



Classification	Item No.
Open	

<b>Meeting:</b>	Cabinet
<b>Meeting date:</b>	16 <sup>th</sup> February 2022
<b>Title of report:</b>	Bury Corporate Plan Performance and Delivery Report Quarter Three 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 three 2021-22 aligned to the 3R priorities.

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 customer contact 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 customer contact 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 however the updating report to Members and the Corporate plan form a fundamental part of our governance assurance to Members.

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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 Three 2021/22**

### **1. Introduction**

This report provides a summary of key delivery and performance that occurred during quarter three 2021-22 aligned to the 3R priorities which were established in late July 2021 (see figure 1). The structure of this reporting has been revised since quarter two to reflect the 3R priorities which were developed in July 2021 to focus corporate plan activity.

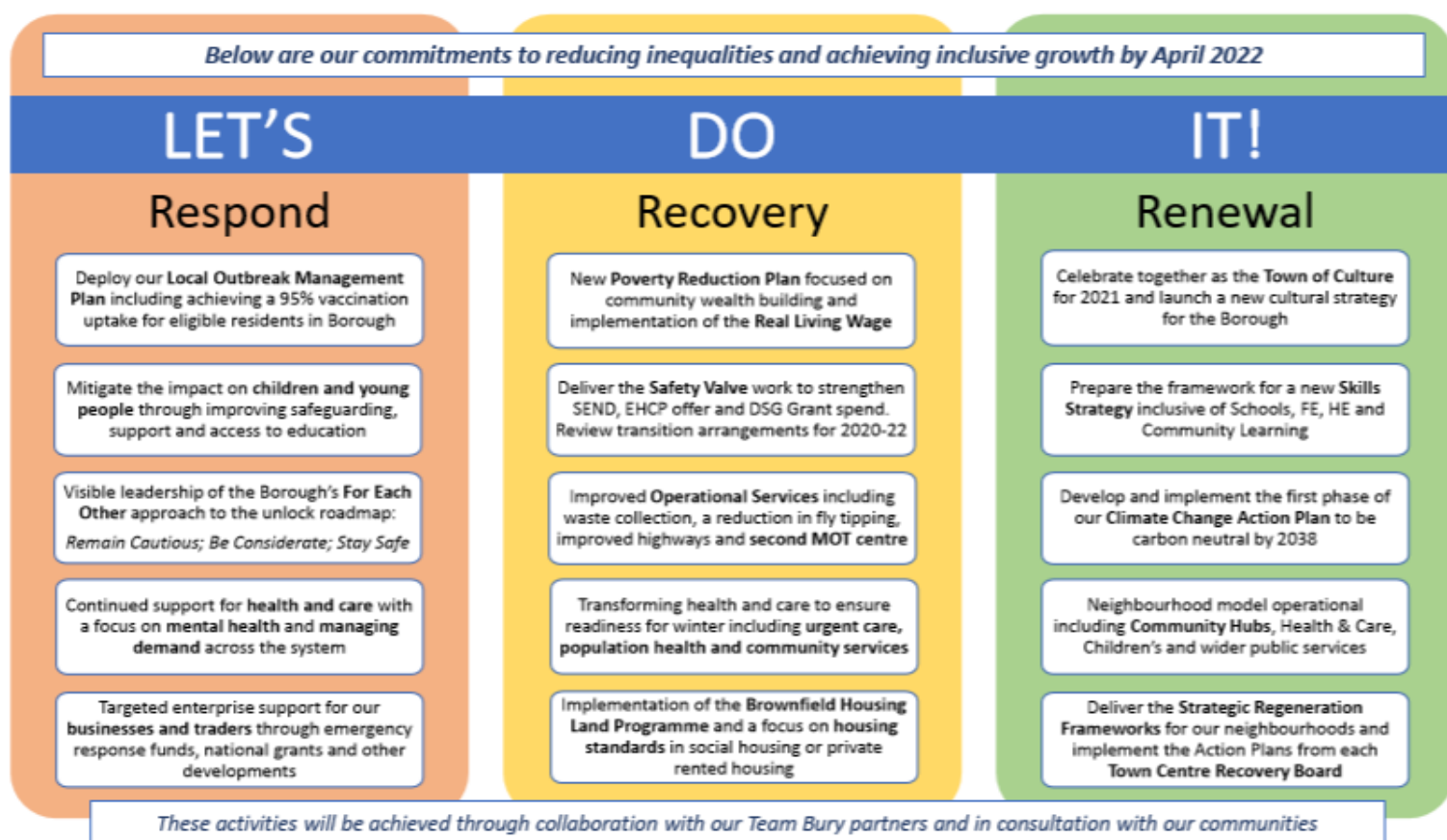


Figure 1 3Rs

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 also 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:**

Target	Actual Value	Previous Value	Trend	Time Period
Figure for actual value. Where there is a target set for a measure, the actual value will be coloured to reflect whether it has met (green) or is yet to reach the target value (red)	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.	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.	Latest time period for data point

*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 our customer contact services.

