Classification **Open**	**Item No.**

Meeting:	Cabinet
Meeting date:	1st September 2021
Title of report:	Bury Corporate Plan Performance and Delivery Report Quarter One 2021-22 Delivery Update
Report by:	Councillor Tahir Rafiq – Cabinet Member for Corporate Affairs and HR
Decision Type:	**Non key decision**
Ward(s) to which report relates	**Whole Borough**

Executive Summary:

This report provides a summary of key performance and delivery that occurred in each department during quarter 1 2021-22. The seven outcomes will be revisited in detail on an annual basis (quarter 4) which is in line with the longer time lags on data release for the respective measures.

For each quarterly report we are committed to provide a spotlight on an area of delivery, performance, or intelligence to supplement our acknowledgement of progress towards the 2021/22 Corporate Plan delivery objectives. This quarter we are highlighting the analysis and performance management underway to better understand and support the inequalities in our area.

Recommendation (s)

That Cabinet:
- Note the performance and delivery towards the 2021/22 Corporate Plan delivery objectives
- Note the spotlight on inequalities data and performance management
- Note the ongoing developments to strengthen and improve this reporting process and functionality

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Community impact/links with Community Strategy

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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	*Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.*
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.

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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	.

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Consultation:

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Legal Implications:

There are no legal implications arising from the report.

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Financial Implications:

There are no direct financial implications arising from this update report, although there are a number of key finance performance targets and savings delivery targets included within this report.

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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	Term	Meaning
BME	Black Minority Ethnic	HWBB	Health and Wellbeing Board
CCG	Clinical Commissioning Group	IAPT	Improving Access to Psychological Therapies
CHC	Clinical Health Commissioning	IMC	Intermediate Care
CIN	Children in Need	JSA	Job Seekers Allowance
CLA	Children Looked After	KPI	Key Performance Indicators
CPP	Child Protection Plan	NHS	National Health Service
EHC	Education and Health Care	PCN	Primary Care Network
ESOL	English to Speakers of Other Languages	PDR	Personal Development Review
EYFS	Early Years Foundation Stage	PMF	Performance Management Framework
FE	Further Education	QOF	Quality Outcomes Framework
FOI	Freedom of Information	SAR	Subject Access Request
FTE	Full Time Equivalent	SEND	Special Educational Needs Disability
GLD	Good Level of Development	SME	Small to Medium Enterprise
GM	Greater Manchester	UC	Universal Credit
GMSF	Greater Manchester Spatial Framework	VCFA	Voluntary Community & Faith Alliance

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

1. Introduction

This report provides a summary of key performance and delivery that occurred in each department during quarter 1 2021-22. The seven outcomes will be revisited in detail on an annual basis (quarter 4) which is in line with the longer time lags on data release for the respective measures. The structure of this reporting has been revised for the new financial year to reflect the six departments of the Council and CCG;
1. Corporate Core
2. Finance
3. One Commissioning Organisation (OCO) – Health and Care
4. Children and Young People
5. Operations
6. Business, Growth and Infrastructure

This structure aims to improve accountability of performance and delivery whilst enabling portfolio members and staff to better navigate the information in relation to their roles.

Each performance dashboard has been developed in partnership with departmental leads and those responsible for the collation and submission of data. There are some ongoing developments to improve the content of all the dashboards and availability of data for reporting. In particular, we expect in future reports to have a more representative array of measures for Children and Young People as well as more timely performance information for Business, Growth and Infrastructure.

We are also striving to improve the engagement and accessibility of the dashboards. Below is a key to the dashboard elements to aid understanding whilst this work is underway.

Key:

Actual Value	Time Period	Target	Previous Value	Trend
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.	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 previous value for the data period and influences the trend outcome.	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.
Please note the dashboards currently report on annual quarters so Q4 2020 = Q3 2020/21 and Q1 2021 = Q4 2020/21				

For each quarterly report we are committed to provide a spotlight on an area of delivery, performance, or intelligence to supplement our acknowledgement of progress towards the 2021/22 Corporate Plan delivery objectives. This quarter we are highlighting the analysis and performance management underway to better understand and support the inequalities in our area.

2. Corporate Core

2.1. Summary

The main focus of delivery for the corporate core in Q1 was the delivery of the May elections and the 'lets do it festival'. Our number of rough sleepers in Bury is now 1 as we have seen an increase in the number of households in temporary accommodation (64%) on the last day of the quarter.

The development of the internal transformation (modernisation) strategy in Quarter 1 will see 3 programmes of work move into delivery in Quarter 2. This will include contacts and transactional services, improving performance across many areas within the dashboard. Our number of contacts via phone and web have increased this quarter, demonstrating a greater demand on our customer services. It is indicated by our sample of fly tipping contacts that 39% of our customers are still inclined to call rather than self-serve online but this proportion is decreasing.

The newly recruited Director of People & Inclusion in Quarter 1 will also support staff improvements across the organisation. Sickness absences at Bury Council have increased (12.91 days lost per FTE per year) as has staff turnover (9.4%). Whereas CCG performance has improved this quarter to be below their targets for these two measures.

