



| Classification | Item No. |
|----------------|----------|
| Open           |          |

|  |   |
|--|---|
| <b>Meeting:</b>                        | Cabinet   |
| <b>Meeting date:</b>                   | 17 <sup>th</sup> November 2021  |
| <b>Title of report:</b>                | Bury Corporate Plan Performance and Delivery Report Quarter Two 2021-22 |
| <b>Report by:</b>                      | Councillor Tahir Rafiq – Cabinet Member for Corporate Affairs and HR    |
| <b>Decision Type:</b>                  | <b>Non key decision</b>   |
| <b>Ward(s) to which report relates</b> | <b>Whole Borough</b>  |

### **Executive Summary:**

This report provides a summary of key delivery and performance that occurred during quarter two 2021-22 aligned to the 3R priorities. The structure of this reporting has been revised for quarter two to reflect the 3R priorities which were developed in July to focus corporate plan activity.

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 our intelligence on waiting times for referral to treatment for consultant led services.

### **Recommendation (s)**

#### **That Cabinet:**

- Note the performance and delivery against the 3R priorities and the 2021/22 Corporate Plan delivery objectives
- Note the spotlight on our intelligence on waiting times for referral to treatment for consultant led services.
- 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.*

|                          |   |
|--------------------------|---|
| <b>Equality Analysis</b> | <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.*

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**Assessment of Risk:**

The following risks apply to the decision:

| <b>Risk / opportunity</b>   | <b>Mitigation</b> |
|---|-------------------|
| 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                  | HE   | Higher Education                            |
|      |  | 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                  | LGA  | Local Government Association                |
| DSG  | Dedicated Schools Grant                | MOT  | Ministry of Transport                       |
| EET  | Education Employment & Training        | 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                  |
| GMCA | Greater Manchester Combined Authority  | 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 delivery and performance that occurred during quarter 2 2021-22 aligned to the 3R priorities which were established in late July (see figure 1). The structure of this reporting has been revised for quarter 2 to reflect the 3R priorities which were developed in July to focus corporate plan activity.

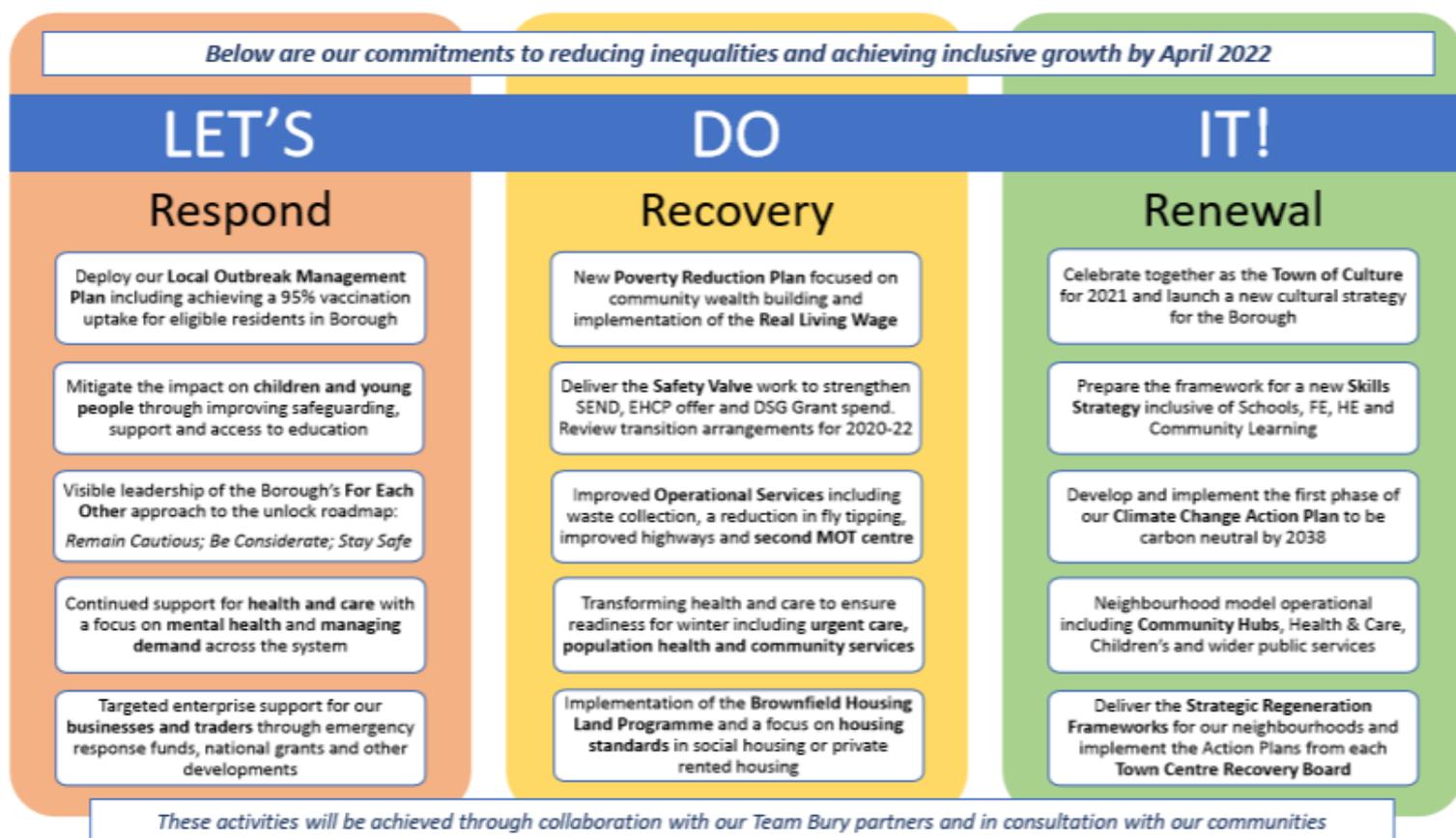


Figure 1 3Rs

Existing delivery activity as outlined in the Corporate Plan has been aligned to the priorities and it is worth noting that each priority has more than several activities linked to it. Monthly Departmental Highlight reporting provides the assurance on delivery alongside the departmental dashboards. Delivery status against each of the priorities and against the original timeframes set within the Corporate Plan is recorded and the latest delivery dashboard is included below (figure 4). Key delivery highlights for the quarter are outlined below (figure 3).

For each 3R priority we have aligned existing measures from within our Departmental dashboards. This is an iterative process so there is scope for the measures aligned to the priorities to change or new ones to be developed as activity progresses. Where a priority does not have performance measures reported

alongside it's delivery, this is monitored via the associated strategy and affiliated working group(s).

We strive to improve the engagement and accessibility of the performance reporting. Below is a key to the performance 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 grey 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 i.e. how many time periods the trend has been occurring. |
| <i>Please note the performance is currently reported on annual quarters so Q4 2020 = Q3 2020/21 and Q1 2021 = Q4 2020/21</i>   |                                   |  |  |   |

*Figure 2 Performance Key*

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 our intelligence on waiting times for referral to treatment for consultant led services.