### Key Delivery Highlights for Q3

<b>Response</b>	<ul style="list-style-type: none"> <li>• Outbreak Management Plan refresh completed to reflect Govt Autumn Winter Plan. Monitored through weekly Health Protection Board and fortnightly Gold. System wide resilience and sustainability planning in light of Omicron variant growth over Xmas and new year period</li> <li>• Escalated implementation of booster campaign - over 75% of eligible population vaccinated and all eligible patients offered a slot</li> <li>• ILACS Ofsted inspection report has been published and a draft action plan is being developed</li> <li>• Star Academy Trust - Site identified – report to Cabinet 17th November to sign-off Heads of Terms for lease of site</li> <li>• New PSR Board is formed and children's service colleagues including EH, contributing to the neighbourhood design</li> <li>• Project Safety Valve development – recruitment for key roles in the SEND team has been completed. Manager and caseworkers in place, but some posts still to be recruited.</li> <li>• Update papers submitted for the December Bury SCB Meeting for agreement of the secondary care model following the acute reconfiguration and to assure the board of the system work to review the Bury primary and community pathways</li> <li>• £7,060,817.23 allocated to businesses through AG, in addition to grants allocated via the Business Rates team. Funded support is promoted through our communication channels to signpost businesses to support.</li> <li>• Applications for Pitch Funding received, and two neighbourhoods awarded</li> <li>• Promotion of the Opportunity Pass around December / Christmas events</li> <li>• New Elective Care and Cancer governance framework signed off by the Integrated Delivery Collaborative in November 2021</li> </ul>
<b>Recovery</b>	<ul style="list-style-type: none"> <li>• Real Living Wage Accreditation awarded on 15<sup>th</sup> November</li> <li>• Plan for Winter Funding agreed and shared with all Elected Members</li> <li>• New Head of Waste Management to started 6th December 2021. Waste rounds are now running more smoothly with over 98% collected each day</li> <li>• A Transport Officers Group has also been established to oversee delivery of Transport Strategy and to seek out funding opportunities</li> <li>• 10 Fixed Penalty Notices were issued in November 6 for littering and 4 for fly tipping. 2 Fixed Penalty Notices have been issued in December, both for failure to comply with commercial duty of care</li> <li>• Empty homes strategy - Draft Strategy and supporting action plan currently undergoing consultation.</li> <li>• Cabinet has now consented to the disposal of Seedfield Bury to Hive Homes for the delivery of 92 homes</li> <li>• School Street Radcliffe (89 homes) and Green Street Radcliffe (136 homes) have concluded pre application planning consultation. Legal resources are in place and contracts drafted. Anticipated execution of contracts and planning submission by Jan 22.</li> <li>• Council has successfully applied for £60k of revenue funding to complete feasibility study on the residential development at Pyramid Park Bury (400 homes).</li> <li>• Accelerated land disposal - Two assets sold at auction for 90k (guide price 50k) and £185k (guide price £2k).</li> <li>• Tender exercise completed to appoint a supplier to install 7 electric vehicle charge points at Bradley Fold Depot and one at Bury Cemetery</li> <li>• Costs have been claimed by schools and total £0.544M to cover Summer 2021 period for free school meals</li> </ul>
<b>Renewal</b>	<ul style="list-style-type: none"> <li>• £40m LUF award confirmed for Radcliffe and Bury Market Flexihall, LUF inception meetings with DHLUF took place on 22nd December</li> <li>• William Kemp Heaton site - Cabinet approval for 37 affordable new homes</li> <li>• Climate Strategy and Action Plan approved by Cabinet</li> <li>• The draft Ramsbottom Town Centre Plan has now been produced and is now out for public consultation</li> <li>• Stage 2 Minimum Licensing Standards approved by November Licensing and Safety Committee and Full Council</li> <li>• External funding to support inclusion work across Bury and Rochdale awarded via GM Health and Social Care Parentship (£65K)</li> <li>• £100k Climate Action fund closed for applications and bids under evaluation</li> <li>• Tender opportunity closed for Second MOT testing station</li> <li>• Town Hall window contract awarded, and project approved under PSDS funding scheme with delivery of end of March for over 200 windows.</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	Dec	6. New <b>Poverty Reduction Plan</b> focused on community wealth building and implementation of the <b>Real Living Wage</b>	Dec	11. Celebrate together as the <b>Town of Culture</b> for 2021 and launch a new cultural strategy for the Borough	Dec
	Nov		Nov		Nov
2. Mitigate the impact on <b>children and young people</b> through improving safeguarding, support and access to education	Dec	7. Deliver the <b>Safety Valve</b> work to strengthen SEND, EHCP offer and DSG Grant spend. Review transition arrangements for 2020-22	Dec	12. Prepare the framework for a new <b>Skills Strategy</b> inclusive of Schools, FE, HE and Community Learning	Dec
	Nov		Nov		Nov
3. Visible leadership of the Borough's <b>For Each Other</b> approach to the unlock roadmap	Dec	8. Improved <b>Operational Services</b> including waste collection, a reduction in fly tipping, improved highways and <b>second MOT centre</b>	Dec	13. Develop and implement the first phase of our <b>Climate Change Action Plan</b> to be carbon neutral by 2038	Dec
	Nov		Nov		Nov
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	Dec	9. Transforming health and care to ensure readiness for winter including <b>urgent care, population health and community services</b>	Dec	14. Neighbourhood model operational including <b>Community Hubs</b> , Health & Care, Children's and wider public services	Dec
	Nov		Nov		Nov
5. Targeted enterprise support for our <b>businesses and traders</b> through emergency response funds, national grants and other developments	Dec	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	Dec	15. Deliver the <b>Strategic Regeneration Frameworks</b> for our neighbourhoods and implement the Action Plans from each	Dec
	Nov		Nov		Nov

Figure 4 Delivery Dashboard monthly delivery status: Key: Green = On track, Amber = behind schedule

## 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 Q3. System wide resilience and sustainability planning has also taken place in light of Omicron variant growth over Christmas and new year period. Q3 saw the escalated implementation of the booster campaign - over 75% of eligible population vaccinated and all eligible patients offered a slot. At the end of Q3 144,945 people had received their first dose of the vaccine and 133,023 people had received their second, 97,433 boosters have also been given. Active inequalities monitoring is underway and will continue to inform further plans.

### 2.2. Delivery

Key Delivery Elements in Q3	Key delivery to continue in Q4
<ul style="list-style-type: none"> <li>Outbreak Management Plan refresh completed to reflect Govt Autumn Winter Plan and OMICRON. System wide resilience and sustainability planning in light of Omicron variant growth over Xmas and new year period Monitored through weekly Health Protection Board and fortnightly Gold</li> <li>Escalated implementation of booster campaign - over 75% of eligible population vaccinated and all eligible patients offered a slot</li> <li>Inequalities compendium in place and updated and monitored weekly</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of Outbreak Management Plan</li> <li>Vaccination Management: Phase 2 and 3.</li> <li>Inequalities monitoring taking place to inform delivery plans e.g., testing and vaccination</li> </ul>

### 2.3. Performance

	Target	Actual Value	Previous Value	Trend	Time Period
7-day average COVID infection rates per 100,000	N/A	1,947.22	271.2	1	Q3 21/22
Number of Bury GP registered people to have received first dose of COVID vaccine (snapshot)	N/A	144945	136238	3	Dec-2021
Number of Bury GP registered people to have received second dose of COVID vaccine (snapshot)	N/A	133023	125159	3	Dec-2021



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


#### **3.1. Summary**

Q3 saw the publication of the ILACS Ofsted report and the development of an action plan to address the recommendations. Q3 has seen the continued development of the Safety Valve programme with recruitment to key posts and ongoing support and leadership to schools, early years providers and further education colleges to mitigate the detrimental impacts of Covid-19. School improvement clusters continue to manage recovery planning. Key performance measures for the safety valve programme are currently under development and will be included in following quarterly reports.