2.2.   Dashboard

Corporate Core

	Actual Value	Time Period	Target	Previous Value	Trend
Number of births registered	132	Jun-2021	N/A	154	↘ 2
Number of deaths registered	157	Jun-2021	N/A	196	↘ 1
Contact centre – number of contacts	65568	Q2 2021	24,000	63246	↗ 2
Web Forms - number of contacts (firmstep platform only)	24727	Q2 2021	N/A	20847	↗ 1
Percentage of fly tipping webforms completed by the contact centre	39.32	Q2 2021	N/A	45.64	↘ 2
Number of entries on housing waiting list	1593	Jun-2021	N/A	1489	↗ 2
Average waiting time on housing register (all applications) (snapshot)	297	Jun-2021	N/A		
Total number of VCFA volunteers (cumulative)	428	Jun-2021	N/A	361	↗ 1
Total number of volunteers (hub app) (cumulative)	451	Mar-2021	N/A	431	↗ 3
Number of Clinically Extremely Vulnerable people supported through Community Hubs	34	Mar-2021	10	14	↗ 2
Number of rough sleepers in Bury	1	Jun-2021	N/A	51	↘ 2
Number of rough sleepers currently being supported	49	Jun-2021	40	48	↗ 3
Number of statutory homeless cases open on the last day of the month	446	Jun-2021	300	476	↘ 2
Number of households in temporary accomodation on last day of the month	64	Jun-2021	N/A	48	↗ 3
% of residents who feel safe	92	Q1 2021	90	88.70	↗ 1
Rate of all crimes (per 1,000 population)	19.70	Q4 2020	20	20.69	↘ 1
Sickness absence: average number of days lost per FTE per year (Bury Council)	12.91	Jun-2021	9.85	14.24	↘ 1
Sickness absence: average number of days lost per FTE per year (Bury CCG)	9.40	Mar-2021	10	12	↘ 2
% Staff turnover (Bury Council)	9.40	Q2 2021	8.5	8.859	↗ 2
% Staff turnover (Bury CCG)	11.02	Mar-2021	15	19.18	↘ 2
% of FOIs completed on time (Bury Council)	54	Jun-2021	100	52.67	↗ 1
% of FOIs completed on time (Bury CCG)	100	Mar-2021	100	100	↔ 1
% of SARs completed on time (Bury Council)	100	Mar-2021	100	0	↗ 1
% of SARs completed on time (Bury CCG)	100	Mar-2021	100	100	↔ 3
% annual PDRs completed in previous 12 months (Bury Council)	33	Q2 2021	100	13.23	↗ 1
% annual PDRs completed (Bury CCG)			100		
Number of housing complaints completed within 20 days	2	Jun-2021	N/A	0	↗ 1
% of complaints responded to within timescale (Bury Council)	68.67	Q2 2021	100	66.67	↗ 2
% of complaints responded to within timescale (Bury CCG)	25	Mar-2021	100	0	↗ 1

2.3. Delivery

Key Delivery Elements in Q1	Q1 completed delivery as planned	Key delivery to continue in Q2-Q4
- AGILE working model developed and approved - DPST submitted (CCG and Council) - Culture Strategy partner selected - Housing service restructure: Consultation completed - Over 60 Community Champions now recruited with regular comms reach to over 19,000 residents - Community recovery – participatory budget schemes: scoped as part of new member induction in May/June 2021 - Domestic Abuse Strategy Review - Neighbourhood model development - EA roll out & training	- Let's thank volunteers event held - May 2021 Festival - Let's Do It! - Scrutiny review completed - Local election planned and delivered - Council constitution updated inc. member Development Plan - Director People & Inclusion in post	- Development of IG strategy - Development of Corporate brand guidelines - Community recovery – participatory budget schemes - AGILE implementation and evaluation - VCFA review & volunteer strategy - Apprenticeship strategy - ICS strategy - Digital strategy including M365 roll out at pace - Inclusion strategy delivery - HR Policy review & manager training - Community Safety strategy refresh - Culture strategy - Organisation development – values; leadership; skills & engagement - Boundary commission review - Health and Safety Strategy - Joint Communications and Engagement Strategy - Business Support review - Contact strategy year 1

3. Finance

3.1.   Summary

Quarter 1 effort within the finance department focussed on the monitoring of budget spending and savings plans. This included the preparation of the CCG financial plan and a deep-dive into continuing health care expenditure.

We saw fewer people (125) accessing the self-isolation benefit scheme than in quarter 4. Invoices continue to be processed and paid efficiently with these measures performing above their target by 4%. Our percentage of council tax and business rates collected is as expected (below target) as we aim to achieve these targets by the end of the financial year

The contracts register refresh was also completed which will support delivery of the internal transformation (modernisation) strategy.

3.2.   Dashboard

Finance

	Actual Value	Time Period	Target	Previous Value	Trend
Numbers accessing self isolation £500 benefit scheme	125	Q2 2021	N/A	231	↘2
% of invoices paid within 10 days (Council)	94.60	Mar-2021	N/A	94.90	↘1
% of invoices paid within 30 days (Council)	99.48	Mar-2021	95	99.37	↗1
% of invoices paid within 30 days (CCG)	99.20	Q2 2021	95	99.03	↗2
Payment days for SMEs (Average)	3	Mar-2021	N/A	4	↘1
% Council Tax collected	27.20	Jun-2021	94.5	96.01	↘1
Penalty Charge Notice Collection Rates	73.60	Jun-2021	N/A	76.5	↘1
% Business rates collected	23.80	Jun-2021	91.5	87.62	↘1
% of debt collected within 30 days	20.90	Jun-2021			
Total debt outstanding after 30 days					
Capital slippage					
Percentage of departmental savings achieved: One Commissioning Organisation	103	Q1 2021	100	90	↗1
Percentage of departmental savings achieved: Children and Young People	93	Q1 2021	100	77	↗1
Percentage of departmental savings achieved: Operations	7	Q1 2021	100	7	↔1
Percentage of departmental savings achieved: Corporate Core	0	Q1 2021	100	0	↔1
Variance against savings plan: Council (£)			0		
Variance against savings plan: CCG (£)	0	Jun-2021	0	0	↗1
Variance against savings plan: Pennine Care (£)			1		
Variance against savings plan: Pennine Acute (£)			2		
Variance against plan: Council (£)			0		
Variance against plan: CCG (£)	0	Jun-2021	0		

