

Report to:	Cabinet	Date: 01 June 2022
Subject:	Bury Corporate Plan Performance and Delivery Report Quarter Four 2021-22	
Report of	Cabinet Member for Corporate Affairs and HR	

Summary

1. This report provides a summary of key delivery and performance that occurred during quarter four 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 introducing Bury's State of the Borough report for 2021.

Recommendation(s)

2. That Cabinet:
 - Note the performance and delivery against the 3R priorities and the 2021/22 Corporate Plan delivery objectives
 - Note the spotlight on our State of the Borough report for 2021
 - Note the ongoing developments to strengthen and improve this reporting process and functionality

Reasons for recommendation(s)

3. This continues our commitment to "strengthening the basics" by embedding the corporate business planning process across all the work of the Council and CCG. This will allow for more effective performance management at organisation, departmental and officer level.

Alternative options considered and rejected

4. No alternative option considered.

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Background

5. In 2020 Bury Council and CCG led the development of the Let's Do It! Strategy for the Borough of Bury which sets out the vision for the next ten years. In 2021 a corporate strategic planning process was established, which provided an annual, integrated strategic corporate plan for the Council and CCG partnership to guide the partnership's delivery against the Let's Do It! Vision.

Reporting against this corporate plan is through monthly to Executive team and quarterly to Cabinet. The corporate plan was aligned to the 3R priorities in July and this report outlines the delivery during Q4 against the 3R's and associated corporate plan. It also outlines which activity will carry over in to 2022/23.

Links with the Corporate Priorities:

6. This report references the contribution that the Council and CCG have made in Q4 to the delivery of the Let's Do It! Strategy through delivery of the Corporate Plan for 2021/22.

Equality Impact and Considerations:

7. Not applicable.

Environmental Impact and Considerations:

8. Not applicable.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Not applicable.	

Legal Implications:

9. 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.

Financial Implications:

10. 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.

Background papers:

Please list any background documents to this report and include a hyperlink where possible.

- Bury 2030 Community Strategy – Let's Do It!
- Bury Council & Bury CCG Corporate Plan 2021/2

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

Term	Meaning
CCG	Clinical Commissioning Group
CIN	Children in Need
CLA	Children Looked After
CPP	Child Protection Plan
DSG	Dedicated Schools Grant
EET	Education Employment & Training
EHC	Education and Health Care
FE	Further Education
FOI	Freedom of Information
GMCA	Greater Manchester Combined Authority
HE	Higher Education
IAPT	Improving Access to Psychological Therapies
IMC	Intermediate Care
JSA	Job Seekers Allowance
MOT	Ministry of Transport
PDR	Personal Development Review
SEND	Special Educational Needs Disability
UC	Universal Credit
VCFA	Voluntary Community & Faith Alliance

Bury Council & CCG Corporate Plan Delivery Report Quarter Four 2021/22

1. Introduction

This report provides a summary of key delivery and performance that occurred during quarter four 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.

