part of a wider culture change strategy and re-focus for the HR service;
- Work began during Q3 to seek to proactively manage staff attendance during a very high risk time through the production of a comprehensive staff wellbeing offer. The strategy comprises a series of interventions aligned to the Public Health “5 ways to wellbeing” offer to support physical and mental health.

2.2.4 Financial Sustainability

The Council is facing a significant financial gap as a result of Government spending restrictions; demand increases for statutory services and additional pressures as a result of Covid pressures not covered by Government grants. The forecast for the CCG will be determined when national announcements are made.

In balancing our budget, we will look to make changes and efficiencies to our services which are aligned with the Bury Let's Do It strategy, to ensure decisions on resources match policy commitments as far as possible. Proposals for the next 12 months are described below:

- Use our reserves to balance the need to support short-term funding gaps whilst recognising the need to deliver ongoing savings; and
- Introduce a new operating model that will increase the time we spend on delivery by removing duplicated and fragmented systems and processes.

The CCG is also facing a significant financial gap, with a recurrent underlying deficit of £20 million in 2020/21. CCG allocations for 2021/22 are yet to be published due to the ongoing impact of Covid-19 on front line services and to provide certainty the CCG will be given a fixed allocation to remain within for Quarter One at least.

The CCG is working with local NHS and non NHS partners, including the Council, to prioritise investments with system benefits and to deliver system wide savings to support the reduction of the deficit. Investments associated with the GM Transformation Fund have already been prioritised in line with the continued SCB support for these services. In 2021/22 the NHS landscape will change with the development of Integrated Care Systems and the dissolution of CCGs in March 2022.

Key:

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Financial Sustainability

	Time Period	Target	Actual Value	Current Trend
PCN collection rates				
Council tax collection	Jan-2021		88	9
Business rate collection	Jan-2021		80	9
Debtor days above 30 days	Jan-2021		12,446,998	2
Capital projects completed				
Capital slippage				
Departmental savings achieved				
Total amount cashable savings from Health and Care Recovery schemes				
Actuals against plan: CCG, Council, Pennine Care, Pennine Acute				

Further financial monitoring to be developed once budget has been approved through full Council.

3. Let's Do It! Top Seven Outcomes

Seven outcomes have been derived to accompany the "Let's Do It" strategy:

1. **Improved quality of life** – measured through the life expectancy gap of our "worst" and "best" performing local areas.
2. **Improved early years development** – measured through the gap of school readiness between all our pupils and those eligible for free school meals
3. **Improved educational attainment for our children and young people** – measured through the gap of attainment 8 score at Key Stage 4 between all our pupils and those eligible for free school meals
4. **Increased adult skill levels and employability** – measured through the gap of adults in Bury who have no qualifications and those who have NVQ level 3 or above qualifications.
5. **Delivering inclusive economic growth** – by monitoring the ranking for Bury within GM of average household income
6. **Delivering carbon neutrality by 2038** – by monitoring the ranking for Bury with GM of CO2 emissions.
7. **Improved digital connectivity** – measured through the % of people over 16 who access the internet

Each of these outcomes have an associated measure which can be analysed in depth and are at a high level to encompass all potential activity taking place in the system that may improve them.

Rather than traditional RAG rating in terms of targets, a bespoke future state has been detailed against each one of them – such as a gap analysis between worst and

best wards – that will drive sustainable improvement. The current position against each of these seven outcomes is summarised overleaf and is detailed in turn in this paper.