3.3. Delivery

Key Delivery Elements in Q1	Q1 completed delivery as planned	Key delivery to continue in Q2-Q4
• Locality plan finance section completed • Deep dive in to CHC overspend • GP premise issues understood • New Contract procedure rules developed and approved • CCG plan and budgets submitted to NHS England & approved at GB • Explore further QIPP opportunities	• Rationalisation of Cash Office – Prestwich • Prepare Financial Plan and set budgets; amend as advised nationally (CCG) • Contracts Register refresh • Refresh and Implement Debt Management Strategies • Implement new Contract Procedure Rules	• Develop the Medium-Term Financial Strategy (Council) • Agree commissioning intentions and contracts • Strengthen budget management arrangements • Contracts Register development • PCN network developments • Resolve community transfers remaining issues • Development of a Commercial strategy • Implement Breathing Space for Debt Management • Risk Registers/ Risk Maturity • Formalise working relationships (NCA/LCO/GM) • HRA strategy • Transform financial processes eliminating inefficient processes and maximise use of technology

4. One Commissioning Organisation (OCO) – Health & Care

4.1. Summary

Focus in the OCO continued on the delivery of the COVID outbreak plan (vaccinations and testing) across the borough in Quarter 1. There was a substantial increase in the number of people receiving the second dose of their vaccination, with 80,000+ people receiving it during this quarter.

The development of the elective care framework into Quarter 2 – Quarter 4 will see dedicated programmes of work working on waiting times and improvement of patient journeys. Waiting times for new referrals are currently decreasing but the impact of COVID is still evident in the waiting times for historical referrals. This work will align to the urgent care transformation programme that continued during Quarter 1.

Efforts have resulted in an improvement in the proportion of Adult Social Care reviews completed. Quarter 1 also saw the launch of a system wide end of life pathway across the borough. This will significantly help patient journeys nearing end of life.

4.2.   Dashboard

One Commissioning Organisation					
	Actual Value	Time Period	Target	Previous Value	Trend
7-day average COVID infection rates per 100,000	395.31	Q2 2021	N/A	142.2	↗1
Number of Bury GP registered people to have received first dose of COVID vaccine (snapshot)	127474	Jun-2021	N/A	91743	↗1
Number of Bury GP registered people to have received second dose of COVID vaccine (snapshot)	94642	Jun-2021	N/A	10813	↗1
Referral to treatment total waiting list entries	18853	Mar-2021	15800	17155	↗3
Referral to treatment total number waiting in excess of 52 weeks	1697	Mar-2021	0	1037	↗3
IAPT waiting times % 6 weeks or less from referral	66.67	Mar-2021	75	73.29	↘1
Patients in Fairfield General Hospital with No Right to Reside on the last day of the month	13	Jun-2021	N/A	21	↘2
IMC (Killelea) Bed Occupancy (%)	79	Jun-2021	N/A	67	↗1
Residential and Nursing Care Bed Occupancy (%)	81	Jun-2021	N/A	82	↘1
Number of referrals to Adult Social Care (ASC)	1358	Q2 2021	N/A	1135	↘1
Proportion of completed Adult Social Care (ASC) annual reviews in a rolling 12 month period	38.90	Q2 2021	N/A	35.5	↗1
Number of safeguarding concerns	526	Jun-2021	N/A	636	↘1
Total number of Local Offers on The Bury Directory	2835	Jun-2021	N/A	2854	↘1

4.3.   Delivery

Key Delivery Elements in Q1	Q1 completed delivery as planned	Key delivery to continue in Q2-Q4
• Continued delivery of Covid Outbreak plan – testing, vaccination etc. • All aspects of ICS transition, including refreshed locality plan, update on local arrangements, and demonstration of system outcomes framework. • Establishment of Integrated Care Collaborative as part of new partnership arrangements • Elective care Workshop Development • Carnall Farrar review of NCA footprint sector working delivered • NHS Planning Submission • design of clinical and professional senate workshop • Launch of end of life/palliative care pathway • Participation in SEND follow up inspection	• Health and Well Being Board Reform leadership • Covid Response: Management of Urgent care System (command and control) • Adult Social Care Effective and Efficient Commissioning (Care home fees approved April 2021)	• Continued delivery of Covid Outbreak plan – testing, vaccination etc. • Continued focus on elective care delivery, and elective care transformation • Reframe of whole system urgent care transformation • Primary Care Programme including Primary Care Network Development • Secondary Care Service Reconfiguration: Hospital Transformation • Children's Integrated Health and Care Commissioning including SEND • Mental Health Programme Implementation • Neighbourhood Team development • Safety - System Assurance Committee development

5. Children & Young People

5.1.   Summary

Work during Quarter 1 focussed on support for children in need of help and protection through the period of Covid-19 restrictions. The department also provided leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19. Unfortunately, this quarter has witnessed a decline in the proportion of care leavers aged 17-18 that are in education, employment or training.

Work will continue into Quarter 2 - Quarter 4 regarding whole system leadership of school improvement to transform outcomes for all children and young people at each key learning stage and following inspection in whole system leadership of improvements to the Bury local offer for children and young people, with additional and SEND needs

Children's Social Care activity reported has remained stable from Quarter 4 – Quarter 1 with just minor changes reported. Whilst demand on Children's Social Care continues to increase with rate of open CIN and referrals per 10,000 children reporting greater than the previous quarter.