#### **3.2. Delivery**

<b>Key Delivery Elements in Q3</b>	<b>Key delivery to continue in Q4</b>
<ul style="list-style-type: none"> <li>• Project Safety Valve development and recruitment in key positions within SEND team</li> <li>• ILACS Ofsted inspection report has been published and a draft action plan is being developed</li> <li>• Childrens Strategic Partnership Plan completed</li> <li>• Education Business Plan drafted</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>• 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</li> <li>• Winter HAF Programme delivered</li> <li>• Early Help Strategy presented to Children's Partnership Board</li> </ul>	<ul style="list-style-type: none"> <li>• Development and delivery of Improvement plan following findings of Ofsted inspection</li> <li>• Updating the Self-Assessment and preparing for the Ofsted Annual Conversation</li> <li>• Development of early help support for children and families via a community partnership model through pilot in Bury East</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

	Target	Actual Value	Previous Val...	Trend	Time Period
Percentage of children accessing 2 year take up of free childcare	N/A	86.10	75.40	 2	Dec-2021
Number of Early Help Assessments by partners	N/A	93	25	 1	Dec-2021
Number of Early Help Assessments by Bury Locality Team	N/A	121	147	 2	Dec-2021
Percentage of Early Help assessments by Partners	N/A	43.50	14.5	 1	Dec-2021
Percentage of Early Help assessments by Bury Locality Team	N/A	56.50	85.5	 1	Dec-2021

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

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

Q3 saw the approach to the 2021/22 Pitch events approved by Informal Cabinet and several applications received across the borough which saw two neighbourhoods awarded. Promotion of the opportunity pass to increase uptake continued over Christmas. The newly developed culture strategy has been consulted on and will be supported by the Communications and Engagement Strategy.

##### **4.2 Delivery**

<b>Key Delivery Elements in Q3</b>	<b>Key delivery to continue in Q4</b>
<ul style="list-style-type: none"><li>• Approach to the 2021/22 Pitch events approved by Informal Cabinet and Applications received including a good spread across the borough and two neighbourhoods awarded</li><li>• Promotion of the Opportunity Pass around December / Christmas events</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. Promotion to increase uptake.</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 Q3 saw the development of a single Bury system UC plan developed across Transformation/Resilience and BAU supported by newly installed Bury UEC Integrated System Board. The new Elective Care and Cancer governance framework was signed off by the Integrated Delivery Collaborative in November. The Strategic Commissioning Board endorsed configuration of urology services as part of the secondary care service reconfiguration which will see a joined-up care pathway across Bury. Additional investment in mental health services in 22/23 was endorsed at CCG Governing Body and this will be built into the current mental health programme implementation which will continue into Q4 and 2022/23.

### **5.2. Delivery**

<b>Key Delivery Elements in Q3</b>	<b>Key Delivery to continue in Q4</b>
<ul style="list-style-type: none"><li>• Secondary Care Service Reconfiguration: Pennine Disaggregation and Service pathways NCA/MFT – focus on Urology care pathway. Strategic Commissioning Board endorsed configuration of urology services</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.</li><li>• New Elective Care and Cancer governance framework signed off by the Integrated Delivery Collaborative in November 2021</li><li>• Additional investment in mental health services in 22/23 endorsed at CCG Governing Body – for core 24 light mental health liaison services and for community-based adults eating disorder services, and in addition for Bury Peer Led Crisis Service and Bury Getting help line evaluation</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

	Target	Actual Value	Previous Val...	Trend	Time Period
Referral to treatment total waiting list entries	15800	23993	22076	 5	Sep-2021
Referral to treatment total number waiting in excess of 52 weeks	0	1190	1316	 2	Sep-2021
IAPT waiting times % 6 weeks or less from referral	75	41.70	32.89	 1	Sep-2021

## 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 Q3, this support is promoted through existing communication channels.

### 6.2. Delivery

Key Delivery Elements in Q3	Key delivery to continue in Q4
<ul style="list-style-type: none"> <li>£7,060,817.23 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

Bury Council was accredited as a Real Living Wage employer in November and became a Member of the Greater Manchester Good Employment Standard network. These foundations of high-quality employment have directly improved the pay and conditions of over 4000 local people. In Q3 the winter hardship funds, and household support monies distribution policy was agreed and implemented. Planning for half term support for parents in financial hardship and for the allocation of the Household Support Fund (HSF) was also undertaken. Q3 saw an increase in the number of statutory homeless cases open on the last day of the month due to reduced staffing over Christmas and the continuing impact of the lift of the eviction ban from 30<sup>th</sup> September. The target for this measure will be revised to account for this current climate.