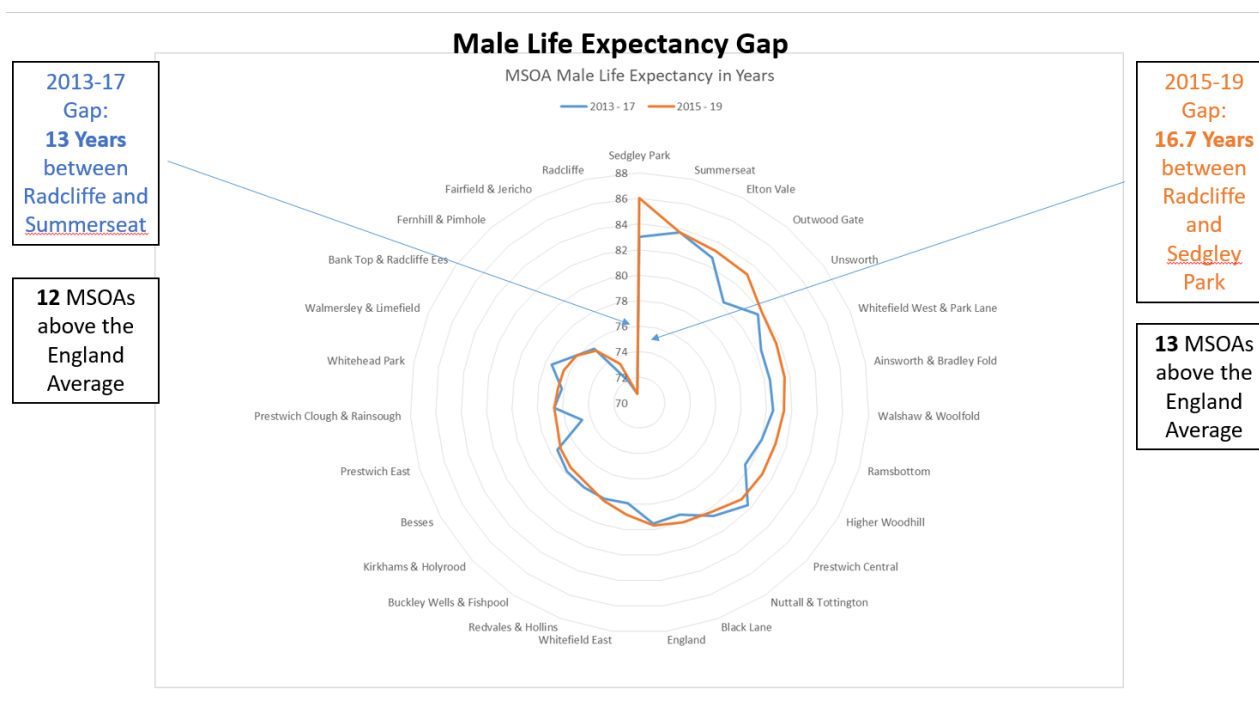
	Geography	Latest Data	Trend	Target Statement
Male Life Expectancy in years	Bury	79.1	↑	Reduce the life expectancy gap between our worst and best performing areas to under 13 years for men and 10 years for women.
	GM	av. 78.1	n/a	
	England	79.8	↑	
Female Life Expectancy in years	Bury	82.1	↑	
	GM	av. 81.7	n/a	
	England	82.1	↑	
% of all children achieving a good level of development	Bury	71.4	↑	Narrow the gap between the school readiness levels of all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for FSM cohort. Aim to achieve and improve gap in 2016/17 of 8.5 percentage points
	GM	68.2	↑	
	England	7.8	↑	
% of all FSM children achieving a good level of development	Bury	59.8	↑	
	GM	55	↑	
	England	57	↔	
Average attainment 8 score for all children	Bury	48.1	↑	Narrow the gap in average attainment 8 score for all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for FSM cohort. Aim to maintain or improve current gap of 8.8 percentage points.
	GM	48.5	↑	
	England	48	↑	
Average attainment 8 score for FSM children	Bury	39.3	↑	
	GM	37.7	↑	
	England	38.6	↑	
Proportion of adults with NVQ3+ qualifications	Bury	57.9	↑	Widen the gap of adults with no qualification and those with NVQ Level 3+ qualifications by reducing the number of adults with no qualifications. Improve latest gap of 57.9 and improve upon the best position of 58.5 percentage point seen in 2017.
	GM	55	↑	
	England	58.5	↑	
Proportion of adults with no qualifications	Bury	9.1	↑	
	GM	9.4	↓	
	England	7.5	↓	
Average total household income	Bury	£40,950	↑	Maintain position in Top 3 GM ranking for average total household income and increase range of income by improving those incomes in the top quartile. By 2030 maintain decline in CO2 emissions per capita and be within the top 5 localities in GM with the lowest emissions
	GM	£38,528	↑	
	England	£43,491	↑	
CO2 emissions per capita	Bury	4.4	↓	
	GM	av 4.3	↓	
	England	av 5.8	↓	
% of people who have never used the internet / not used the internet in the past 3 months	Bury (NES)	6.7	↓	Improvement in the borough rank within GM – baseline position for NES 6.7%
	GM	av. 8.9	↓	
	UK	7.5	↓	

2.3 Improved Quality of Life

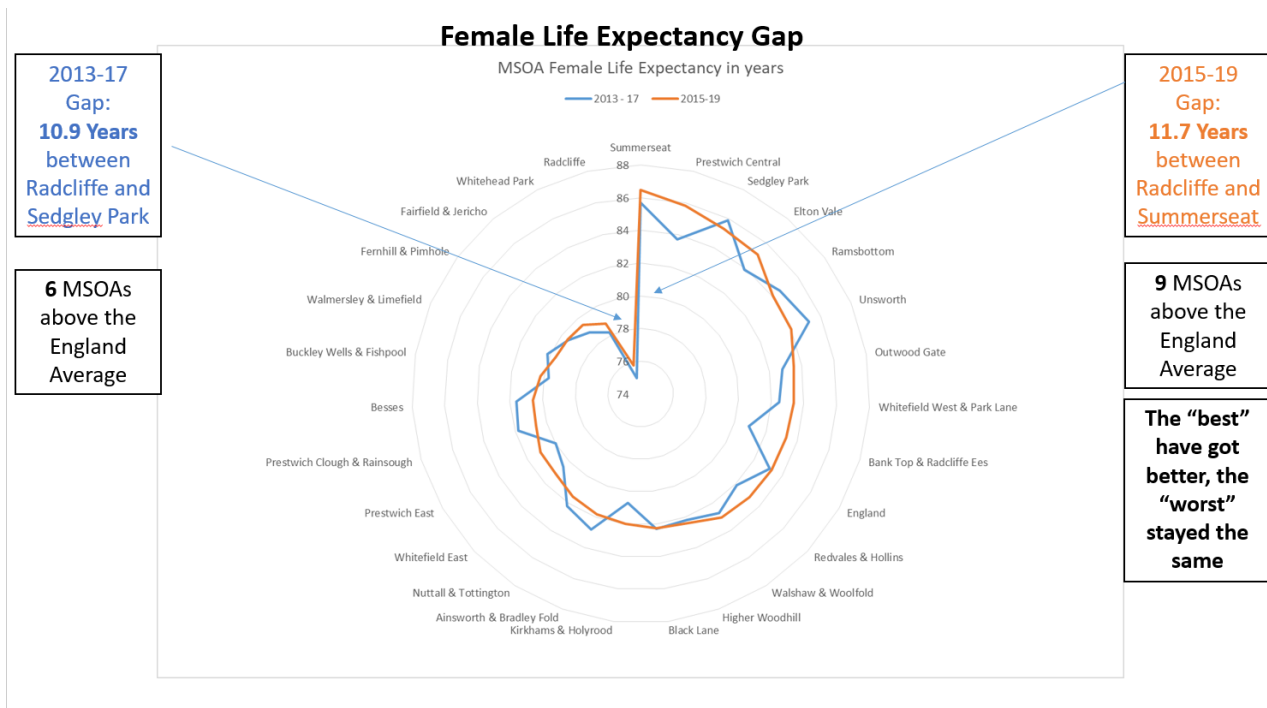
Measure(s):	Gap in life expectancy in years for males and females between the "worst" and "best" MSOAs
Target Statement	Reduce the life expectancy gap between our worst and best performing areas to under 13 years for men and 10 years for women.