5.2.   Dashboard

Children & Young People

	Actual Value	Time Period	Target	Previous Value	Trend
Number of new EHC Plans (school aged)	25	2021	N/A	302	⬊1
Rate of CLA per 10,000 children (latest snapshot)	79	Jun-2021	N/A	78	⬈1
Rate of CPP per 10,000 children aged 0-17 (latest)	46	Jun-2021	N/A	47	⬊1
Rate of open CIN per 10,000 children aged 0-17 (latest)	286	Jun-2021	N/A	276	⬈2
Rate of referrals per 10,000 children aged 0-17 over the last 6 months	529	Jun-2021	N/A	510	⬈2
Re-referrals: children with a previous referral within 12 months of their latest referral (last 6 months)	22	Jun-2021	N/A	26	⬊1
Re-registrations for children who started on a CP plan (ever) (last 6 months)	27	Jun-2021	N/A	29	⬊2
Short term placement stability (% of open CLA)	13	2019	N/A	12	⬈2
Long term placement stability (% of open CLA)	70	2019	N/A	71	⬊1
Education, Employment, or Training (EET) of 16-17 year olds (%)	96.20	Mar-2021	N/A	96.20	↔1
Education, Employment, or Training (EET) of 17-18 year olds (care leavers)	57	Jun-2021	N/A	75	⬊1
Education, Employment, or Training (EET) of 19-21 year olds (care leavers)	51	Jun-2021	N/A	51.29	⬊2
Number of foster carers	107	Jun-2021	N/A		

5.3. Delivery

Key Delivery Elements in Q1	Key Delivery to continue in Q2-Q4
• Ongoing support and guidance to schools on management of COVID-19 • Submission of DSG recovery capital plans • Project Safety Valve development • Capital bids partially approved from DfE; SEMH free-school pre-approved by DfE • Continuing to enhance the continuum of provision including SEMH resourced provision • Rolling programme of Signs of Safety training and briefing to partners • Preparation for peer challenge ; external case file audits completed 28th / 29th June • HAF provision has been confirmed and key stakeholders across the prevention agenda have come together to map how they can deliver an integrated approach in place.	• 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 School improvement to transform outcomes for all children and young people at each key learning stage • 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 • Leadership of the Borough's contribution to delivery of the Greater Manchester Children's Plan (GMCA)

6. Operations

6.1.   Summary

Alongside ensuring all Council buildings are COVID secure as part of the easing of lockdown restrictions, Quarter 1 saw 12 new waste collection vehicles go into service alongside the introduction of new rounds and an increase in the amount of waste collected from the previous quarter by approx. 1300 tonnes. The full impact of this new service will be noted in Quarter 2 – Quarter 4.

This quarter we experienced fewer potholes being reported, and repaired less than the previous quarter. Our efficiency in completing highway and street lighting repairs has improved with 64% of highway repairs completed on time and the average time for a street lighting repair reducing to 2.7 days.

Quarter 1 also saw the launch of the climate change strategy consultation across the borough, the impact of which will be reported annually. CCTV was also installed across the market improving safety.

6.2.   Dashboard

Operations

	Actual Value	Time Period	Target	Previous Value	Trend
Waste collection (tonnes)	16681	Q2 2021	N/A	15398	↗ 1
Waste collection: grey bins (tonnes)	6955	Q2 2021	N/A		
Waste collection: blue bins (tonnes)	2643	Q2 2021	N/A		
Waste collection: green bins (tonnes)	1715	Q2 2021	N/A		
Number of missed bin collections per 100,000	54	Q2 2021	N/A	135.2	↘ 1
Proportion of household waste recycled	58.10	Q2 2021	N/A	54.10	↗ 2
Waste collection (tonnes) from street cleaning	649	Q2 2021	N/A	703	↘ 2
Number of potholes reported	650	Q2 2021	N/A	967	↘ 1
Number of potholes repaired	2445	Q2 2021	N/A	3262	↘ 1
Highway repairs completed on time (%)	64	Q2 2021	N/A	58	↗ 2
Average time taken to repair street lighting	2.70	Q2 2021	N/A	3.859	↘ 2
Number of licensing applications processed	852	Q2 2021	N/A	39	↗ 1
Number of food standards inspections completed	39	Q2 2021	N/A	41	↘ 1
No. of accidents/incidents in Council owned buildings/assets	11	Q2 2021	N/A	6	↗ 1
Capital projects completed					
Percentage of physically active adults	70.06	2021	N/A		
Percentage of physically active children and young people	39.30	2021	N/A		
Number of air quality monitoring stations breaching nitrogen dioxide targets			N/A		
Total CO2 emissions produced within our borough			N/A		
Total CO2 emissions resulting from council operations			N/A		

6.3.   Delivery

Key Delivery Elements in Q1	Q1 completed delivery as planned	Key delivery to continue in Q2-Q4
• Building Compliance: COVID secure buildings • Climate Strategy consultation launched on 3 June. • Tender documents issued for Decarbonising the Public Estate Programme • Preparations for Town Hall and 3KP for agile working office accommodation • Capital programme works implementation • 12 new Rotopress waste collection vehicles now in service • New waste collection rounds were implemented on 21 June. • Corporate Landlord target operating model presented and approved • CCTV installed on the Market and toilet block complete	• Street Light Dimming project delivered	• Building Compliance: FM Strategy and Structure • Building Compliance: Town Hall Maintenance and Repairs • Bury Markets investment and improvement • Civic Venues Review • Climate Change Strategy • Environmental Quality: Reduce contaminated bins and maximise recycling • Environmental Quality: Strategy in respect of community ownership – keeping the Borough clean and tidy • Green Spaces: Implement the playing pitch strategy, including 3G pitch plan • Green Spaces: Green Flag improvement programme • Green Spaces: Promoting our physical strategy in green spaces • H&E: Highways Investment Tranche 2 • Leisure Review: Determine options re: the viability of a facility as part of the Bury Town Centre Masterplan • Waste and Transport: Waste collection review including optimisation and balancing

7. Business, Growth & Infrastructure

7.1.   Summary

Quarter 1 saw the refresh and relaunch of the town centre boards to support growth and regenerisation.

Development of the Bury Economic strategy continued alongside the economic recovery plan. Although our claimant count is decreasing it still stands at almost double the amount pre pandemic.

The Radcliffe Transport Strategy got underway in Q1 and the procurement exercise for the Radcliffe Hub commenced.