## Key Delivery Highlights for Q2

|                 |  |
|-----------------|--|
| <b>Response</b> | <ul style="list-style-type: none"> <li>• Covid vaccination booster and 12-15 vaccination programme commenced</li> <li>• £6,173,914 allocated to businesses through AG, in addition to grants allocated via the Business Rates team</li> <li>• Education - Primary cluster meetings continued to be fortnightly from mid Sept onwards with a focus on recovery and school improvement</li> <li>• Dedicated EET worker post has been agreed and the recruitment concluded in September</li> <li>• Permanent Virtual Headteacher commenced her role in September</li> <li>• Social Care - Internship: 5 out of 8 young people have engaged with the paid internship offer</li> <li>• Co-production strategy developed with parents and local area for SEND within Bury</li> <li>• Childrens Social Care - LGA Peer Review Delivery Plan developed to address recommendations</li> <li>• ESIST review of hospital/system flow for urgent care reported and 2 week 'Rapid Quality Improvement 2 week initiative delivered</li> <li>• Established new Bury integrated urgent care board</li> <li>• Additional investment agreed in mental health services – CMHT for adults and Tier 2 for children</li> <li>• Afghan refugee crisis - Currently 434 dispersed asylum seekers across Bury in Serco accommodation. Pledged 10 properties (30 to 40 places) to support the crisis</li> </ul>   |
| <b>Recovery</b> | <ul style="list-style-type: none"> <li>• Accelerated Land Disposal - 2 assets sold at auction September 21 from Phase 1 – capital receipts expected of £327k and £61k. 1 asset confirmed for November's auction with a guide price of £50k. Summerseat House site sold for £1.2 million</li> <li>• First draft of the Empty Property Strategy and supporting Action Plan is currently undergoing internal consultation.</li> <li>• School Improvement Tool Kit co-produced and shared with revised meeting and governance structure</li> <li>• Well attended Headteacher conference including Ofsted prep information</li> <li>• Real Living Wage implementation proposals agreed by Cabinet</li> <li>• Remaining waste vehicles (RCV's) have been delivered. Waste collections have settled, improvement plan in place</li> <li>• Business and Executive Support proposals agreed by Cabinet and consultation launched</li> <li>• Anti-Poverty Working Group re-convened to minimise impact of the reduction in Universal Credit planned for the 6<sup>th</sup> October. Planning underway for half term support for parents in financial hardship and for the allocation of the Household Support Fund (HSF); a grant intended to protect the most vulnerable from hardship this winter</li> <li>• Health scrutiny meeting consideration of NCA transaction</li> <li>• Staff engagement regarding Second MOT testing station and draft specification produced.</li> <li>• Seven £400 fixed penalty notices (FPN) have been issued and one littering FPN following investigation by officers</li> </ul> |
| <b>Renewal</b>  | <ul style="list-style-type: none"> <li>• Bury Flexihall - Stage One procurement completed, VINCI selected as preferred construction partner.</li> <li>• Radcliffe HUB PROJECT - Stage One procurement completed, VINCI selected as preferred construction partner</li> <li>• Prestwich Urban Village - Bid submitted to the Government Changing Places Toilet programme</li> <li>• Approval of the Bury Campus options for Humphrey House approved at Cabinet 01/09/21 and work now underway to prepare a project plan for the next stages to decant the tenants from Humphrey House to 3KP</li> <li>• Draft Climate Strategy and Climate Action Plan consultation closed on 12 August.</li> <li>• Approval of the Bury Campus options for Humphrey House approved at Cabinet 01/09/21</li> <li>• Successful culture weekend held in Bury including the outdoor music festival – Head for the Hills, the Happy Festival and the return of the Flying Scotsman to ELR</li> <li>• Minimum Licensing Standards - Stage 1 report (Driver, Operator and Local Authority Standards) approved by Licensing and Safety Committee (LSC) on 2 September and Full Council on 9 September.</li> <li>• Grant announced for Skate Park at Clarence Park. (£75k)</li> </ul>   |

Figure 3: Key delivery

| 3 Strategic Themes with 15 Priorities   |                 |  |                 |   |                 |
|---|-----------------|--|-----------------|---|-----------------|
| LET'S   | Delivery Status | DO   | Delivery Status | It!   | Delivery Status |
| Response  |                 | Recovery   |                 | Renewal   |                 |
| 1. Deploy our <b>Local Outbreak Management Plan</b> including achieving an 80% vaccination uptake for eligible residents in Borough           | Aug             | 6. New <b>Poverty Reduction Plan</b> focused on community wealth building and implementation of the <b>Real Living Wage</b>                            | Aug             | 11. Celebrate together as the <b>Town of Culture</b> for 2021 and launch a new cultural strategy for the Borough          | Aug             |
|   | Sept            |  | Sept            |   | Sept            |
| 2. Mitigate the impact on <b>children and young people</b> through improving safeguarding, support and access to education                    | Aug             | 7. Deliver the <b>Safety Valve</b> work to strengthen SEND, EHCP offer and DSG Grant spend. Review transition arrangements for 2020-22                 | Aug             | 12. Prepare the framework for a new <b>Skills Strategy</b> inclusive of Schools, FE, HE and Community Learning            | Aug             |
|   | Sept            |  | Sept            |   | Sept            |
| 3. Visible leadership of the Borough's <b>For Each Other</b> approach to the unlock roadmap   | Aug             | 8. Improved <b>Operational Services</b> including waste collection, a reduction in fly tipping, improved highways and <b>second MOT centre</b>         | Aug             | 13. Develop and implement the first phase of our <b>Climate Change Action Plan</b> to be carbon neutral by 2038           | Aug             |
|   | Sept            |  | Sept            |   | Sept            |
| 4. Continued support for <b>health and care</b> with a focus on <b>mental health</b> and <b>managing demand</b> across the system             | Aug             | 9. Transforming health and care to ensure readiness for winter including <b>urgent care, population health and community services</b>                  | Aug             | 14. Neighbourhood model operational including <b>Community Hubs</b> , Health & Care, Children's and wider public services | Aug             |
|   | Sept            |  | Sept            |   | Sept            |
| 5. Targeted enterprise support for our <b>businesses and traders</b> through emergency response funds, national grants and other developments | Aug             | 10. Implementation of the <b>Brownfield Housing Land Programme</b> and a focus on <b>housing standards</b> in social housing or private rented housing | Aug             | 15. Deliver the <b>Strategic Regeneration Frameworks</b> for our neighbourhoods and implement the Action Plans from each  | Aug             |
|   | Sept            |  | Sept            |   | Sept            |

Figure 4 Delivery Dashboard monthly delivery status: Key: Green = On track, Amber = behind schedule, Red = No information received

## 2. Response 1: Deploy our Local Outbreak Management Plan including achieving an 80% vaccination uptake for eligible residents in Borough

### 2.1. Summary

Delivery of the COVID outbreak management plan has continued through Q2. Phase 1 of the vaccination programme is now complete with focus on phase 2 and 3 continuing into Q3 and 4. At the end of Q2 136,238 people had received their first dose of the vaccine and 125,159 people had received their second. Active inequalities monitoring is underway and will continue to inform further plans.