	Geography	Latest Data	Trend
Male Life Expectancy in years	Bury	79.1	↑
	GM	av. 78.1	n/a
	England	79.8	↑
Female Life Expectancy in years	Bury	82.1	↑
	GM	av. 81.7	n/a
	England	82.1	↑

Between 2013-17 and 2015-19 the gap in male life expectancy widened from 13 years to 16.7. Therefore currently males living in Sedgley Park can expect to live on average 16.7 years longer than males living in Radcliffe. As with female life expectancy this gap has widened due to improvements in life expectancy in less deprived areas.



Between 2013-17 and 2015-19 the gap in female life expectancy widened from 10.9 years to 11.7. Therefore, currently females living in Summerseat can expect to live on average 11.7 years longer than females living in Radcliffe. The gap has widened due to an improvement in life expectancy in less deprived areas compared to no improvement in more deprived areas.



There are many influences on life expectancy, both behavioural such as physical inactivity, diet and alcohol or drug use; and physiological influences such as high blood pressure and cholesterol, high body mass index and anxiety and depression. There are also wider determinants to general health and wellbeing such as housing, economic status and the environment in which we live. Across the borough, as demonstrated by the above, there are stark inequalities in life expectancy, not only between small local areas within Bury, but also across other areas such as gender, ethnicity, sexuality and having a disability.

There is a strong relationship between deprivation and life expectancy, ill health and disability. It is the economic, social and environmental conditions in the places in which people live that determine patterns of health, morbidity and mortality. The latest Index of Multiple Deprivation for Bury shows that this relationship between deprivation and ill health has become stronger in recent years which is driving more than ever the need for system and partnership response to improve this outcome.

There is a lot to do and the recent COVID-19 pandemic will no doubt influence future data around life expectancy, this is why the future ambition is to try and narrow the gap for both males and females to under 10 years by maintaining the performance of less deprived areas and increasing the performance of more deprived areas. We also wish to maintain a similar relationship with the England average particularly around the number of Bury MSOAs that are above this average.

We are currently looking at our Elective Care provision as this has been significantly impacted by the COVID-19 pandemic. We are looking at this through a neighbourhood lens to understand disease prevalence at a Neighbourhood and Medium Super Output Area (MSOA) level in order to understand how to best target our commissioned services and resources.

2.4 Improved Early Years development

Measure(s):	The % of children achieving a good level of development at the end of reception – all children vs children eligible for FSM
Target Statement	Narrow the gap between the school readiness levels of all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for FSM cohort. Aim to achieve and improve gap in 2016/17 of 8.5 percentage points

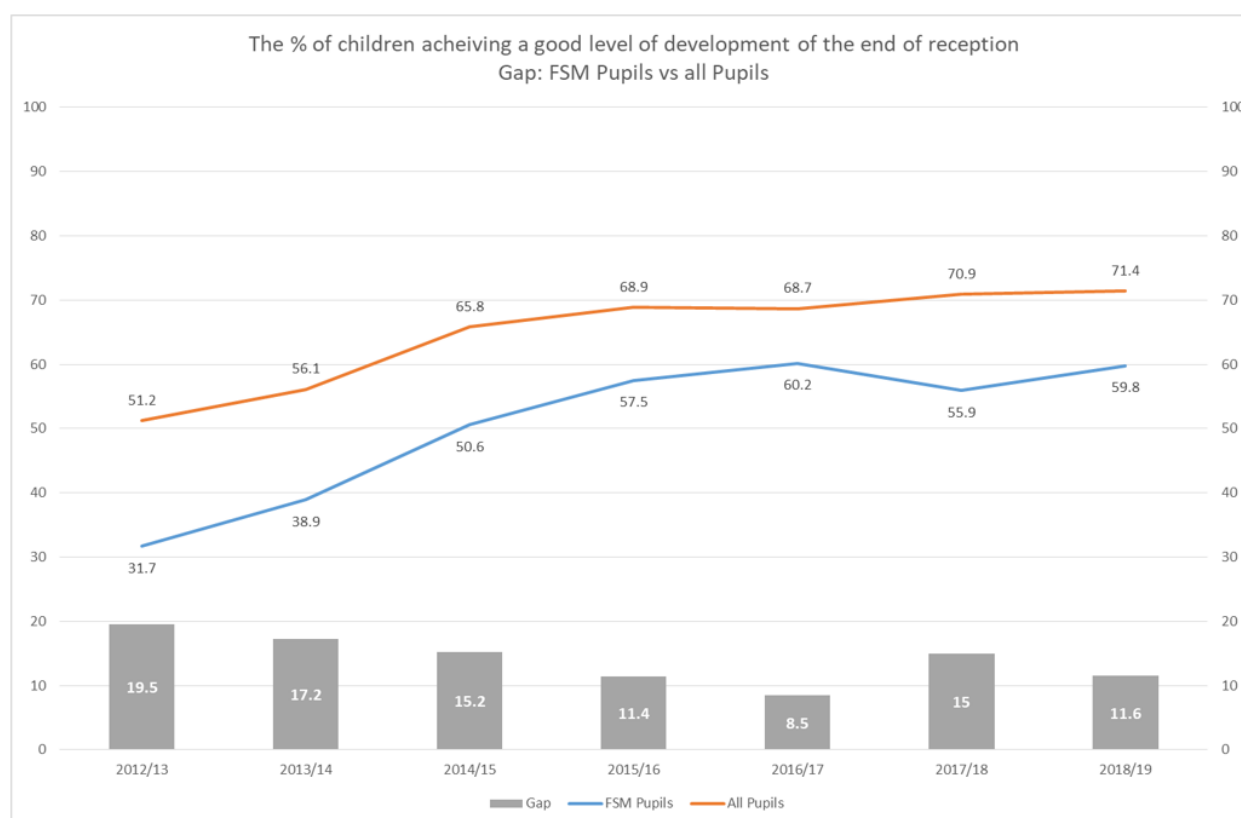
	Geography	Latest Data	Trend
% of all children achieving a good level of development	Bury	71.4	↑
	GM	68.2	↑
	England	7.8	↑
% of all FSM children achieving a good level of development	Bury	59.8	↑
	GM	55	↑
	England	57	↔