7.2.   Dashboard

Business Growth & Infrastructure

	Actual Value	Time Period	Target	Previous Value	Trend
Net business growth rate	-790	2020	N/A	175	↘1
Number of JSA and UC Claimants	7295	Jun-2021	N/A	8245	↘1
Total planning applications received	240	Q1 2021	N/A	249	↘1
Percentage of planning decisions granted	95	Q1 2021	N/A	93	↗1
Annual housing completions	200	2020	N/A	391	↘1
Number of housing units completed in the borough which are affordable	20	2020	N/A	184	↘1
% Housing completions on brownfield land	62	2020	N/A	82	↘1

7.3.   Delivery

| Key Delivery Elements in Q1	Key Delivery to continue in Q2-Q4
- Town Centre Boards refreshed and launched - Radcliffe Transport Strategy underway - Procurement exercises underway for Radcliffe Hub - New Joint Committee to prepare the 'Places for Everyone' (PfE) plan - Brief for Economic Development Strategy finalised - Bury Flexihall Press release following bid submission. PM & QS appointed and state 1 tenders underway	- Bury Economic Strategy - Economic Recovery Plan including Barclays Thriving Local Economies Programme - Places for Everyone (PfE) - Council Strategic Asset Management Strategy - Estates Strategy - Investment in Council owned Commercial Estate - Bury Town Centre Masterplan - Bury Flexihall - Bury Interchange - Radcliffe Strategic Regeneration Framework - Prestwich Urban Village Plan - Ramsbottom Place Management Plan - One Public Estate Programme - Gypsy and Traveller Site, Every Street Bury - Inward investment strategy - Working Well programme - Full Fibre Rollout (5G network will follow) - Skills strategy - Residential Delivery - Housing Strategy (including review of affordable housing) - Empty Homes strategy

8. Spotlight

8.1.   Background

Bury as a locality is committed to tackling inequalities, demonstrated by the publication of the recent Inclusion Strategy, the Bury 2030 Strategy which has equality at its core and the newly designed performance management framework which accompanies this and focuses on gap analysis between cohort groups throughout the hierarchy.

This is set in wider work taking place across Greater Manchester through the GM Independent Inequalities Commission and nationally with the "Build Back Fairer: The COVID-19 Marmot Review". Never has there been more of an opportunity whilst working through recovery from the pandemic and a greater need to truly tackle inequalities within the locality following the impact of COVID-19 which has stalled and potentially reversed any local progress around tackling inequalities.

The GM Independent Inequalities Commission describes inequalities as having entrenched and intersecting inequalities, essentially a complex matrix of inequalities on a vertical and horizontal axis which are inextricably linked with where you live, who you are and your ability to participate in society.
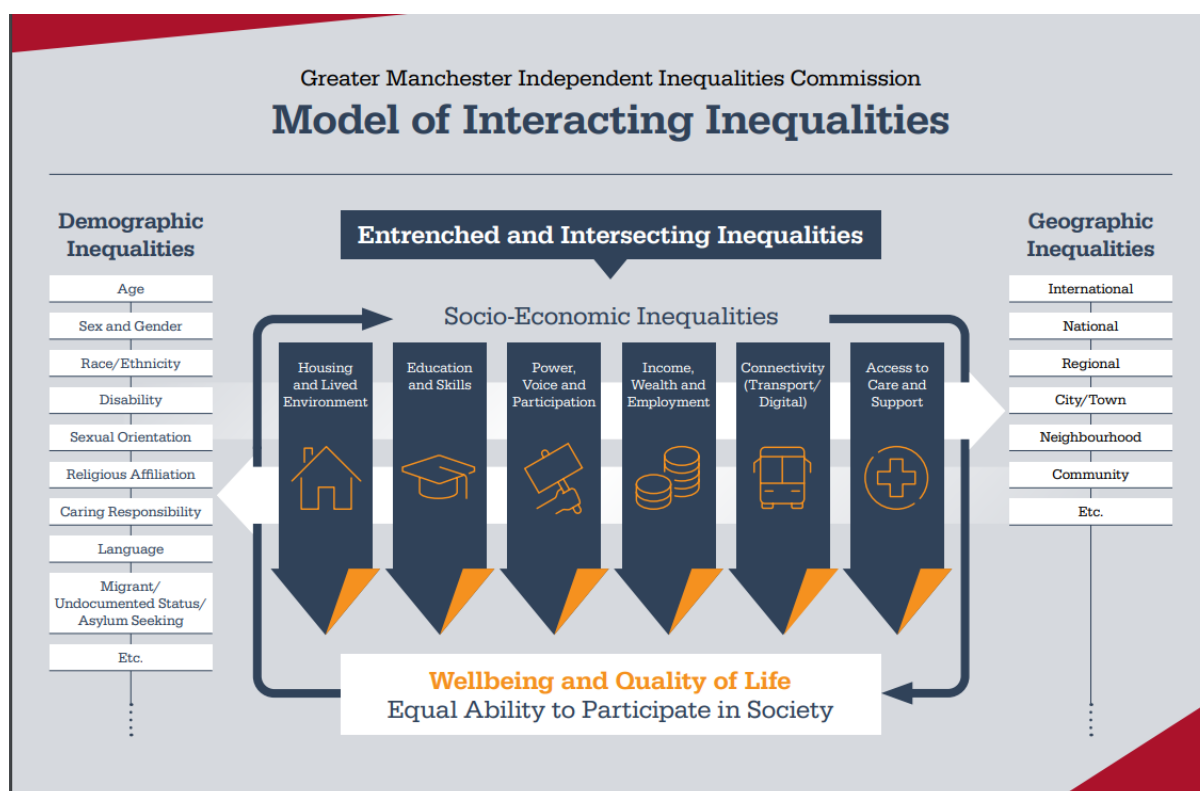
The COVID-19 Marmot review describes inequalities across seven factors particularly during the pandemic:

- **Previous Health conditions**: These increase the risk or worse prognosis from COVID-19 and higher rates of mortality. These health conditions are
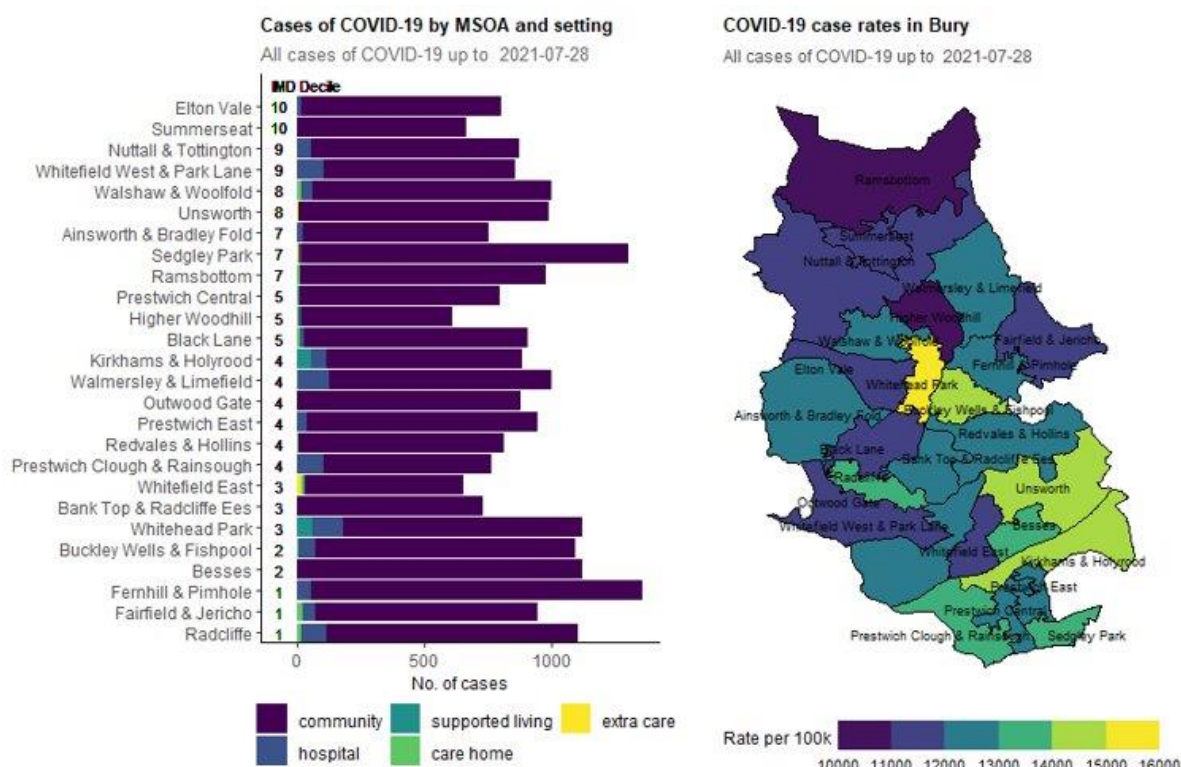
associated with living in more deprived areas and being in a lower income group.

- **Deprivation of area of residence**: Living in more deprived areas is associated with other risk factors such as poor living conditions and type of employment which in turn are associated with a greater risk of harm from COVID-19
- **Region**: The pandemic has affected regions differently but has exacerbated the association between deprived regions and the higher impact of COVID-19. This is widening further national issues such as the north-south divide.
- **Living Conditions**: Overcrowded living conditions and poor-quality housing are associated with higher risks of mortality from COVID-19 and these are more likely to be located in deprived areas and inhabited by people with lower incomes.
- **Employment**: Occupations that do not facilitate working from home or social distancing will have a higher risk of mortality from COVID-19. These are generally lower paid and lower status roles.
- **Ethnicity**: BAME groups are experiencing higher rates of impact and mortality from COVID-19 which is related to disproportionate experience of high risk living and working conditions which are partly the result of longstanding impacts of discrimination and exclusion associated with systemic racism.
- **Religious Groups**: Most major religious groups have higher rates of mortality from COVID-19 than people who do not follow a religious faith.

Both key policies demonstrate how in a pre-pandemic and pandemic world the same factors can create significant inequalities for people. This chapter will look further into the detail of the impact of COVID-19 in terms of inequalities for those cohorts within Bury which we already know are experiencing them.

8.2.   Inequality: Cases

So how unequal is Bury? Both prior to the pandemic and now as we are moving through recovery. The diagram overleaf shows the cumulative cases of COVID by geographical medium super output areas (MSOAs) since the start of the pandemic.

Cases of COVID-19 by MSOA and setting
All cases of COVID-19 up to 2021-07-28

COVID-19 case rates in Bury
All cases of COVID-19 up to 2021-07-28

The above diagram shows that occurrence of cases has mainly been within the community, shown by the purple bars on the left. When analysed in order of deprivation, using the IMD decile where 10 is least deprived, there is a slight trend for the highest cumulative numbers of cases occurring in deciles 1,2 and 3. The map on the right shows the case numbers expressed as a rate per 100,000 so we can compare MSOAs more accurately.

This map reveals the same pattern described by both the GM review and the Marmot report – where the lighter colours show the highest rates of cases – which are located in the more deprived areas of the borough around Whitehead Park and Buckley Wells & Fishpool. There are also lighter colours associated with the areas which correlate with where our Jewish Community reside. The least impact of cases is seen in the dark purple areas on the map which are the least deprived areas in the borough around Ramsbottom.