### 2.2. Delivery

| Key Delivery Elements in Q2  | Key delivery to continue in Q3-Q4  |
|--|--|
| COVID response: Outbreak Management Plan<br>COVID Response: Vaccination Management: Phase 1 and 2<br>Covid Response – Inequalities: Active inequalities monitoring | <ul style="list-style-type: none"> <li>• Outbreak Management Plan</li> <li>• Vaccination Management: Phase 2 and 3. Contingency planning for children 12-15 programme</li> <li>• Inequalities monitoring taking place to inform delivery plans e.g. testing and vaccination</li> </ul> |

### 2.3. Performance

|  | Actual Value | Time Period | Target | Previous Val... | Trend   |
|--|--------------|-------------|--------|-----------------|---|
| 7-day average COVID infection rates per 100,000  | 271.22       | Q3 2021     | N/A    | 395.3           |  1 |
| Number of Bury GP registered people to have received first dose of COVID vaccine (snapshot)  | 136238       | Sep-2021    | N/A    | 127474          |  2 |
| Number of Bury GP registered people to have received second dose of COVID vaccine (snapshot) | 125159       | Sep-2021    | N/A    | 94642           |  2 |

### 3. Response: Mitigate the impact on children and young people through improving safeguarding, support and access to education

#### 3.1. Summary

Q2 has seen the development of the Safety Valve programme and continued support and leadership to schools, early years providers and further education colleges to mitigate the detrimental impacts of Covid-19. Recovery planning has been developed through school improvement clusters. Key performance measures for the safety valve programme are currently under development and will be included in following quarterly reports.

#### 3.2. Delivery

| Key Delivery Elements in Q2  | Key delivery to continue in Q3-Q4   |
|--|---|
| <ul style="list-style-type: none"> <li>• Project Safety Valve development</li> <li>• Childrens Strategic Partnership Plan completed for approval</li> <li>• Bury continues to pilot GMCA work around pathways to talking and behavioural intervention in Early Years</li> <li>• Schools Advisory Group – shifted focus to recovery and school improvement</li> <li>• Universal quality Assurance Visit in +90% of all schools with resulting reports giving increased assurance.</li> <li>• Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19</li> <li>• Headteachers have developed proposal for COVID recovery planning through the school improvement clusters</li> <li>• Support to develop a new special free school based in Unsworth, in partnership with Shaw Education Trust - DfE now procuring scheme for new build – detailed planning meetings commenced 29th September</li> </ul> | <ul style="list-style-type: none"> <li>• Development of early help support for children and families via a community partnership model</li> <li>• Whole system leadership of improvements to the Bury local offer for children and young people, with additional and SEND needs</li> <li>• Leadership of the Borough’s contribution to delivery of the Greater Manchester Children’s Plan</li> <li>• Whole system leadership of School improvement to transform outcomes for all children and young people at each key learning stage</li> <li>• Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19</li> <li>• Development of excellent social work practice, focused on interventions which will have most impact for children and families</li> <li>• Whole system leadership of the skills and youth opportunities offer to deliver the white paper and GM priorities</li> </ul> |

### 3.3. Performance

|   | Actual Value | Time Period | Target | Previous Val... | Trend |
|---|--------------|-------------|--------|-----------------|-------|
| Percentage of children accessing 2 year take up of free childcare                           | 75.40        |             | N/A    | 75              | ↗1    |
| Number of Early Help Assessments by partners  | 5            | Sep-2021    | N/A    | 26              | ↘2    |
| Number of Early Help Assessments by Bury Locality Team                                      | 23           | Sep-2021    | N/A    | 45              | ↘2    |
| Percentage of Early Help assessments by Partners  | 18           | Sep-2021    | N/A    | 37              | ↘1    |
| Percentage of Early Help assessments by Bury Locality Team                                  | 82           | Sep-2021    | N/A    | 63              | ↗1    |
| Percentage of EHM Contacts with an outcome of 'start a MASH Referral to Early Help Episode' |              |             | N/A    |                 |       |

#### **4. Response: Visible leadership of the Borough's For Each Other approach to the unlock roadmap**

##### **4.1. Summary**

Q2 saw the Happy Festival and Head for the Hills event in Burrs Country Park. The newly developed culture strategy has been consulted on and will be supported by the Communications and Engagement Strategy. These will be delivered through Q3 and Q4.

##### **4.2. Delivery**

| <b>Key Delivery Elements in Q2</b>  | <b>Key delivery to continue in Q3-Q4</b>  |
|---|---|
| <ul style="list-style-type: none"><li>• Approach to the 2021/22 Pitch events approved by Informal Cabinet</li><li>• Successful events held for Happy Festival and Head for the Hills in Burrs Country Park.</li><li>• The Joint Communications and Engagement Strategy drafted</li><li>• Consultation on the culture strategy</li></ul> | <ul style="list-style-type: none"><li>• A community recovery "Pitch" participatory budget scheme to be delivered in each neighbourhood</li><li>• Culture strategy including micro grants &amp; culture pass will be developed and approved.</li><li>• Joint Communications and Engagement Strategy approved</li></ul> |

## 5. Response: 4. Continued support for health and care with a focus on mental health and managing demand across the system

### 5.1. Summary

Work in Q2 saw the development of a single system urgent care plan which will be supported by the integrated system board. Work within the elective care framework programme has seen an impact across waiting lists. This is explored further in the spotlight section of this report. Implementation of the Mental Health transformation programme will continue into Q3 and 4.

### 5.2. Delivery

| Key Delivery Elements in Q2  | Key Delivery to continue in Q3-Q4   |
|--|---|
| <ul style="list-style-type: none"> <li>Secondary Care Service Reconfiguration: Pennine Disaggregation and Service pathways NCA/MFT</li> <li>Single system UC plan developed across Transformation/Resilience and BAU supported by newly installed Bury UEC Integrated System Board</li> <li>Elective Care Framework - focus on prevention, addressing inequalities and inclusion. Phase 1 of the Last 10 Patient Review of the arthritis knee pathway completed</li> <li>Mental Health Programme Implementation continues</li> <li>Covid Response: Support to Social Care providers and GP practices - CMS service stood down. COVID patients now managed by GP practices in hours and BARDOC out of hours.</li> </ul> | <ul style="list-style-type: none"> <li>Secondary Care Service Reconfiguration</li> <li>Urgent Care System: Implementation of Urgent Care Transformation Strategy</li> <li>Elective Care Framework implementation</li> <li>Mental Health Programme Implementation</li> </ul> |

### 5.3. Performance

|  | Actual Value | Time Period | Target | Previous Val... | Trend   |
|--|--------------|-------------|--------|-----------------|---|
| Referral to treatment total waiting list entries                 | 22076        | Jun-2021    | 15000  | 18853           |  |
| Referral to treatment total number waiting in excess of 52 weeks | 1316         | Jun-2021    | 0      | 1697            |  |
| IAPT waiting times % 6 weeks or less from referral               | 32.90        | Jun-2021    | 75     | 66.67           |  |

## **6. Response: Targeted enterprise support for our businesses and traders through emergency response funds, national grants and other developments**

### **6.1. Summary**

Support has continued to be provided to business and traders in Q2, this support is promoted through existing communication channels.

### **6.2. Delivery**

| <b>Key Delivery Elements in Q12</b>  | <b>Key delivery to continue in Q3-Q4</b>   |
|--|--|
| <ul style="list-style-type: none"><li>• £6,173,914 allocated to businesses through AG, in addition to grants allocated via the Business Rates team.</li><li>• Funded support is promoted through our communication channels to signpost business to support.</li></ul> | <ul style="list-style-type: none"><li>• Targeted enterprise support for our businesses and traders</li></ul> |

## 7. Recovery: New Poverty Reduction Plan focused on community wealth building and implementation of the Real Living Wage

### 7.1. Summary

The approach was agreed in Q2 and work continues to obtain formal accreditation as a real living wage employer in Q3. The anti-poverty working group was re-convened to minimise impact of the reduction in Universal Credit. Planning continued for half term support and access to the Working Well Early Help programme. The council tax support scheme was refreshed for 21/22 and will be reviewed again for 22/23.