A “good level of development” or “School readiness” is a term used to describe how ready children are socially, physically and intellectually to start formal schooling. Whilst an end in itself, school readiness should also be seen as a ‘way marker’ for future life chances. It is an indicator for having had a good start in life i.e. growing up in a nurturing safe environment that enables children to survive and be physically healthy, mentally alert, emotionally secure, socially competent and able to learn.

School readiness is measured through assessment at the end of the early years foundation stage (EYFS) and known as the EYFS (Early Years Foundation Stage) profile. This assessment is based on practitioners’ observations of a child’s daily activities taking account of the perspectives of the child, parent and other adults. It is undertaken in the last term of a child’s reception year.

Children are defined as having reached a good level of development if they achieve at least the expected level in the early learning goals in the prime areas of learning (personal, social & emotional development; physical development; and communication & language) and the early learning goals in the specific areas of mathematics and literacy.

Up until 2016/17, Bury was on a trajectory to significantly close the gap between the % of all children and % of FSM children achieving a good level of development at the end reception. There had been steep improvement in the achievement of those children eligible for FSM creating the smallest ever gap of 8.5 percentage points. From 2017 the free childcare funding for 3-4 years was rolled out nationally which may explain the dip in the above figures where there had been some concerns that the 30 hour offer may widen inequalities between children from working and non-working households.



The journey to school readiness begins with a healthy pregnancy/perinatal infant mental health. There is now overwhelming evidence that the first 1001 days (conception to age 2) are critical in determining future school readiness and that if a baby's development falls behind in the first years of life, the child is likely to fall further behind rather than catch up with those who had a better start.

As part of the commissioned maternity services, there is an expectation that women receive a holistic assessment of her health, emotional and social needs in pregnancy before the end of the 12th completed week of pregnancy and the target is for this to take place in at least 90% of cases in order to improve outcomes for both the mother and child. Late presentation to maternity services has been associated with increased rates of neonatal unit admissions, perinatal morbidity and mortality and even maternal death. Although performance can fluctuate, data for 2020-21 shows that 90% of Bury women were assessed in the required timeframe at the two main provider sites.

Eligibility for FSM can be an indication that a child is within a family where there may not be equal opportunities for all. The target here is to aim to achieve and improve the gap of 8.5 percentage points by improving the attainment of the FSM cohort.

Low household income, deprivation and therefore FSM eligibility are key determinants of school readiness often manifested through poor language development. It has been demonstrated that children in more affluent families hear on average 30 million more words than lower income peers by age 3. Poor early language skills are an early predictor of later problems as children develop.

In 2018 Bury closed the gap with the England average and exceeded the average of our statistical neighbours. Between 2012 and 2017 there was an excellent rate of improvement in the proportion of children eligible for free school meals from 32% to 60% and whilst still below the whole population average, the gap had reduced. The percentage of Bury children eligible for free school meals achieving good level of development (GLD) was above the national average. However, in 2017/18 there has been a decline in GLD for those children eligible for free school meals in Bury, Greater Manchester and also with our statistical neighbours. England overall has seen a 0.6% increase.

Nationally girls generally achieve a higher level of GLD than boys, in Bury that is also the case. Children from the BME community in Bury are on average less likely to be school-ready by the age of 5 compared with children from a White ethnic background. BAME children in Bury again do less well compared with BAME children across the GM region, and England. Contributing factors are likely to be worse socioeconomic status and worse health outcomes of the BAME community in Bury as compared to the general population.

There is no one intervention that will improve school readiness and the improvements we have seen in the past are likely to be the result of a combination of factors which is why this remains an important partnership priority.