### 7.2. Delivery

Key Delivery Elements in Q3	Key Delivery to continue in Q4
<ul style="list-style-type: none"> <li>Real Living Wage Status Awarded on 15 November</li> <li>ED Strategy submission scored</li> <li>Winter hardship funds and household support monies distribution policy agreed and implemented</li> <li>Anti-Poverty Working Group re-convened to minimise impact of the reduction in Universal Credit</li> <li>Planning 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>Costs have been claimed by schools and total £0.544M to cover Sumer 2021 period of free school meals</li> </ul>	<ul style="list-style-type: none"> <li>Economic Recovery Plan agreed including the Barclays Thriving Local Economies programme</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> <li>Planning for update of Council Tax support scheme</li> </ul>

### 7.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Number of rough sleepers in Bury	0.00	1	6	1	Dec-2021
Number of rough sleepers currently being supported	40	64	50	5	Dec-2021
Number of statutory homeless cases open on the last day of the month	300	597	523	2	Dec-2021
Number of households in temporary accomodation on last day of the month	N/A	68	69	1	Dec-2021

## **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**

Q3 saw continued development of the Graduated Model within the Safety Valve project, the refreshed delivery plan was submitted to DfE for review. A local area SEND strategic action plan is in development in addition to SEND place planning now aligned to pupil place planning. Recruitment to key posts across SEND teams has also been completed. Additional investment was secured for wider CYP mental Health provision which will be factored in to planning.

### **8.2. Delivery**

<b>Key Delivery Elements in Q3</b>	<b>Key Delivery to continue in Q4</b>
<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>○ PSV refreshed/revised delivery plan and submitted to DfE</li> <li>○ DfE update and revised financing schedule sent by 17 December 2021</li> <li>○ Data Pack further developed in iterative process with DfE</li> <li>○ SEND Sufficiency paper to be sent to DfE</li> <li>○ Consultation with schools on mainstream top-up funding, and potential changes</li> <li>○ Local area SEND strategic action plan being developed</li> <li>○ Ongoing development of RP specification</li> <li>○ Safeguarding visits to alternative provision continue</li> </ul> </li> <li>• Additional investment secured for wider CYP MH provision.</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> </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>• Delivery of a balanced budget, including £1.2m savings and robust management of the Dedicated Schools Grant recovery plan</li> <li>• Mobilisation to deliver additional investment secured for wider CYP MH provision</li> </ul>

### 8.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Percentage of Pupils with an EHCP	N/A	4.20	4.20	↔2	Oct-2021
Number of Children with an EHCP	N/A	1220	1224	↘1	Oct-2021
EHCP: Percent of Plans issued on time, compliance at 20 weeks	N/A	31.50	43.79	↘2	Oct-2021



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

### **9.1. Summary**

Q3 saw the continued delivery of the waste improvement plan. A new head of Waste Management started in December and the issues regarding the new rounds have been resolved with collection rates averaging at 99% during Q3.

The Environmental Quality delivery plan is being implemented leading to increased enforcement for fly tipping, 11 fixed penalty notices have been issued and one littering FPN following investigation by officers.

Tender exercise closed for the 2<sup>nd</sup> MOT testing centre with 2 applicants, site visits will take place in the new year.

Bury Market improvement programme has been awarded £20m as part of the levelling up bid, work on implementation will continue into 2022/3

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 waste collected from street cleaning this quarter (840 tonnes) and continue to complete 79% of highway repairs on time.

### **9.2. Delivery**

<b>Key Delivery Elements in Q3</b>	<b>Key Delivery to continue in Q4</b>
<ul style="list-style-type: none"><li>• New Head of Waste Management to started 6th December 2021.</li><li>• Implementation of waste improvement plan to ensure all waste collection rounds are completed as scheduled without missed bins</li><li>• Environmental Quality delivery plan in place. Immediate priority is to increase enforcement for fly tipping as remove fly tipping promptly</li><li>• 11 fixed penalty notices have been issued and one littering FPN following investigation by officers</li><li>• Environmental quality programme developed for Radcliffe which will commence in Spring 2022</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. Meet with Football Foundation to develop governance arrangements and the establishment of the Trust.</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></ul>

<ul style="list-style-type: none"> <li>• MOT testing site tender opportunity readvertised and closed on 24 December with 2 bids.</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> <li>• Bury Markey Investment - Levelling up bid approved - £20m confirmed</li> </ul>	<ul style="list-style-type: none"> <li>• Waste and Transport: 3 Year Vehicle Decarbonisation Programme.</li> <li>• Civic Venues Review conclusion of consultation</li> <li>• Bury Markets investment and improvement</li> <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. Initial evaluation in progress and will be followed by site visits in January</li> </ul>
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### 9.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Waste collection (tonnes)	N/A	14152.40	16594	2	Q3 21/22
Waste collection: grey bins (tonnes)	N/A	6774.06	7044	1	Q3 21/22
Waste collection: blue bins (tonnes)	N/A	2355.06	2503	2	Q3 21/22
Waste collection: green bins (tonnes)	N/A	1792.70	1680	1	Q3 21/22
Number of missed bin collections per 100,000	N/A	74	108	1	Q3 21/22
Proportion of household waste recycled	N/A	52	57.60	2	Q3 21/22
Waste collection (tonnes) from street cleaning	N/A	840.68	659.7	2	Q3 21/22
Number of potholes reported	N/A	397	338	1	Q3 21/22
Number of potholes repaired	N/A	1968	3203	1	Q3 21/22
Highway repairs completed on time (%)	N/A	79	79	1	Q3 21/22

## **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 Q3 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.

Q3 also saw the preparation of the new contract and specifications for community health services provided by the Northern Care Alliance (NCA) across Bury. This will be agreed hopefully during Q4.

Applications for the Wellness - Community Fund scheme was launched on 15/10/21 and the Neighbourhood Health Improvement Frameworks were finalised.

### **10.2. Delivery**

<b>Key Delivery Elements in Q3</b>	<b>Key Delivery to continue in Q4</b>
<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 - Pilot of urology pathway underway</li><li>• New Elective Care and Cancer governance framework signed off by the Integrated Delivery Collaborative in November 2021</li><li>• Proposal for GP collaborative delivered and agreed</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 - Neighbourhood Health Improvement Frameworks were finalised</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>• Preparing new contract and specifications for community health services provided by the NCA</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></ul>

<ul style="list-style-type: none"> <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> <li>• Primary Care Programme including Primary Care Network Development</li> <li>• Wellness - Community Fund application scheme launched 15/10/21 - closed 30/11/21.</li> </ul>	
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### 10.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Number of births registered	N/A	465	463	↗2	Dec-2021
Number of deaths registered	N/A	596	526	↗2	Dec-2021
IMC (Killelea) Bed Occupancy (%)	N/A	82	55	↗1	Dec-2021
Residential and Nursing Care Bed Occupancy (%)	N/A	85	84	↗2	Dec-2021

## **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 continued in Q3 with both the School Street Radcliffe (89 homes) and Green Street Radcliffe (136 homes) having concluded pre application planning consultation. Cabinet has now consented to the disposal of Seedfield Bury to Hive Homes for the delivery of 92 homes. The accelerated disposal programme also saw the selling of two assets at auction for 90k (guide price 50k) and £185k (guide price £20k). The Council has also successfully applied for £60k of revenue funding to complete feasibility study on the residential development at Pyramid Park Bury (400 homes).