### 7.2. Delivery

| Key Delivery Elements in Q2   | Key Delivery to continue in Q3-Q4  |
|---|--|
| <ul style="list-style-type: none"> <li>Real Living Wage Approach agreed by Cabinet</li> <li>ED Strategy submission scored</li> <li>Anti-Poverty Working Group re-convened to minimise impact of the reduction in Universal Credit</li> <li>Planning underway for half term support for parents in financial hardship and for the allocation of the Household Support Fund (HSF)</li> <li>Roll out and access to the Working Well Early Help programme underway – teams in place to support</li> <li>Council Tax Support scheme refreshed and agreed</li> <li>Implemented Breathing Space for Debt Management</li> </ul> | <ul style="list-style-type: none"> <li>Economic Recovery Plan agreed including the Barclays Thriving Local Economies programme</li> <li>Accreditation as a Real Living Wage employer</li> <li>Poverty reduction plan agreed</li> <li>Implement Breathing Space for Debt Management - Potential system reviewed and proposal to be developed</li> <li>Working Well programme developed</li> </ul> |

### 7.3. Performance

|   | Actual Value | Time Period | Target | Previous Val... | Trend   |
|---|--------------|-------------|--------|-----------------|---|
| Number of rough sleepers in Bury  | 6            | Sep-2021    | 0.00   | 1               |  |
| Number of rough sleepers currently being supported                      | 50           | Sep-2021    | 40     | 49              |  |
| Number of statutory homeless cases open on the last day of the month    | 523          | Sep-2021    | 300    | 446             |  |
| Number of households in temporary accomodation on last day of the month | 69           | Sep-2021    | N/A    | 64              |  |

**8. Recovery: Deliver the Safety Valve work to strengthen SEND, EHCP offer and DSG Grant spend. Review transition arrangements for 2020-22**

**8.1. Summary**

Q2 saw continued development of the Graduated Model within the Safety Valve project and continuum of provision to meet needs of children and young people with additional needs at the earliest opportunity and in the most appropriate provision. A local area SEND strategic action plan is in development in addition to SEND place planning now aligned to pupil place planning.

**8.2. Delivery**

| Key Delivery Elements in Q2  | Key Delivery to continue in Q3-Q4   |
|--|---|
| <ul style="list-style-type: none"> <li>• Project Safety Valve: Continued development of the Graduated Model and agreement of programme governance and plans               <ul style="list-style-type: none"> <li>○ Agreed document outlining LA and school responsibilities in response to statutory SEND</li> <li>○ Co-production strategy developed with parents and local area for SEND within Bury</li> <li>○ SEND place planning aligned to pupil place planning</li> <li>○ Local area SEND strategic action plan in development</li> <li>○ Scrutiny report on SEND to CYP Scrutiny Committee 7.9.21</li> <li>○ A SEND position statement shared with parents on Local Offer</li> <li>○ Vision House SEMH RP opened, Bury’s first primary SEMH provision</li> </ul> </li> <li>• Additional investment secured for wider CYP MH provision. Mobilisation plans in place to enact a swift response.</li> <li>• Work has been initiated on the OOB complex case review.</li> <li>• Work is ongoing to progress Key worker and Ealing models at a GM and local level.</li> <li>• Preparation work for OFSTED visit</li> <li>• CYP vacs role out has been initialised.</li> </ul> | <ul style="list-style-type: none"> <li>• Project Safety Valve delivery</li> <li>• Continued development of improved support for children with additional needs to prevent the need for recourse to statutory intervention</li> <li>• Children's Integrated Health and Care Commissioning including SEND</li> <li>• Delivery of a balanced budget, including £1.2m savings and robust management of the Dedicated Schools Grant recovery plan</li> </ul> |

### 8.3. Performance

|   | Actual Value | Time Period | Target | Previous Val... | Trend |
|---|--------------|-------------|--------|-----------------|-------|
| Percentage of Pupils with an EHCP                             | 4.20         |             | N/A    | 4.200           | ↔1    |
| Number of Children with an EHCP                               | 1224         |             | N/A    | 1224            | ↔1    |
| EHCP: Percent of Plans issued on time, compliance at 20 weeks | 43.80        |             | N/A    | 83              | ↓1    |

## 9. Recovery: Improved Operational Services including waste collection, a reduction in fly tipping, improved highways and second MOT centre

### 9.1. Summary

Q2 saw the challenges relating to the new waste collection routes managed through a waste improvement plan. This was to ensure all rounds were completed as scheduled and missed bins reported promptly and effectively.

Although the performance indicates the number of missed bins this quarter has risen since the previous, we know that the number has decreased by 50% during September and is at a manageable level.

A Day of Action took place on Bagley Crescent on 30/9/2021. This was a coordinated multiagency response due to increase in anti-social behaviour and fly tipping in the area. Several fixed penalty notices had been served by 9/9/21.

A contractor is in place to deliver the Preventative Maintenance Programme, now in year 2 with £3m of work being done this financial year so far. We've seen an increase in the number of potholes repaired this quarter as well as an improvement to the proportion of highway repairs completed on time.

### 9.2. Delivery

| Key Delivery Elements in Q2   | Key Delivery to continue in Q3-Q4  |
|---|--|
| <ul style="list-style-type: none"> <li>Implementation of waste improvement plan to ensure all waste collection rounds are completed as scheduled without missed bins</li> <li>Remaining waste vehicles (RCV's) have been delivered. Vehicle replacement plan in place</li> <li>Environmental Quality delivery plan in place. Immediate priority is to increase enforcement for fly tipping as remove fly tipping promptly - Day of Action took place on Bagley Crescent on 30/9/2021</li> <li>Seven £400 fixed penalty notices have been issued and one littering FPN following investigation by officers as of 9/9/2021</li> <li>Company to be appointed to develop the design to stage 2 for Decarbonising the Public Estate Programme</li> </ul> | <ul style="list-style-type: none"> <li>Environmental Quality: Reduce contaminated bins and maximise recycling</li> <li>Environmental Quality: Strategy in respect of community ownership – keeping the Borough clean and tidy</li> <li>Green Spaces: Implement the playing pitch strategy, including 3G pitch plan</li> <li>Green Spaces: Play areas strategy</li> <li>Green Spaces: Green Flag improvement programme</li> <li>Green Spaces: Accessible allotments strategy</li> <li>Green Spaces: Promoting our physical strategy in green spaces</li> <li>Green Spaces: Tree planning in conjunction with City of Trees</li> <li>H&amp;E: Highways Investment Tranche 2</li> <li>H&amp;E: Cycling and Walking Infrastructure</li> <li>Waste and Transport: Waste collection review including optimisation and balancing</li> <li>Waste and Transport: 3 Year Vehicle Decarbonisation Programme.</li> <li>Civic Venues Review</li> <li>Bury Markets investment and improvement</li> </ul> |