2.5 Improved educational attainment for our children and young people

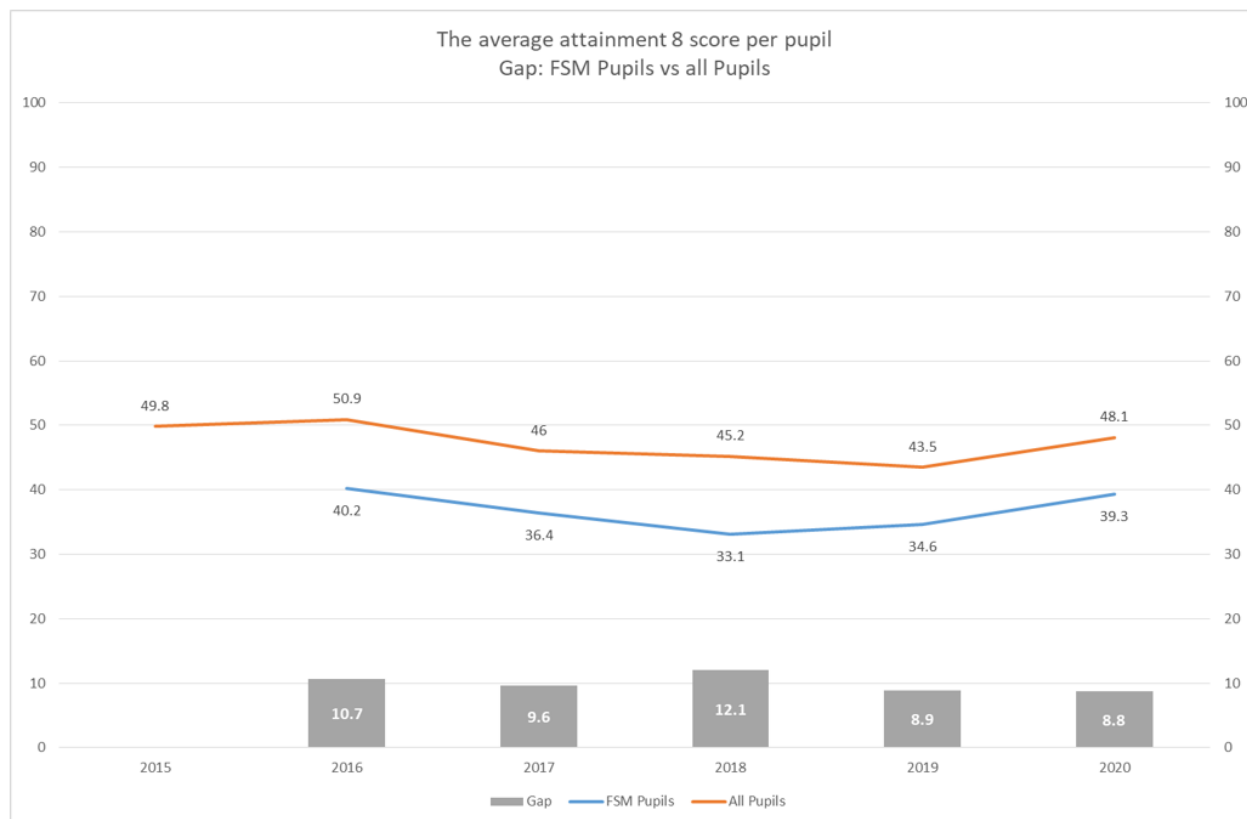
Measure(s):	The average attainment 8 score (KS4) – gap between all children vs children eligible for FSM
Target Statement	Narrow the gap in average attainment 8 score for all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for FSM cohort. Aim to maintain or improve current gap of 8.8 percentage points.

	Geography	Latest Data	Trend
Average attainment 8 score for all children	Bury	48.1	↑
	GM	48.5	↑
	England	48	↑
Average attainment 8 score for FSM children	Bury	39.3	↑
	GM	37.7	↑
	England	38.6	↑

Currently the gap for this measure is at its narrowest position and been achieved in the past two years by increasing the performance of the FSM cohort. However, the last year of data has to be taken with caution due to the COVID-19 pandemic, the summer exam series was cancelled in 2020. Pupils scheduled to sit exams were awarded either a centre assessment grade based on what the school believed the student would most likely have achieved had the exams gone ahead or their calculated grade using a model developed by Ofqual. The DFE state:

“that the grades awarded to pupils in 2020 will remain with them as they stay on in further education or enter employment. However, the cancellation of summer 2020 GCSE exams and the new method of awarding grades has led to

a set of pupil attainment statistics that are unlike previous years. each of the pupil level attainment statistics have increased – more than would be expected in a typical year...as a result the 2019/20 data should not be directly compared to attainment data from previous years for the purposes of measuring changes in student performance”.



For this outcome, whilst the proportion of each cohort achieving the average attainment 8 score has increased significantly in the last year, the gap has stayed roughly the same compared to the previous year. It is the gap that we are interested in improving in this outcome and the inequalities between most and least deprived communities (with FSM being an indicator of this) will most likely have been widened due to the COVID-19 pandemic.

2.6 Increased adult skill levels and employability

Measure(s):	The gap between the proportion of adults with no qualifications and those with NVQ level 3 or higher qualifications.
Target Statement	Widen the gap of adults with no qualification and those with NVQ Level 3+ qualifications by reducing the number of adults with no qualifications. Improve latest gap of 57.9 and improve upon the best position of 58.5 percentage point seen in 2017.

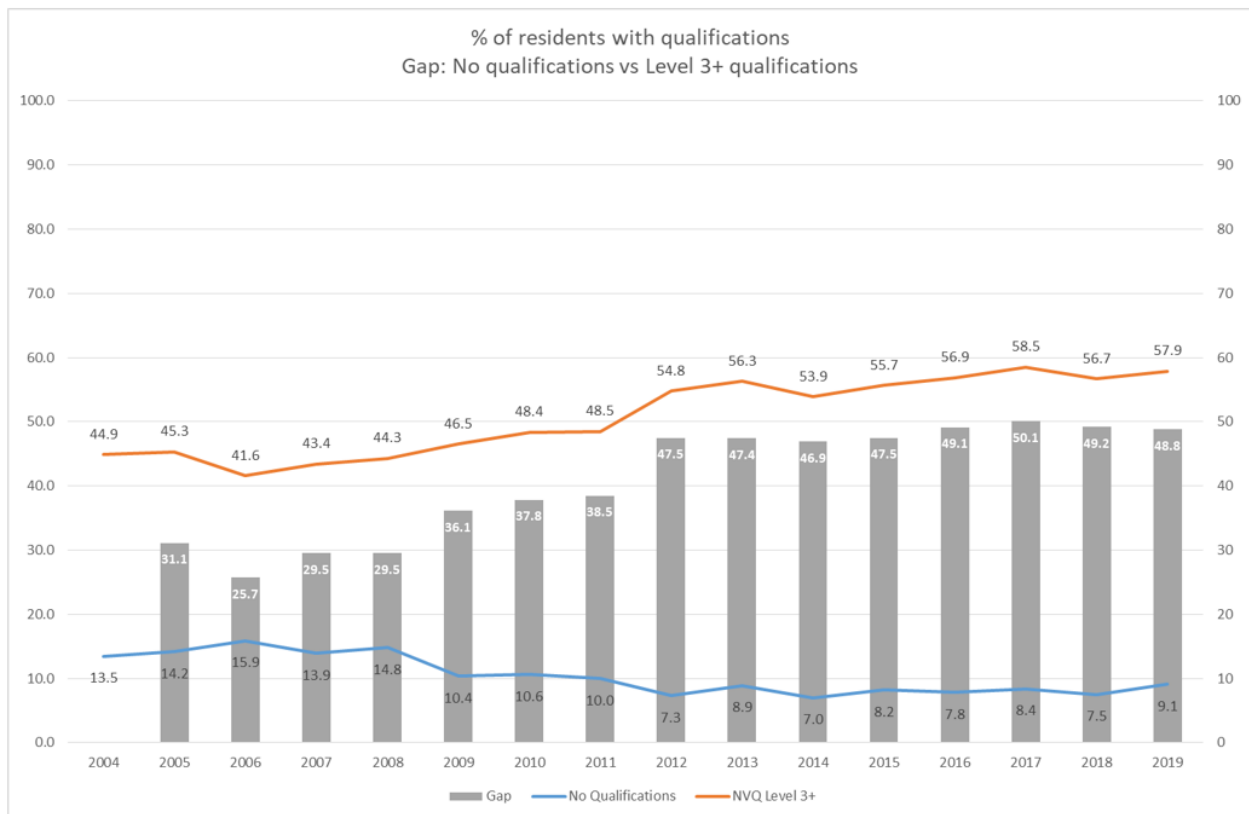
	Geography	Latest Data	Trend
Proportion of adults with NVQ3+ qualifications	Bury	57.9	↑
	GM	55	↑
	England	58.5	↑
Proportion of adults with no qualifications	Bury	9.1	↑
	GM	9.4	↓
	England	7.5	↓