In terms of case rates by ethnicity, whilst we know there are some data quality issues with the available data around this (see Any other ethnic group row below) there is a higher rate of cases per 100,000 for those of Bangladeshi, Pakistani, Indian and African ethnicity compared to British and White ethnicities:

Ethnicity	Week 65 21 May - 27 May	Week 66 28 May - 3 June	Week 67 4 June - 10 June	Week 68 11 June - 17 June	Cumulative Rate per 100,000 to 17/06/2021
Bangladeshi	312	312	0	0	11,839
Pakistani	194	108	269	657	18,503
Indian	210	140	0	140	11,736
Any other Asian background	0	301	301	121	13,687
African	260	174	260	868	13,892
Any other Black / African / Caribbean background	0	0	1053	527	26,330
Any other Mixed / Multiple ethnic background	159	0	796	159	11,774
Any other White background	81	101	243	223	10,768
British	81	179	227	280	8,180
Caribbean	0	0	163	327	9,640
Chinese	0	176	352	176	4,404
Irish	0	123	123	123	3,988
White and Asian	482	193	96	386	5,785
White and Black African	0	148	148	74	2,150
White and Black Caribbean	0	0	436	436	10,257
Any other ethnic group	432	108	1187	1079	47,908
Total Rate	97	190	262	336	10,040

8.3.   Inequality: Hospital Admissions

Hospital admission and discharge data can also indicate where COVID-19 has widened inequality gaps. As per the case analysis above, we know that there are higher case rates of COVID-19 in those geographical areas that are more deprived. This is also apparent in those who experience further acuity in terms of COVID-19 and are admitted to hospital. When this is grouped up to our neighbourhood geography this correlation is even clearer:
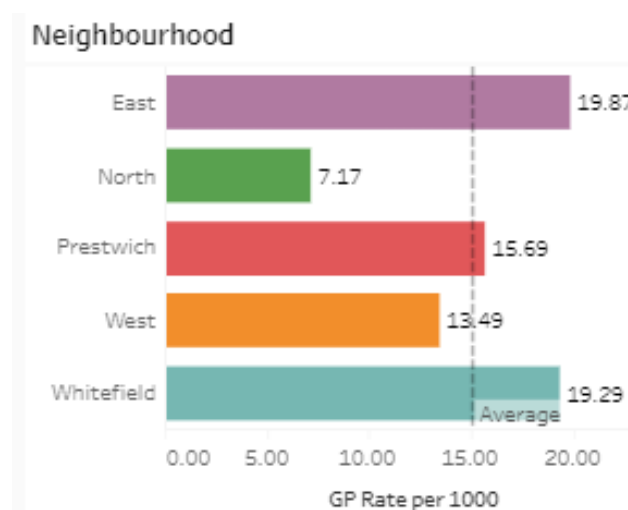

The above diagram shows cumulative hospitalisations from COVID-19 by neighbourhood against the Bury average. As a whole East, Prestwich and Whitefield neighbourhoods have above average hospital admissions for COVID-19 which again correlates with the areas described above in terms of areas of ethnic and religious groups and areas of deprivation.

In terms of admissions by ethnicity, admission rates per 1,000 population again reaffirms the stark inequality:

Bury admission rates per 1000

Ethnicity	
White	5.49
Asian or Asian British	6.64
Black or Black British	5.81
Mixed	1.19

|	
White	82.59%
Asian or Asian British	8.11%
Black or Black British	1.00%
Other	2.55%
Mixed	0.36%
Not Stated	5.20%
	0.18%
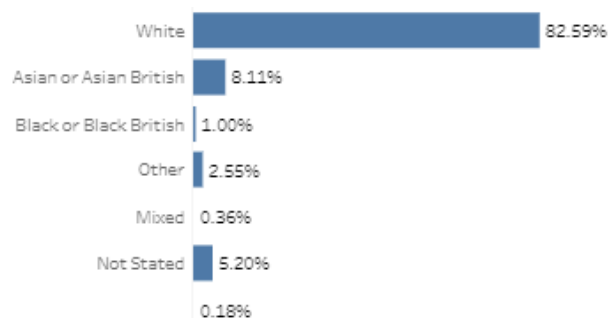
Whilst proportionally, those of white ethnicity represent the most hospital admissions at 82.59%, when converted to a population rate those of Asian or Asian British and Black or Black British ethnicity have a higher admission rate compared to those of white ethnicity.

8.4. Inequality: Mortality

The diagrams below show cumulative COVID-19 deaths from the start of the pandemic to January 2021