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Staff engagement regarding Second MOT testing station and draft specification produced. <ul style="list-style-type: none"> <li>○ A Notice of Potential Opportunity was sent to all VOSA registered MOT Garages that are located within Bury on 11/9/21 (41 garages). A Notice of Potential Opportunity was sent to all VOSA registered MOT Garages that are located within Bury on 11/9/21 (41 garages).</li> </ul> </li> <li>• Opening of Goshen 3G on 28/9/21</li> <li>• Grant announced for Skate Park at Clarence Park. (£75k).</li> <li>• Contractor in place to deliver Preventative Maintenance Programme.</li> <li>• The consultants WSP have been appointed to write a Borough-wide Transport Strategy</li> </ul> | <ul style="list-style-type: none"> <li>• Strategic Transport Capacity and Transport plan with 'on the shelf' schemes</li> <li>• Tackling Litter and Fly Tipping Hotspots</li> <li>• Produce a report re: increased taxi testing capability</li> </ul> |
|---|---|

### 9.3. Performance

|  | Actual Value | Time Period | Target | Previous Val... | Trend |
|--|--------------|-------------|--------|-----------------|-------|
| Waste collection (tonnes)                      | 16594        | Q3 2021     | N/A    | 16681           | ↘3    |
| Waste collection: grey bins (tonnes)           | 7044         | Q3 2021     | N/A    | 6955            | ↔1    |
| Waste collection: blue bins (tonnes)           | 2503         | Q3 2021     | N/A    | 2643            | ↔1    |
| Waste collection: green bins (tonnes)          | 1680         | Q3 2021     | N/A    | 1715            | ↔1    |
| Number of missed bin collections per 100,000   | 108          | Q3 2021     | N/A    | 54              | ↗1    |
| Proportion of household waste recycled         | 57.60        | Q3 2021     | N/A    | 58.10           | ↘3    |
| Waste collection (tonnes) from street cleaning | 659.80       | Q3 2021     | N/A    | 649             | ↗1    |
| Number of potholes reported                    | 338          | Q3 2021     | N/A    | 650             | ↗1    |
| Number of potholes repaired                    | 3203         | Q3 2021     | N/A    | 2445            | ↗1    |
| Highway repairs completed on time (%)          | 79           | Q3 2021     | N/A    | 64              | ↗3    |

## 10. Recovery: Transforming health and care to ensure readiness for winter including urgent care, population health and community services

### 10.1. Summary

As mentioned previously Q2 saw the development and agreement of a single system Urgent Care plan developed across Transformation/Resilience and business as usual supported by the newly installed Bury Urgent and Emergency Care Integrated System Board.

Q2 also saw the preparation of the new contract and specifications for community health services provided by the Northern Care Alliance (NCA) across Bury.

Planning for the Flu Programme is being delivered alongside Covid Vaccination

### 10.2. Delivery

| Key Delivery Elements in Q2  | Key Delivery to continue in Q3-Q4  |
|--|--|
| <ul style="list-style-type: none"> <li>• Secondary Care Service Reconfiguration: Pennine Disaggregation and Service pathways NCA/MFT</li> <li>• Single system UC plan developed across Transformation/Resilience and BAU supported by newly installed Bury UEC Integrated System Board</li> <li>• Elective Care Framework - focus on prevention, addressing inequalities and inclusion. Phase 1 of the Last 10 Patient Review of the arthritis knee pathway completed</li> <li>• Preparing new contract and specifications for community health services provided by the NCA</li> <li>• Population Health: Bury Food Strategy - Local food charter agreed with partners</li> <li>• Population Health: Health related behaviour change - Increased investment into Live well Service for BEATS and Weight Management. Neighbourhood Plans in co-production</li> <li>• Population Health: Health protection - Planning for Flu Programme being delivered alongside Covid Vaccination</li> <li>• Population Health: Substance misuse - Action plan refreshed, re-developed Pharmacy service specifications</li> </ul> | <ul style="list-style-type: none"> <li>• Secondary Care Service Reconfiguration: Hospital Transformation</li> <li>• Primary Care Programme including Primary Care Network Development</li> <li>• Urgent Care System: Recovery and Transformation to the new operating model</li> <li>• Elective Care Framework</li> <li>• Community Health Service Commissioning.</li> <li>• Population Health: Physical Activity Strategy</li> <li>• Population Health: Starting Well</li> <li>• Population Health: Bury Food Strategy</li> <li>• Population Health: Primary and Secondary Prevention of LTC (including MSK and HIV)</li> <li>• Population Health: Adverse Childhood Experiences (ACES) and Mental Wellbeing</li> <li>• Population Health: Health related behaviour change</li> <li>• Population Health: Sexual Health Strategy and procurement</li> <li>• Population Health: Health protection</li> <li>• Population Health: Substance misuse</li> <li>• Move More Live Well Community Fund PR to go out and scheme to become live on 15/10/21.</li> </ul> |

- Primary Care Programme including Primary Care Network Development
- Wellness - Community Fund application and assessment process in development

### 10.3. Performance

|  | Actual Value | Time Period | Target | Previous Val... | Trend |
|--|--------------|-------------|--------|-----------------|-------|
| Number of births registered                    | 463          | Sep-2021    | N/A    | 430             | ↗1    |
| Number of deaths registered                    | 526          | Sep-2021    | N/A    | 479             | ↗1    |
| IMC (Killelea) Bed Occupancy (%)               | 55           | Sep-2021    | N/A    | 79              | ↘1    |
| Residential and Nursing Care Bed Occupancy (%) | 84           | Sep-2021    | N/A    | 81              | ↗1    |

## **11. Recovery: Implementation of the Brownfield Housing Land Programme and a focus on housing standards in social housing or private rented housing**

### **11.1. Summary**

Work on the programme continues with an announcement due on 7<sup>th</sup> October declaring the first 500 homes to be delivered. This quarter saw an increase (from 62% to 68%) in the proportion of housing completions on brownfield land. Consultation on Places for Everyone started on 9<sup>th</sup> August and Q3 will see the analysis and strategy developed. The empty property strategy has been developed. Two assets were sold as part of the accelerated land disposal programme with further phases planned.

### **11.2. Delivery**

| <b>Key Delivery Elements in Q2</b>   | <b>Key Delivery to continue in Q3-Q4</b>  |
|--|---|
| <ul style="list-style-type: none"> <li>• Background work on the Bury Local Plan underway</li> <li>• 8-week consultation on the Publication PfE started on the 9th August running to the 3rd October</li> <li>• First draft of the Empty Property Strategy and supporting Action Plan is currently undergoing internal consultation</li> <li>• Great Places are looking to develop the William Kemp Heaton site - undertaking feasibility study</li> <li>• Approval of Accelerated disposal programme (various stages)               <ul style="list-style-type: none"> <li>○ 2 assets sold at auction September 21 from Phase 1</li> <li>○ Summerseat House site sold</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Development Plan / Local Plan (new Planning Policies)</li> <li>• Places for Everyone (GMSF/Plan of 9) – end of consultation analysis</li> <li>• Empty Homes strategy development</li> <li>• Housing Strategy (including review of affordable housing) development</li> <li>• Residential Delivery               <ul style="list-style-type: none"> <li>○ School Street – October Cabinet sale to Hive Homes</li> <li>○ Green Street – October Cabinet sale to Watson Homes</li> </ul> </li> <li>• Private Rented Strategy development</li> <li>• Brownfield Housing Land Programme               <ul style="list-style-type: none"> <li>○ Announcement sent 7th October declaring first 500 homes to be delivered</li> </ul> </li> <li>• Affordable Housing Delivery               <ul style="list-style-type: none"> <li>○ Onward are looking to develop the former Wheatfields site</li> <li>○ Irwell Valley are looking to develop the former CPU building on Willow St – potential to link with Queensbury Place</li> </ul> </li> <li>• Approval of Accelerated disposal programme (various stages)</li> </ul> |