### **11.2. Delivery**

<b>Key Delivery Elements in Q3</b>	<b>Key Delivery to continue in Q4</b>
<ul style="list-style-type: none"> <li>• Background work on the Bury Local Plan underway</li> <li>• Places for Everyone (GMSF/Plan of 9) - analysing representations to identify key issues raised.</li> <li>• First draft of the Empty Homes Strategy and supporting Action Plan is currently undergoing internal consultation</li> <li>• Residential Housing Delivery - School Street Radcliffe (89 homes) and Green Street Radcliffe (136 homes) have concluded pre application planning consultation.</li> <li>• Cabinet has now consented to the disposal of Seedfield Bury to Hive Homes for the delivery of 92 homes.</li> <li>• Council has successful applied for £60k of revenue funding to complete feasibility study on the residential development at Pyramid Park Bury (400 homes).</li> <li>• Approval of Accelerated disposal programme (various stages) <ul style="list-style-type: none"> <li>○ Two assets sold at auction for 90k (guide price 50k) and £185k (guide price £2k).</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 and preparation of submission</li> <li>• Empty Homes strategy development</li> <li>• Housing Strategy (including review of affordable housing) development</li> <li>• Residential Delivery</li> <li>• Private Rented Strategy development</li> <li>• Brownfield Housing Land Programme</li> <li>• Affordable Housing Delivery</li> <li>• Approval of Accelerated disposal programme (various stages)</li> <li>• HRA Strategy: The Council's relationship with STH strengthened</li> <li>• Accelerated Disposal Programme - Review of Phases 1, 2 and 3 assets to continue to prepare them for disposal</li> </ul>

### 11.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Total planning applications received	N/A	252	289	 1	Q3 21/22
Percentage of planning decisions granted	N/A	89	92	 2	Q3 21/22
Annual housing completions	N/A	212	200	 1	2021
Number of housing units completed in the borough which are affordable	N/A	32	20	 1	2021
% Housing completions on brownfield land	N/A	68	62	 1	2021

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

### **12.1. Summary**

Q3 saw applications received across the borough for the 'pitch' events. Promotion of the opportunity pass was intensified over the Christmas period. The town of culture celebration event was delayed due to COVID plan B restrictions.

### **12.2. Delivery**

<b>Key Delivery Elements in Q3</b>	<b>Key Delivery to continue in Q4</b>
<ul style="list-style-type: none"><li>• Approach to the 2021/22 Pitch events approved by Informal Cabinet and Applications received including a good spread across the borough</li><li>• Promotion of the Opportunity Pass around December / Christmas events</li><li>• Town of Culture celebration event delayed due to Covid Plan B restrictions.</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 continued in Q3 This is being produced in collaboration with children's services.

The apprentice strategy first draft was completed for review. A supporting delivery plan is in place and will be implemented through Q4.

#### **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 Q3 the climate strategy and action plan were approved. The report also approved the establishment of Climate Action Forums, a Climate Action Board and the distribution of the £100k Climate Action Fund. Following approval this will move to consultation.

Stage 2 Minimum Licensing Standards were approved by November Licensing and Safety Committee and Full Council

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 Q3</b>	<b>Key Delivery to continue in Q4</b>
<ul style="list-style-type: none"><li>• Climate Strategy and Action Plan approved by October Cabinet. The report also approved the establishment of Climate Action Forums, a Climate Action Board and the distribution of the £100k Climate Action Fund.</li><li>• Stage 2 Minimum Licensing Standards approved by November Licensing and Safety Committee and Full Council.</li><li>• Clean Air HGV Fund opened for applications.</li><li>• Funding secured for BAME engagement officer to support businesses with funding applications.</li></ul>	<ul style="list-style-type: none"><li>• Climate Change Strategy: Implementation</li><li>• Clean Air and Minimum Licensing Standard Consultation undertaken</li></ul>

**14.3. Performance**

	Target	Actual Value	Previous Val...	Trend	Time Period
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

During Q3 the first round of community forum events were completed with a focus on Community Safety. Q3 also saw the draft community safety strategy and the domestic abuse strategy signed off by the Community safety partnership.

External funding to support inclusion work across Bury and Rochdale was awarded via GM Health and Social Care Partnership (£65K). This will support implementation during Q4.

### 15.2. Delivery

Key Delivery Elements in Q2	Key Delivery to continue in Q3-Q4
<ul style="list-style-type: none"> <li>Neighbourhood Model - First round of community forum events completed with a focus on Community Safety</li> <li>External funding to support inclusion work across Bury and Rochdale awarded via GM Health and Social Care Partnership (£65K)</li> <li>Community Safety strategy - Draft Strategy signed off by Community Safety Partnership</li> <li>Domestic Abuse Strategy - Draft Strategy signed off by Community Safety Partnership</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 publication via Cabinet/Council subject to verification of the Constitution.</li> <li>The Domestic Abuse Strategy publication via Cabinet/Council subject to verification of the Constitution</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

	Target	Actual Value	Previous Val...	Trend	Time Period
Total number of VCFA volunteers (cumulative)	N/A	521	470	3	Dec-2021
% of residents who feel safe	90	90.7	92	1	Q2 21/22
Rate of all crimes (per 1,000 population)	20	27.70	26.69	3	Q2 21/22

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

### 16.1. Summary

Q3 saw the awarding of £40m levelling-up funding to support both the Radcliffe Regeneration and Bury Flexihall programmes. LUF inception meetings with DHLUF took place on 22nd December. Town centre recovery boards continued to meet across the quarter. Groundwork have been engaged to provide additional support for the town centre groups around delivery and development.