Number of Deaths in Bury of COVID-19 March 2020 to Jan 2021 by LSOA

Bury Number of COVID-19 Deaths March 2020 to Jan 2021 by IMD Decile
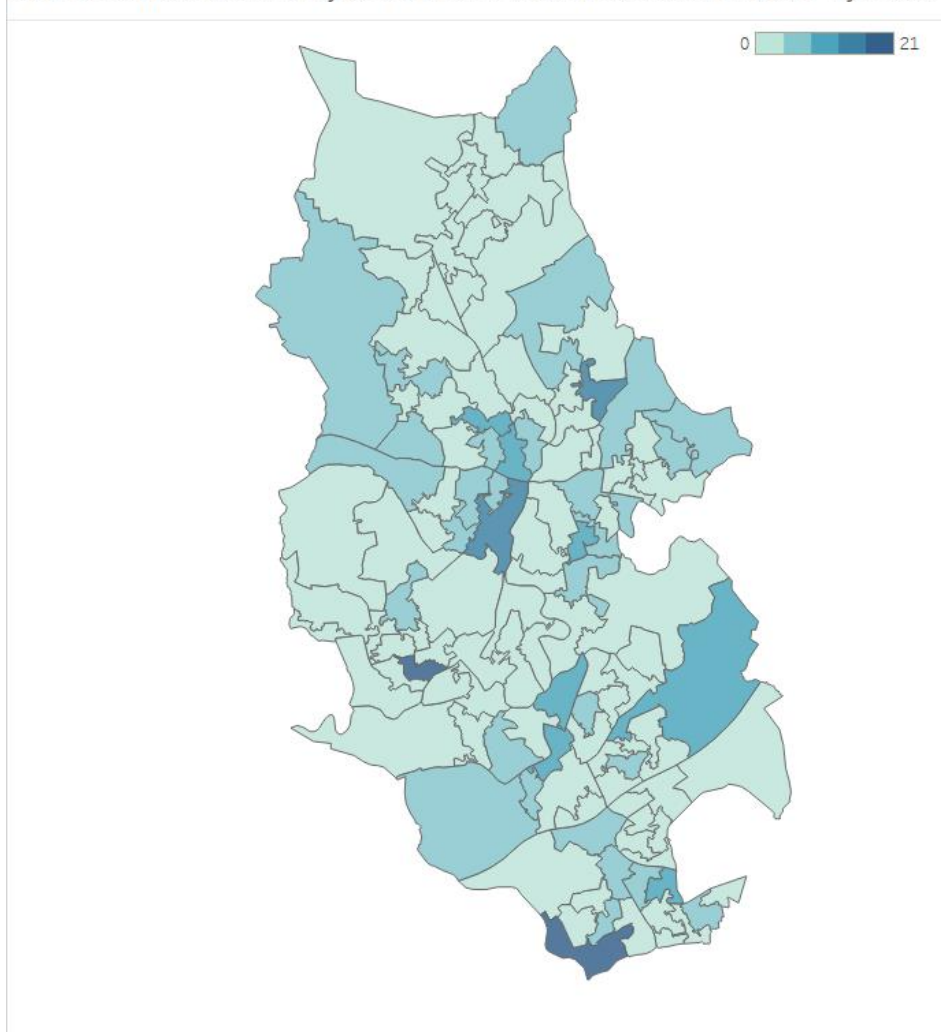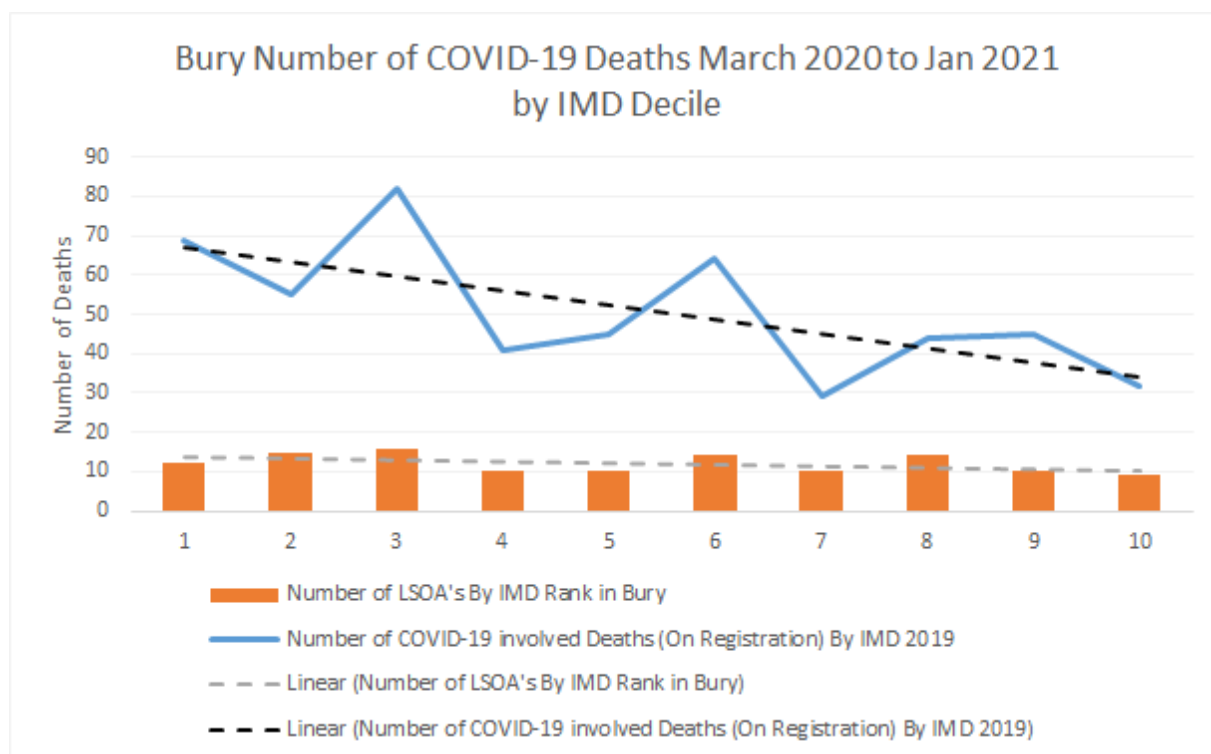
Again, the same pattern emerges when looking at mortality. Looking at both geography and deprivation levels we see a trend of less deaths in the least deprived areas (IMD Rank 10) and the most deaths in more deprived areas which are shaded darker on the map. These again correlate with the areas described above.

8.5. Next Steps

Like Greater Manchester, Bury has already embarked on a programme of reforming public services which are now being accelerated by the requirement to respond collaboratively to the pandemic. The future 'State of the Borough' report will describe these inequalities and our response to them in more detail, in particular through the Neighbourhood Working model which will seek to tackle inequalities by targeting services intelligently, using strength-based models and understanding our communities and ensuring we hear their voice to start to reverse the gap of those experiencing inequalities.

9. Conclusion and Next Steps

This is the first performance and delivery report of the joint Corporate Plan structured by departmental activity. Further development required has been noted and strives to strengthen and improve the reporting process and functionality. This report will be presented for scrutiny, providing opportunity for further engagement and direction on this workflow. Performance and delivery will continue to be reviewed internally on a monthly basis, generating conversations that will substantiate the content of these quarterly reports to Cabinet.

10.   Recommendation

That Cabinet is asked to:

- Note the performance and delivery towards the 2021/22 Corporate Plan delivery objectives
- Note the spotlight on inequalities data and performance management
- Note the ongoing developments to strengthen and improve this reporting process and functionality