### 11.3. Performance

|   | Actual Value | Time Period | Target | Previous Val... | Trend |
|---|--------------|-------------|--------|-----------------|-------|
| Total planning applications received                                  | 289          | Q3 2021     | N/A    | 289             | ↔ 1   |
| Percentage of planning decisions granted                              | 92           | Q3 2021     | N/A    | 95              | ↓ 1   |
| Annual housing completions  | 212          | 2021        | N/A    | 200             | ↑ 1   |
| Number of housing units completed in the borough which are affordable | 32           | 2021        | N/A    | 20              | ↑ 1   |
| % Housing completions on brownfield land                              | 68           | 2021        | N/A    | 62              | ↑ 1   |

## **12. Renewal: Celebrate together as the Town of Culture for 2021 and launch a new cultural strategy for the Borough**

### **12.1. Summary**

As outlined earlier successful events were held in Burrs Country Park. The quarter also saw the culture pass offer shared and these elements will be included to inform the developing culture strategy

### **12.2. Delivery**

| <b>Key Delivery Elements in Q2</b>  | <b>Key Delivery to continue in Q3-Q4</b>   |
|---|--|
| <ul style="list-style-type: none"><li>• Successful events held for Happy Festival and Head for the Hills in Burrs Country Park</li><li>• Culture-pass offer shared with high take up</li><li>• Consultation to inform the Culture Strategy underway</li></ul> | <ul style="list-style-type: none"><li>• Culture strategy developed, which gives a clear plan for how we continue to develop our cultural identities and economy</li><li>• Programme of culture events for the year continues, including micro grants &amp; culture pass for key workers;</li></ul> |

### **13. Renewal: Prepare the framework for a new Skills Strategy inclusive of Schools, FE, HE and Community Learning**

#### **13.1. Summary**

Development of an all-age skills strategy commenced in the quarter. This is being produced in collaboration with children's services.

The apprentice strategy first draft was completed for review. This will be agreed and implemented through Q3 and 4.

#### **13.2. Delivery**

| <b>Key Delivery Elements in Q2</b>   | <b>Key Delivery to continue in Q3-Q4</b>   |
|--|--|
| <ul style="list-style-type: none"><li>• Production of an all-age skills strategy in collaboration with children's services underway</li><li>• Apprentice strategy - Final draft strategy being reviewed. –supporting delivery plan in place.</li></ul> | <ul style="list-style-type: none"><li>• Apprenticeship strategy agreed &amp; implemented including pipeline of opportunities for local residents</li><li>• Skills strategy agreed and in place</li></ul> |

## **14. Renewal: Develop and implement the first phase of our Climate Change Action Plan to be carbon neutral by 2038**

### **14.1. Summary**

During Q2 the climate strategy and action plan have been developed. Following approval in Q3 this will move to consultation.

Following the clean air and minimum licensing standards consultation stage 1 which was approved in Q2 with stage 2 in development over Q3 and 4.

Our performance measures for climate change are currently updated annually, these are being developed to assess whether we can offer a regular, tangible view of progress towards our 2038 aim.

### **14.2. Delivery**

| <b>Key Delivery Elements in Q2</b>   | <b>Key Delivery to continue in Q3-Q4</b>   |
|--|--|
| <ul style="list-style-type: none"><li>• Climate Strategy and Action Plan developed</li><li>• Clean Air and Minimum Licensing Standard Consultation –<ul style="list-style-type: none"><li>○ Stage 1 report (Driver, Operator and Local Authority Standards) was approved by Licensing and Safety Committee (LSC) on 2 September and Full Council on 9 September.</li><li>○ Stage 2 draft report (Vehicle Standards) discussed with Licensing and Safety Committee and Taxi Trade Liaison Group in September.</li></ul></li></ul> | <ul style="list-style-type: none"><li>• Climate Change Strategy: Develop strategy for approval and consultation</li><li>• Clean Air and Minimum Licensing Standard Consultation undertaken</li></ul> |

### 14.3. Performance

|  | Actual Value | Time Period | Target | Previous Val... | Trend |
|--|--------------|-------------|--------|-----------------|-------|
| % of council vehicles changed to lower emission versions                     | 39           | Mar-2021    | N/A    | 33              | ↗1    |
| 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    |                 |       |

## 15. Renewal: Neighbourhood model operational including Community Hubs, Health & Care, Children’s and wider public services

### 15.1. Summary

The neighbourhood operational model has been signed off during Q2 with leadership teams in place. Integrated neighbourhood teams continue to align to the hub structure. The community safety strategy draft structure was approved and implementation plan developed for Q3 and 4. Performance measures that align to this are being explored.

### 15.2. Delivery

| Key Delivery Elements in Q2  | Key Delivery to continue in Q3-Q4   |
|--|---|
| <ul style="list-style-type: none"> <li>Neighbourhood Model - Target operating model signed off by PSR Steering Group. Community Hub structure recruited to Place based Leadership teams in place with named contacts. Neighbourhood profile finalised and ward placemats in development</li> <li>National Inclusion Week celebrations underway, IWG formally established as a Team Bury sub-group</li> <li>Community Safety strategy - Needs assessment completed and draft structure on new plan approved by CSP Board</li> <li>Domestic Abuse Strategy - Pilot neighbourhood approach to medium risk cases established</li> <li>Integrated Neighbourhood Teams - Development plan in health and care in place and aligned to neighbourhood hubs</li> </ul> | <ul style="list-style-type: none"> <li>The neighbourhood model will be implemented including a residents’ forum in every neighbourhood &amp; integrated public service teams</li> <li>Delivery of a volunteer strategy</li> <li>Inclusion strategy delivery including equality assessment; leadership development &amp; action plan on race inclusion</li> <li>Community Safety strategy refreshed for next two years</li> <li>The Domestic Abuse Strategy updated and every medium as well as high risk case will be triaged with multi-agency support</li> <li>Further Development of Integrated Neighbourhood Teams alongside Neighbourhood hubs</li> <li>Let’s do it Strengths Based Strategy in Adult Social Care</li> </ul> |

### 15.3. Performance

|   | Actual Value | Time Period | Target | Previous Val... | Trend |
|---|--------------|-------------|--------|-----------------|-------|
| Total number of VCFA volunteers (cumulative)                                      | 470          | Sep-2021    | N/A    | 428             | ↗2    |
| Total number of volunteers (hub app) (cumulative)                                 | 457          | Sep-2021    | N/A    | 457             | ↔1    |
| Number of Clinically Extremely Vulnerable people supported through Community Hubs | 34           | Mar-2021    | 10     | 14              | ↘1    |
| % of residents who feel safe  | 90.7         | Q3 2021     | 90     | 92              | ↘1    |
| Rate of all crimes (per 1,000 population)   | 26.70        | Q2 2021     | 20     | 22.80           | ↗2    |

## 16. Renewal: Deliver the Strategic Regeneration Frameworks for our neighbourhoods and implement the Action Plans from each

### 16.1. Summary

Q2 saw the establishment of the Town Centre Recovery Boards with an approach tailored to each town centre. Progress within each framework is outlined below. Work in Q3 and 4 will see development of the Inward Investment Strategy, Bury Economic Strategy and further implementation of the regeneration frameworks. Performance measures will align from these strategies and associated frameworks.