### 16.2. Delivery

Key Delivery Elements in Q3	Key Delivery to continue in Q4
<ul style="list-style-type: none"> <li>• One Publicestate strategy – plan developed 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>○ RIBA Stage Two consultation complete, design pack and report due in January 22</li> <li>○ Surveys and site investigations ongoing</li> </ul> </li> <li>• Prestwich Urban Village Plan - workstreams progressing with Muse <ul style="list-style-type: none"> <li>○ First Phase of development – Health and Wellbeing Hub initial meetings with Public Sector Partners in Jan to pull together schedule of accommodation</li> <li>○ Funding workstream</li> <li>○ Communication and Engagement</li> <li>○ Vacant Possession and tenant engagement.</li> </ul> </li> <li>• Bury Flexihall - RIBA Stage 2 drawing to a conclusion</li> <li>• Bury Interchange – Discussions continuing on a revised CRSTS submission document.</li> <li>• The draft Ramsbottom Town Centre Plan has now been produced and is now out for public consultation</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>• Town Centre Recovery Boards continue</li> <li>• Radcliffe Strategic Regeneration Framework</li> <li>• Bury Town Centre Masterplan</li> <li>• Ramsbottom Place Management Plan Consultation</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>

- Bury Town Centre Masterplan - Work continuing to develop the consultation draft of the masterplan
- Business relationship and engagement function - Pre Covid engagements resumed

### 16.3. Performance

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

## 17. Spotlight – Customer Contact Services

The Bury Council and CCG's internal transformation workstream 'Let's do it ... Once!' aims to improve the performance of our customer contact services and achieve budget reductions. As part of this response, we have incorporated further performance measures on our customer contact services within our departmental delivery and performance reporting. The spotlight section for this quarter reviews these in detail to present an analysis of the performance of our customer contact services, focusing on the following three areas;

1. Contacts
2. Complaints
3. FOIs

Efforts to improve these service areas have been recommended by Ameo and the ICO in their assessments of Bury Council's and Bury CCG's operations.

### 17.1. Contacts

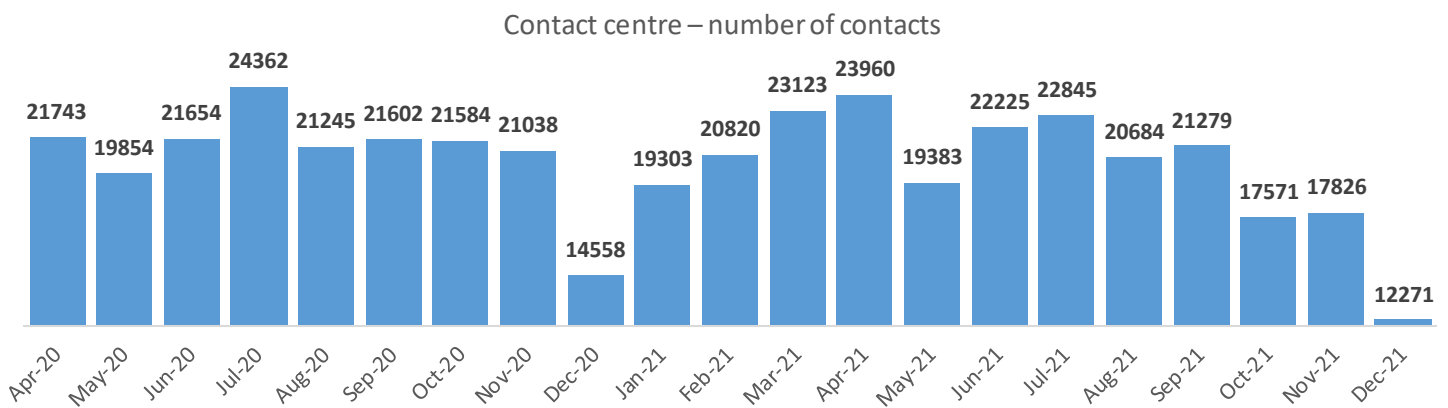


Figure 3 Number of contacts

Figure 3 above demonstrates the number of contacts (phone and email) Bury Council received month on month since the start of 2020-21. Fluctuations occur throughout the year with December being the quietest month each year. Although performance across the two years appears consistent, comparing Q1-Q3 2020 to 2021 we have received 9,596 fewer contacts. This suggests the information we provide to our customers is proving more effective in answering their queries without having to make a contact. The customer contact team have made efforts to improve the online information available and to customers and encouraged the use of online forms which reduces the requirement for email or phone contact.

Web Forms - number of contacts (Firmstep platform only)