The proportion of Bury's working age population with no qualifications is lower than GM and GB averages. The performance of Bury high schools has traditionally exceeded regional and national outputs, with local key stage 4 students generally performing favourably in contrast to students outside the borough. Duplication of low skills intervention, particularly targeting 16-24 year olds, is evident locally and regionally, with less provision available to adults nearing retirement age.

The supply and demand of local provision is steered by national and regional funding/policy. Further opportunities through devolution will drive inclusive economic growth. Although the majority of Bury residents have the necessary qualification attainment, there is a concentration of residents aged 35-64 (the 35-49 age bracket is most affected), that may move further from the labour market. The older no skills populace could partially be attributed to the historical economic context, whereby low paid manufacturing was a big local employer.

Although Bury's low skilled populace data is low, this is still a reflection of inequality gaps within the borough as these residents are statistically more likely to be:

- Unemployed
- In low pay employment
- Claiming in and out of work benefits
- At risk of developing health related barriers



Bury has academically high performing high schools and colleges, which exceed the GM and UK average and that Bury benefits from a wide variety of training providers, which offer learning opportunities at all levels however the number of local traineeship opportunities is low. We have a variety of employment programmes such as Working Well and other employment support provision, supporting residents (with no skills) to develop. This is undertaken by systematically removed barriers to employment, which includes poor health and wellbeing, lack of transferable skills, limited/no work experience and no qualifications.

Apprenticeship reforms enable employees to retrain in subjects that had not previously been studied. In contrast to old apprenticeship guidance, the reforms encompass retraining at levels preceding and superseding the highest previous level of attainment.

Further education remains the default destination for the vast majority of high school students. The Raising Participation Age encourages students to progress into on the job learning or education until their 18th birthday, without it being enforced.

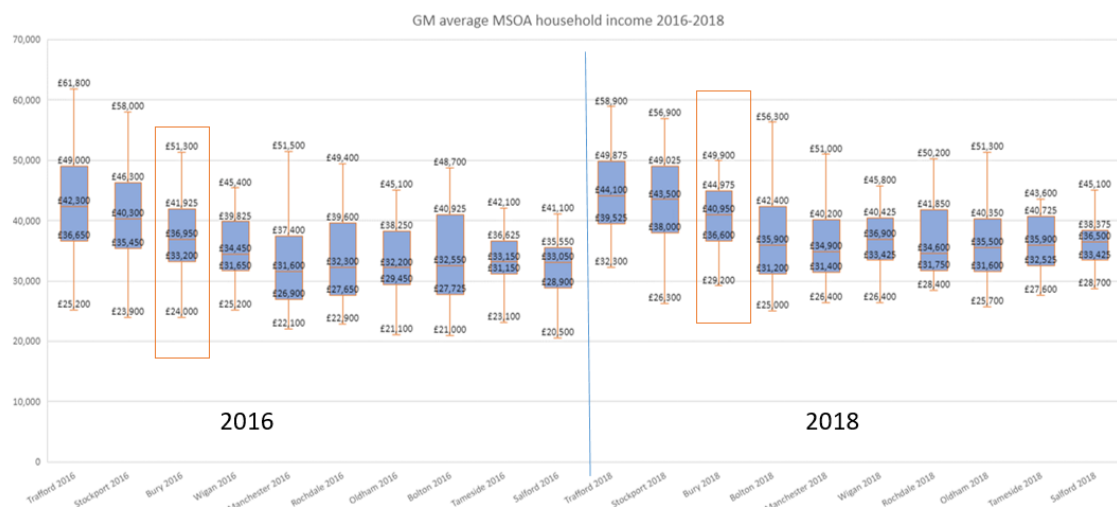
Despite low levels of young people not in employment, education or training (NEET), Bury's youth unemployment remains high in relation to the proportion of overall unemployment (one of the highest figures across GM). This reinforces a disconnect between the education system and the skills employers require, alongside inconsistencies within careers information, advice and guidance at all levels of the education system.