### 16.2. Delivery

| Key Delivery Elements in Q2   | Key Delivery to continue in Q3-Q4  |
|---|--|
| <ul style="list-style-type: none"> <li>• One Public estate strategy - Approval of the Bury Campus options for Humphrey House approved at Cabinet 01/09/21 and work underway to develop a project plan to decant the tenants from Humphrey House to 3KP</li> <li>• Town Centre Recovery Boards established and meeting. Approach is tailored to town centre</li> <li>• Radcliffe Strategic Regeneration Framework               <ul style="list-style-type: none"> <li>○ HUB PROJECT - Stage One procurement completed, VINCI selected as preferred construction partner</li> <li>○ SECONDARY SCHOOL – Feasibility work underway</li> <li>○ TRANSPORT STRATEGY – Work progressing with BC and TfGM to agree final version of Radcliffe Transport strategy</li> </ul> </li> <li>• Prestwich Urban Village Plan               <ul style="list-style-type: none"> <li>○ Purchase of the Longfield suite</li> <li>○ Phase 1 Hub Building: Consultation with NHS partners</li> <li>○ Bid submitted to the Government Changing Places Toilet programme</li> <li>○ Bud Submitted to the Government City Region Transport Settlements for a</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• Inward investment strategy developed</li> <li>• The One Public Estate strategy will be implemented in Bury town centre</li> <li>• Uplands implementation</li> <li>• Town Centre Recovery Boards continue</li> <li>• Radcliffe Strategic Regeneration Framework</li> <li>• Bury Town Centre Masterplan</li> <li>• Ramsbottom Place Management Plan</li> <li>• Prestwich Urban Village Plan</li> <li>• Leisure Review: Determine options re: the viability of a facility as part of the Bury Town Centre Masterplan</li> <li>• Leisure Review: Determine options re: the viability of a facility as part of the Strategic Regeneration Framework plans in Radcliffe</li> <li>• Leisure Review: Determine the options re: the viability of a facility as part of the Ramsbottom Town Centre development</li> <li>• Full Fibre Rollout (5G network will follow)</li> <li>• Business incubators</li> <li>• Business relationship and engagement function</li> <li>• Bury Economic Strategy developed</li> <li>• Bury Flexihall</li> <li>• Northern Gateway implementation</li> <li>• Bury Interchange</li> </ul> |

|   |  |
|---|--|
| <p style="text-align: center;">Mobility Hub (Multi Story car park facility)</p> <ul style="list-style-type: none"> <li>• Bury Flexihall - Stage One procurement completed, VINCI selected as preferred construction partner</li> <li>• Bury Interchange – progress to SOBC</li> <li>• Ramsbottom Place Management Plan - Work continuing to develop the consultation draft of the masterplan</li> <li>• Bury Town Centre Masterplan - Work continuing to develop the consultation draft of the masterplan</li> <li>• Business relationship and engagement function - Pre Covid engagements resumed</li> </ul> |  |
|---|--|

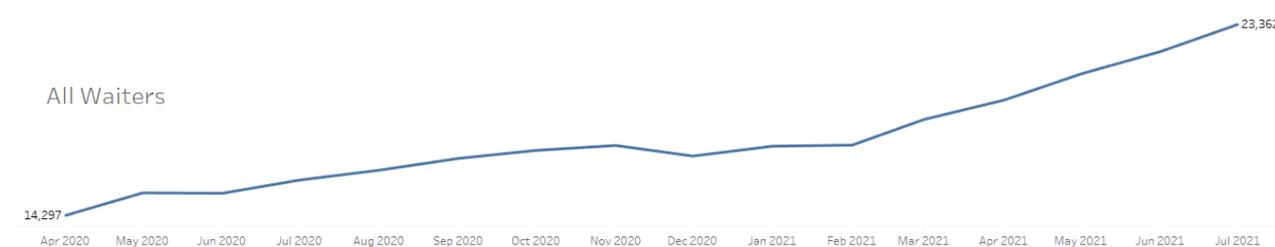
### 16.3. Performance

|                                | Actual Value | Time Period | Target | Previous Val... | Trend |
|--------------------------------|--------------|-------------|--------|-----------------|-------|
| Number of JSA and UC Claimants | 6610         | Sep-2021    | N/A    | 7185            | 2     |
| Net business growth rate       | -790         | 2020        | N/A    | 175             | 1     |

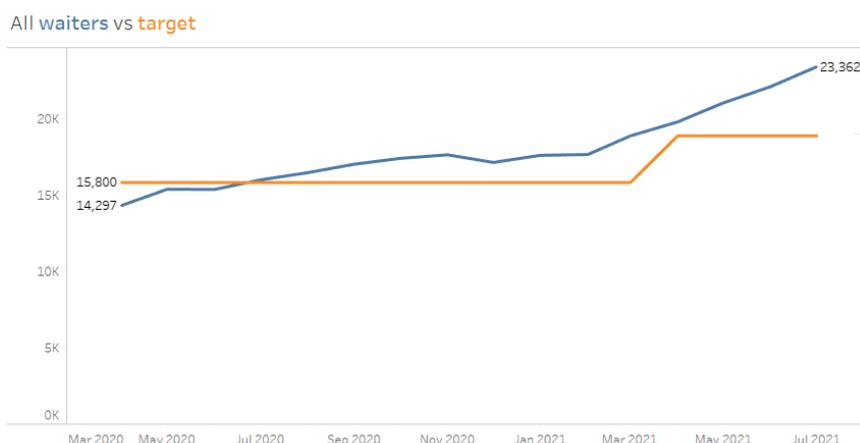
## 17. Spotlight – Waiting times for referral to treatment for consultant led services

In England, under the NHS Constitution, patients 'have the right to access certain services commissioned by NHS bodies within maximum waiting times, or for the NHS to take all reasonable steps to offer a range of suitable alternative providers if this is not possible'. NHS England collects and publishes monthly referral to treatment (RTT) data, which are used to monitor NHS waiting times performance against the standards set out in the National Health Service Commissioning Board and Clinical Commissioning Groups. This spotlight section of the report features an overview of waiting times for referral to treatment for consultant led services, for patients registered with a Bury GP Practice.

There were 23,362 incomplete pathways (waiting times for patients waiting to start treatment at the end of the reporting period) at the end of July and this marks a 23.9% (4,509 pathways) increase in waiting list size when compared to March 2021 and this is reflected in the chart below which shows the position since April 2020.

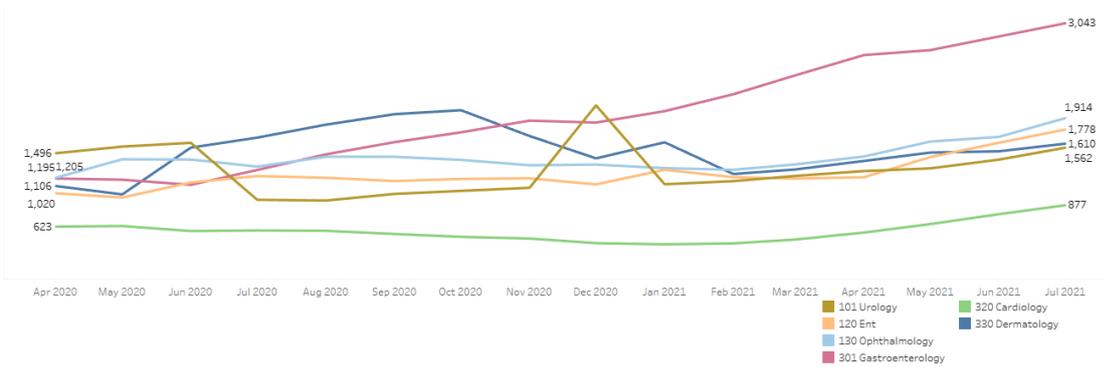


During 2020-21, the target was to reduce the waiting list size to the January 2020 position (15,800 pathways). Whilst there is no specific target set for 2021-22, March 2021 (18,853 pathways) has been used as a proxy baseline against which to compare.