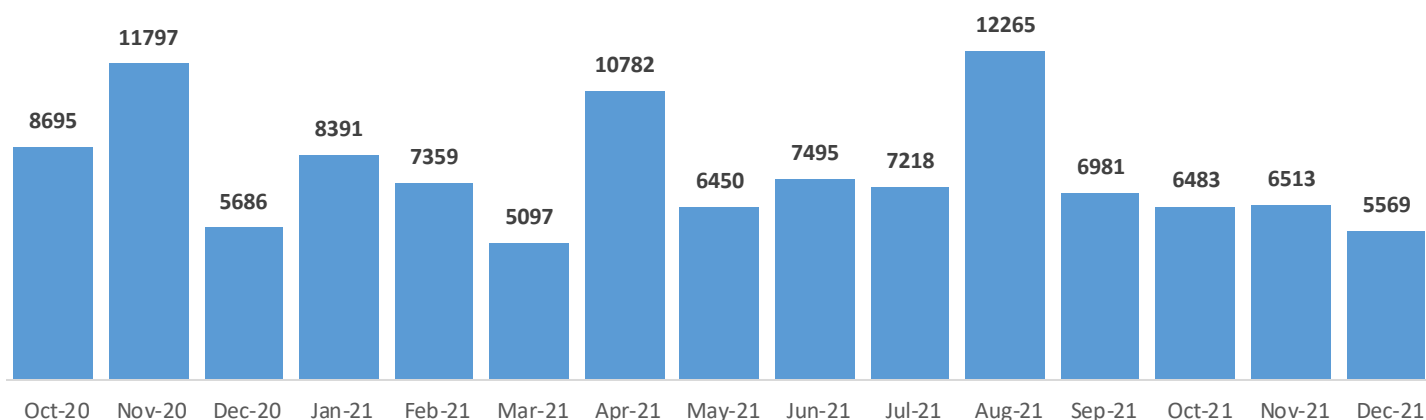


Figure 5 Number of webform contacts

The activity counted above in figure 4 represents most of our web-based contact from customers. Let's Do It... Once! endeavours to harness digital-first delivery through a single, digital front door providing integrated self-service access to back-office processes. We expect this activity to increase and phone calls to reduce as this aspect of the transformation programme is fully established. It can be seen here that our web form contacts have begun a downwards trajectory, however we cannot conclude what this tells us about our customers behaviour until we can report on all web-based contact together. Further development to our reporting is underway to capture all contacts made to Bury Council via a web form and will be incorporated into our organisational performance monitoring once available.

% of calls answered

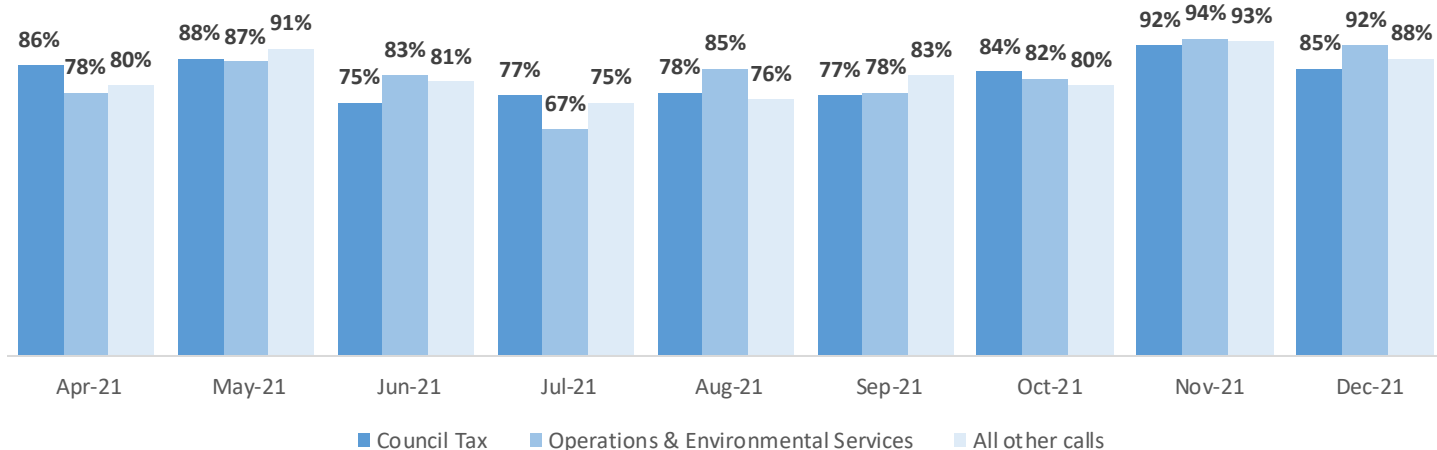


Figure 4 Percentage of calls answered

As part of our departmental dashboard development, we have begun to monitor the percentage of telephone calls answered relating to our busiest service areas; council tax, operations and environmental services, as well as all other calls. As figure 5 demonstrates our performance is consistent and has shown improvement over the past quarter with the percentage answered within the 80-95% range.

% of fly tipping webforms completed by the contact centre

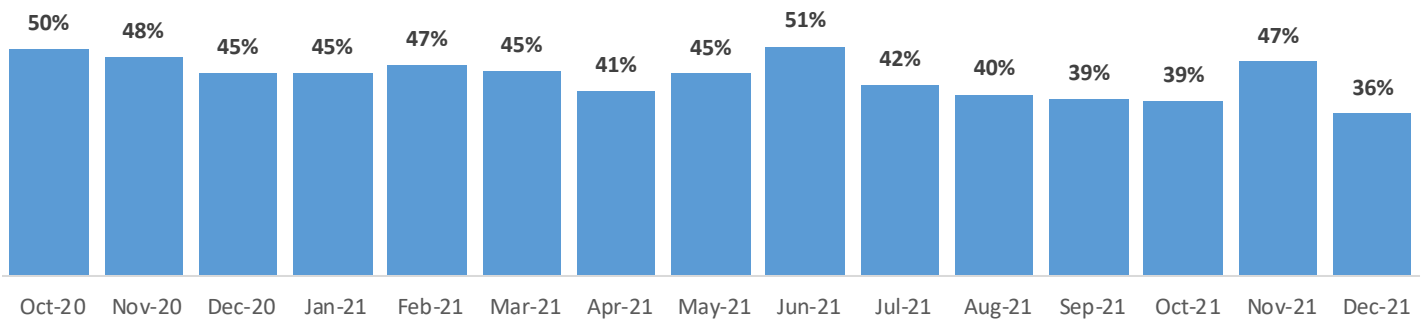
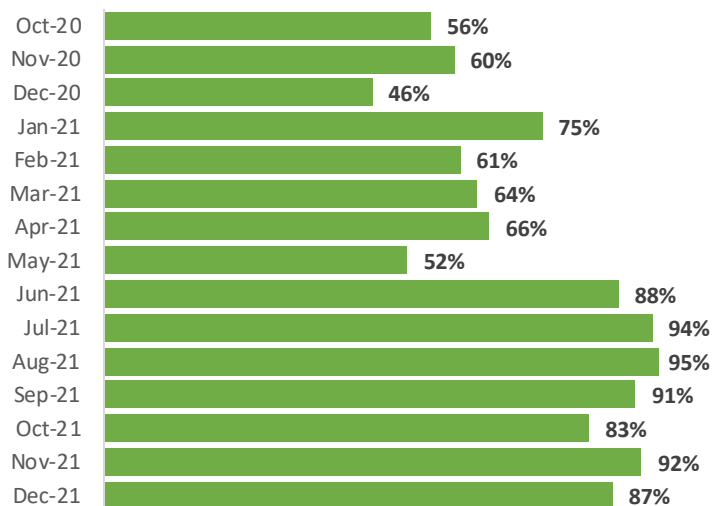