2.7 Delivering inclusive economic growth

Measure(s):	Average total household income
Target Statement	Maintain position in Top 3 GM ranking for average total household income and increase range of income by improving those incomes in the top quartile.

	Geography	Latest Data	Trend
Average total household income	Bury	£40,950	↑
	GM	£38,528	↑
	England	£43,491	↑

For the past two data points Bury has remained the third highest average household income in GM following Trafford and Stockport respectively. In 2018 the average total household income was £40,950, ranging from the lowest at £26,300 to the highest of £49,900. Whilst the average income had increased from 2016 the upper quartile of this range had decreased slightly which may be an indication of a future declining or stagnant trend in the average income. The target for this outcome is to ultimately increase the average household income by increasing the range of incomes by improving those in the top quartile.



This would usually be a challenge and will be even more so during the recovery from the COVID-19 pandemic. Unemployment rates before COVID-19 were relatively low but these have now increased along with claimant count numbers which have increased twofold exceeding levels seen in the previous recession.

The average household income has been traditionally above the GM average where Bury's housing market provides value for money, with strong local amenities and leisure options. This encourages highly skilled people, with high paid jobs, to reside within the borough. However, a high proportion of Bury residents continue commute to work outside of the borough. The impact of COVID-19 on such employment due to furlough and other support mechanisms may influence this in future data points.

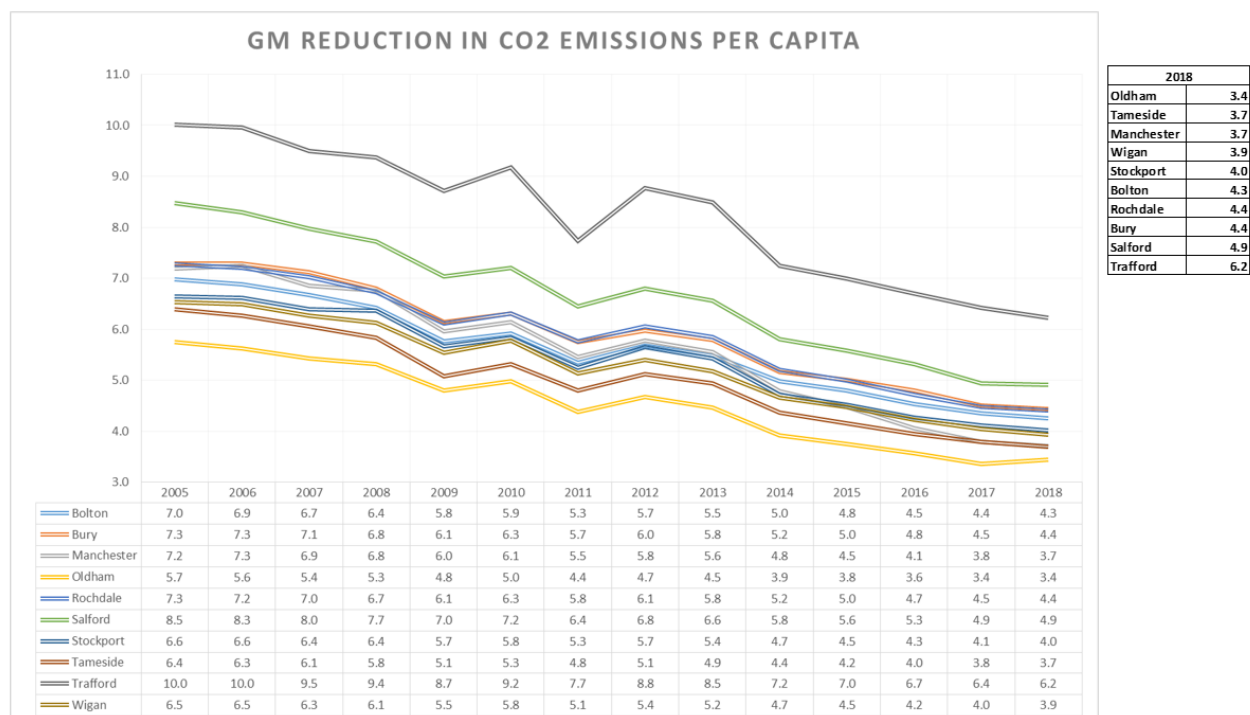
Before COVID-19, a quarter of economically inactive residents of Bury were inactive due to long term sickness. (April 2018 to March 2019). Anecdotally, a high proportion of Bury's unemployed cohort have deep rooted barriers to entering the labour market, highlighting why there is a plethora of programmes that target those in work and at risk of leaving employment i.e. Working Well: Work and Health Programme. In terms of developing the economy within Bury as an attractive place to work, data from 2020 shows that currently the average annual full time salary for Bury workplaces is £26,752. The same salary for Bury residents who may work both inside and outside of the borough is £32,173. This demonstrates that perhaps residents travel out of the area for higher paid employment opportunities.

2.8 Delivering carbon neutrality by 2038

Measure(s):	CO2 emissions per capita
Target Statement	By 2030 maintain decline in CO2 emissions per capita and be within the top 5 localities in GM with the lowest emissions

	Geography	Latest Data	Trend
CO2 emissions per capita	Bury	4.4	↓
	GM	av 4.3	↓
	England	av 5.8	↓

In 2018, Bury ranked 7 out of 10 for the lowest CO2 emissions per capita in GM. This ranking has been similar for the past 13 data points and whilst Bury has achieved a significant reduction in emissions from 7.3 to 4.4 this hasn't been a great enough reduction to improve on GM rankings. The Let's Do It strategy has an aim to be carbon neutral by 2038.