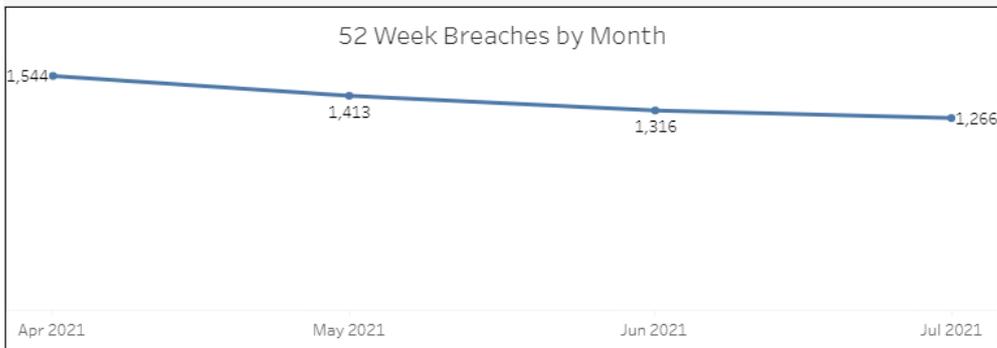


In the Year to Date (YTD) to July, the most significant increases have occurred in Ear Nose and Throat (ENT) (+49%), ophthalmology (+40%), gastroenterology (+26%), urology (+27%), dermatology (24%) and cardiology (+87%) and these increases are reflected in the following chart.

Specialties with most significant increases in 2021-22



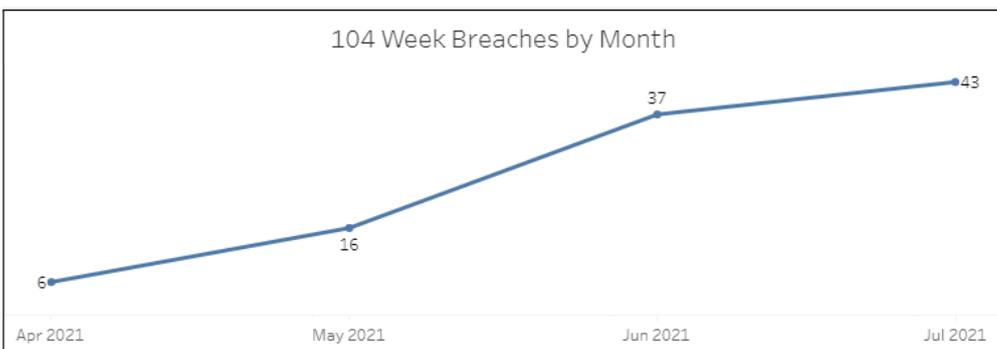
Despite the waiting list growth referenced above, there was a further slight decrease in the number of 52+ week waits in July with this figure standing at 1,266 and representing a 25.4% (-431 pathways) reduction when compared to March 2021.



The biggest specialty decrease has been in orthopaedics where there has been a 38% decrease (-138 pathways) during this period.

The reason for a reduction in 52+ week waits is likely to be two-fold. Firstly, an expectation was set in both the operational planning and ERF guidance for providers to take account of long wait times as part of the prioritisation process. Secondly, as referrals to secondary care were reduced early in the pandemic, there are fewer patients reaching the 52 week mark during this period. It is therefore possible that numbers may increase to reflect the increasing pattern of referrals over the autumn months.

Referral to Treatment (RTT) data in 2021-22 also now includes details of pathways that have exceeded 104 weeks.



This figure grew further in July with 43 such pathways for Bury patients with almost two thirds related to general surgery, ENT and gynaecology.

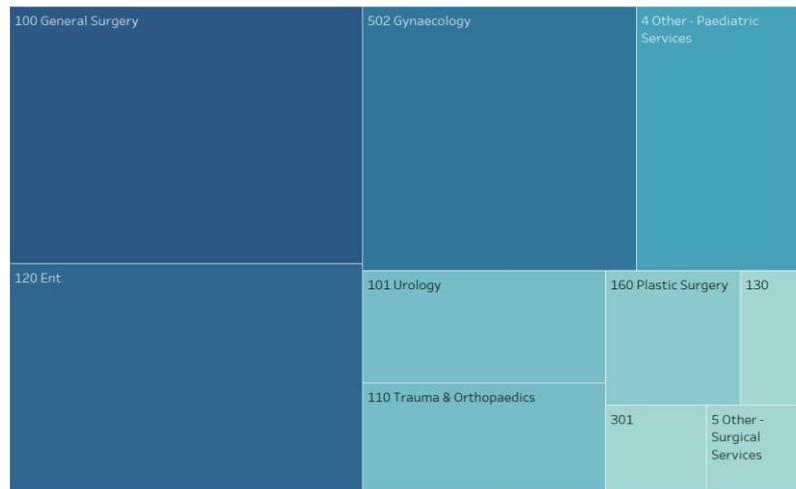


Figure 3 Please note figures in diagram relate to the speciality code of the service

To address the current waiting list position, the CCG and locality partners continue to progress the development and implementation of a transformation plan for elective care that includes both 'quick wins' and longer-term transformation. This work complements the efficiencies work being undertaken by the NCA that includes waiting list validation and maximising theatre use. A project plan and progress report were presented recently to the Integrated Delivery Collaborative (IDC) Board and the Strategic Commissioning Board (SCB) and included an overview of the improvement work currently underway in orthopaedics as an exemplar to a different way of addressing waiting list pressures and supporting patients.

The locality developments complement the GM programme and includes the implementation of the Waiting Well initiative for which a delivery group has been established in Bury with a view to the framework being implemented in orthopaedics initially with patients directed to information primarily via the online Bury Directory. Bury's programme lead presented the approach at a recent GM-led learning event at which it was well received as the locality is seen to be a pathfinder across GM through integrating the GM perspective with local systems and services.

In time, data is expected to demonstrate the positive impact of these schemes on the wellbeing of Bury patients and on the waiting list size. Such information will be shared with relevant committees once available.

In conjunction with the Bury Care Organisation (BCO), opportunities in cardiology, urology and respiratory are also under review. This includes a successful bid for funding to implement a cardio prehabilitation service (preparation for surgery) for which planning can now commence.

## **18. Conclusion and Next Steps**

This is the first delivery and performance report aligned to the 3R priorities. 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.

## **19. Recommendation**

That Cabinet is asked to:

- Note the performance and delivery towards the 2021/22 3R delivery objectives
- Note the spotlight on our intelligence on waiting times for referral to treatment for consultant led services.
- Note the ongoing developments to strengthen and improve this reporting process and functionality