Figure 6 Percentage of fly tipping webforms completed by the contact centre

As we cannot currently collate all web-based contact activity to assess the performance of this service area and change in customer's behaviour, we have been monitoring a sample of activity to indicate whether a shift is occurring. Fly tipping can be reported online or via the phone. When reported via the phone the contact centre completes the same web form as the customer would themselves. Assessing the proportion of fly tipping web forms completed by the contact centre indicates what proportion of customers are self-serving as opposed to requiring our support to report this issue. As figure 6 indicates, the proportion of reports completed by the contact centre has decreased over the past 15 months to a low of 36% demonstrating an increase in customers self-serving by using the webform.

## 17.2. Complaints

% of complaints responded to within timescale  
(Bury Council)



% of complaints responded to within timescale  
(Bury CCG)

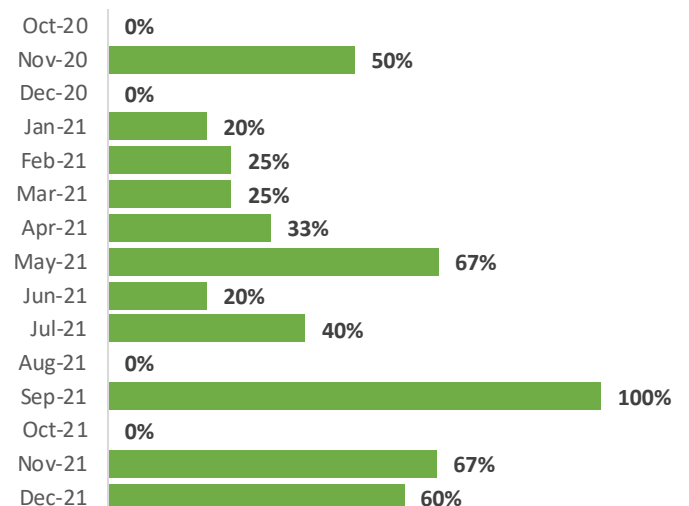


Figure 7 Percentage of Bury Council and CCG complaints responded to within timescales

It is good practice to respond to a complaint within 20 working days of its receipt. Please note that where the CCG performance displays 0% this is where no complaints had been received or were due a response during that month. There have



been fluctuations in meeting this standard for both organisations with Bury CCG reaching a milestone of 100% in September 2021 and Bury Council greatly improving to achieve an increase of 49% from the lowest to the highest proportion responded to in timescale over the past 12 months.

### 17.3. Freedom of Information Requests

% of FOIs completed on time (Bury Council)

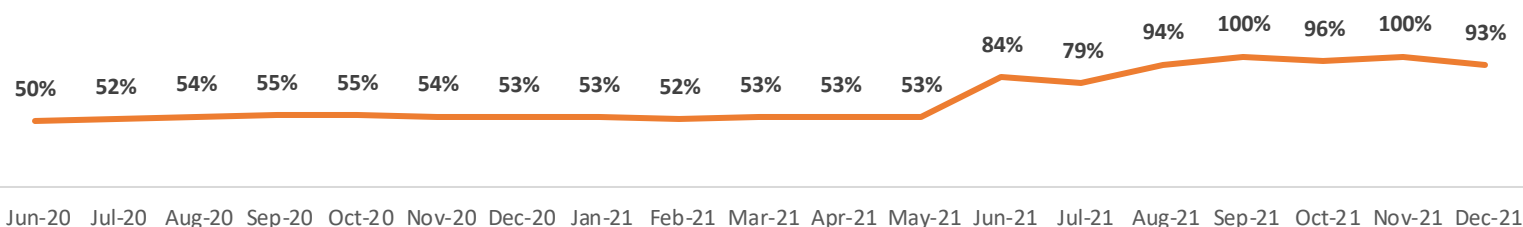


Figure 9 Percentage of Bury Council FOIs completed on time

% of FOIs completed on time (Bury CCG)

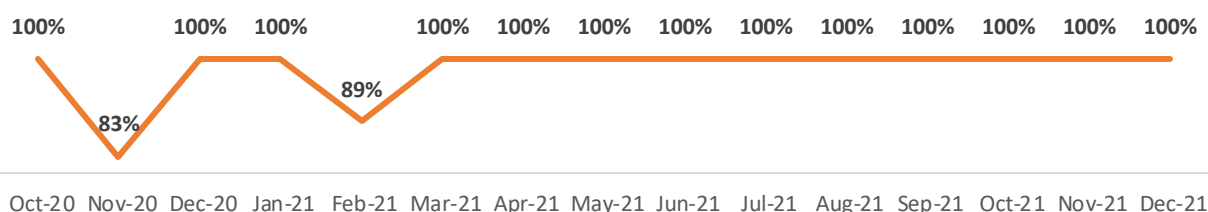


Figure 8 Percentage of Bury CCG FOIs completed on time

We also have 20 working days to respond to an FOI request. Our performance in this area, as figures 8 and 9 demonstrate, is generally consistent with Bury CCG often achieving 100% and Bury Council improving its rate greatly to also achieve 100% some months.

### 17.4. Summary

This report's spotlight on customer contact services performance has displayed several areas of improvement where the customer journey has been enhanced and efficiencies have been made. We will continue to monitor these areas of activity in our monthly reporting of departmental delivery and performance. Activity that aligns to our corporate priorities will be fed up with this quarterly report and progress of the Let's Do It... Once workstream will be reported via our transformation programme.

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

This is the second 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 customer contact services
- Note the ongoing developments to strengthen and improve this reporting process and functionality