2.9 Improved digital connectivity

Measure(s):	% of people over 16 who used the internet over 3 months ago / never used the internet
Target Statement	Improvement in the borough rank within GM – baseline position for NES 6.7%

	Geography	Latest Data	Trend
% of people who have never used the internet / not used the internet in the past 3 months	Bury (NES)	6.7	↓
	GM	av. 8.9	↓
	UK	7.5	↓

This data is only available currently at a NUTS level (Nomenclature of Territorial Units for Statistics) across GM. This is broken down into North and South sectors and a central Manchester sector. Bury resides in the North East Sector which also includes Rochdale and Oldham.

This sector currently has the second lowest proportion of people who have not used the internet, seeing the highest, consistent reduction since 2017 out of all of the sectors.

3 Conclusion and Next Steps

This is the first performance report of the joint Corporate Plan. Work is underway to design and automate this reporting into a clear, concise and visual document to provide ease of interpretation for the next iteration. It is anticipated that this report will be produced on a quarterly basis with explanation and assurance within the reports of how our departments are managing their own performance and the process of which issues and risks are escalated when and where required. The seven outcomes will be revisited in detail on an annual basis which is in line with the longer time lags on data release for those measures.

4 Recommendation

That Cabinet is asked to:

- note the progress against 2020/21 Corporate Plan delivery objectives
- note the baseline position detailed in this report for future performance monitoring
- approve Performance Management Framework (PMF) for the Bury Let's Do It Strategy and Corporate Plan.

Appendix 1

Detailed Q3 Delivery Commitments by Department

Corporate Core

Complete as planned Q3 20/21	Implementation continues into Q4 and 21/22	Timescale realigned to 21/22
<ul style="list-style-type: none"> Let's do it strategy consultation Corporate plan & departmental business plan process updated Council constitution updated Transformation partner & planning commissioned Brexit planning Performance data dashboard & reporting implemented Homeless strategy developed Neighbourhood model – community established Relationship with STH VCSE strategy developed 	<ul style="list-style-type: none"> i-Trent/transactional HR review Business support review Armed Forces Covenant Refresh Agile working strategy Boundary Commission Review Microsoft 365 rolled out HR policy review 	<ul style="list-style-type: none"> Talent Strategy (Capacity reprioritised to deliver wellbeing strategy) Health & Safety Strategy

Business Growth and Infrastructure

Complete as planned Q3 20/21	Implementation continues into Q4 and 21/22	Timescale realigned to 21/22
<ul style="list-style-type: none"> Town Centre Recovery Boards GMSF planning Bury Local Industrial Strategy developed Council Strategic Asset Management Strategy Business relationship and engagement function developed Working well strategy developed Approval of enhanced disposal programme 	<ul style="list-style-type: none"> Prestwich village regeneration delivery Radcliffe SRF delivery Bury Interchange Bury Town Centre Masterplan 	<ul style="list-style-type: none"> Private Rented Strategy Economic Recovery Plan including Barclays Thriving Local Economies programme Uplands Estates Strategy / Council Strategic Asset Management Strategy Growth strategy

Children and Young People

Complete as planned Q3 20/21	Implementation continues into Q4 and 21/22	Timescale realigned to 21/22
<ul style="list-style-type: none"> • Development of early help support for children and families via a community partnership model • Radcliffe School support • Support for children in need of help and protection through the period of Covid-19 restrictions • Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 		<ul style="list-style-type: none"> • Implementation of early help support for children and families via a community partnership model • Whole system leadership of School improvement to transform outcomes for all children and young people at each key learning stage • Support for children in need of help and protection through the period of Covid-19 restrictions • Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 • Whole system leadership of improvements to the Bury local offer for children and young people, with additional and SEND needs • Development of excellent social work practice, focused on interventions which will have most impact for children and families • Support to the Star Academy Trust to deliver a new secondary school, as part of the wider Radcliffe regeneration

Finance

Complete as planned Q3 20/21	Implementation continues into Q4 and 21/22	Timescale realigned to 21/22
<ul style="list-style-type: none"> • Anti-poverty strategy developed • Community voucher scheme established • Risk Registers and Risk Maturity Assessment refreshed • Capital programme review • Income and Debt Management Review 	<ul style="list-style-type: none"> • Making tax digital • Council tax support scheme • Finance Service Offer 	<ul style="list-style-type: none"> • Financial procedures and policies • Social Value Policy and Procurement Review

<ul style="list-style-type: none"> and Write-off Policy • MTFS • Procurement review and new CPR • Treasury management strategy • STH VFM • Commercial strategy • HRA strategy 		
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Operations

Complete as planned Q3 20/21	Implementation continues into Q4 and 21/22	Timescale realigned to 21/22
<ul style="list-style-type: none"> • FM Strategy & Structure • 12 new waste vehicles • Clean Air and Minimum Licensing Standard Consultation commenced • COVID secure buildings established • Bury market investment • Recycling strategy developed • H&E: Transport plan with 'on the shelf' schemes • Asset Rationalisation plan developed 	<ul style="list-style-type: none"> • Street light dimming • Civics Centre review • Town Hall repairs & maintenance 	<ul style="list-style-type: none"> • Climate Change Strategy: Carbon Footprint Report • Climate Change Strategy: Deliver the Housing Strategy action plan in relation to Carbon Management • Leisure reviews

One Commissioning Organisation

Complete as planned Q3 20/21	Implementation continues into Q4 and 21/22	Timescale realigned to 21/22
<ul style="list-style-type: none"> • HWB leadership refreshed • System-wide COVID response & recovery delivery • Staff Wellbeing: Support and Communication plan established • Local outbreak plan developed • Rework of Physical Activity Strategy • Continuing Health Care Arrangements and Review commenced 	<ul style="list-style-type: none"> • System wide COVID response • System-wide COVID response & recovery • Staff Wellbeing: Support and Communication 	<ul style="list-style-type: none"> • Community Based Health and care integration including LCO form and function • New vehicles for mandated and system wide clinical leadership • Children's Integrated Health and Care Commissioning including SEND