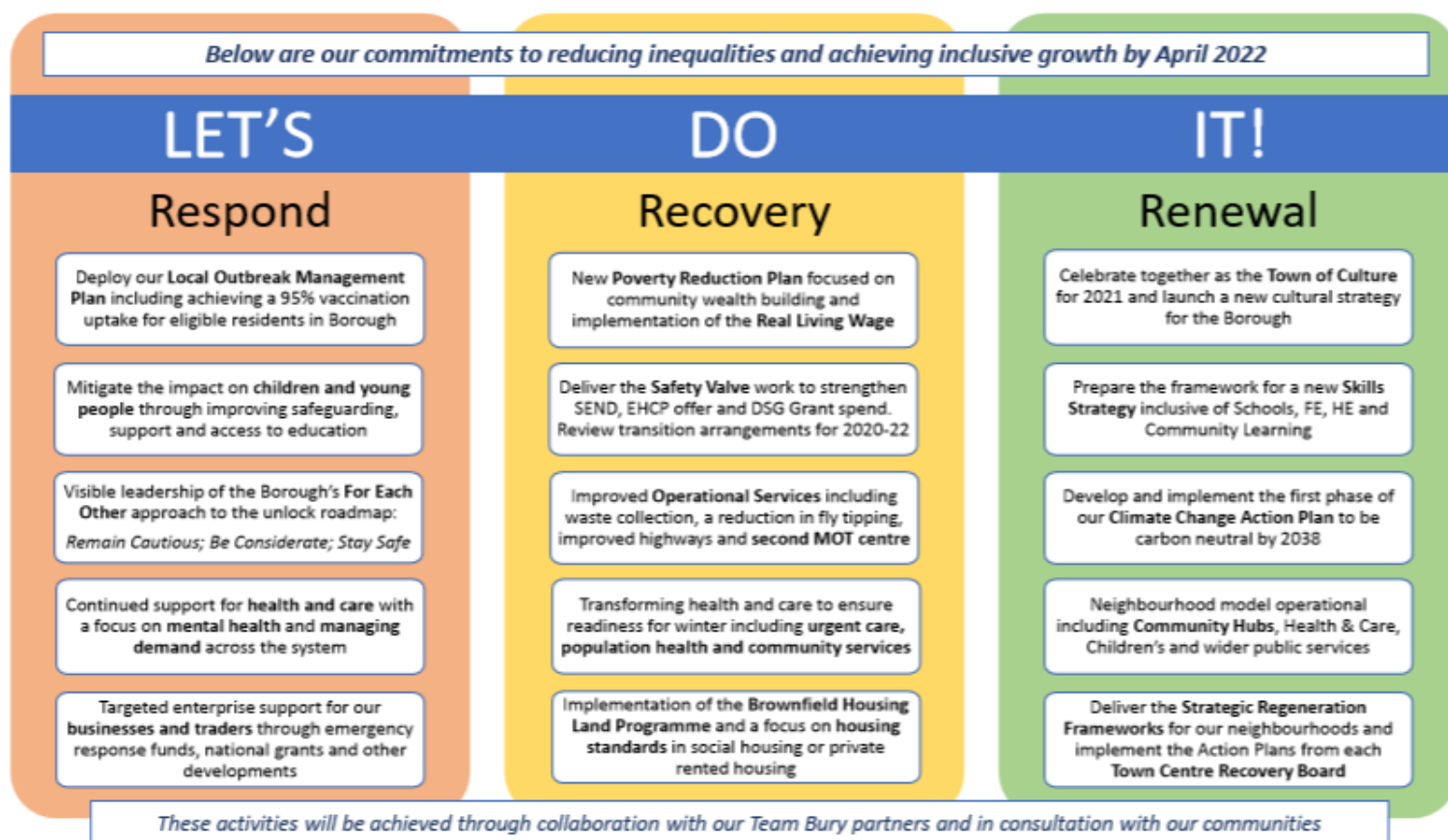


Figure 1 3Rs

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 its 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 introducing Bury's State of the Borough report for 2021.

Key Delivery Highlights for Q4

Response	<ul style="list-style-type: none"> • Outbreak Management Plan – moving to BAU arrangements • 78% uptake in eligible populations for 1st, 2nd and booster doses • 89% of secondary school applicants have been given their first school preference with a further 6% getting their second preference all 2415 applicants from Bury have been offered a place at a Secondary School in Bury • Draft CYP Improvement Plan shared with Ofsted • Head Teacher Conference took place on ILACS and Project Safety Valve • EHCP timeliness continues to improve with 65% issued within 20 weeks during March • PSV DFE submission sent 01/03/22; received very positively. Bury LA has received the final payment for this year's PSV. • Community recovery "Pitch" participatory budget scheme – monies distributed • Additional Restriction Grant allocation will be defrayed in full by 31st March 2022 • Welcome Back Fund to be defrayed by 31st March 2022
Recovery	<ul style="list-style-type: none"> • Empty Property Strategy and supporting action plan completed and approved • New waste collection routes uploaded to incab technology, 98% of waste collected each day • Highways - Preventative maintenance works complete for 21/22 • Mobilisation complete for second MOT testing station and it has been available from 1 April 2022 • Nine Fixed Penalty Notices have been issued in March - 2 for Fly Tipping (one paid £400) • Sign off Pay Policy Statement, including 22/23 Real Living Wage uplift • Bury Market - Awarded by NABMA – Britain's Favourite Market and awarded Top Attraction in Bury by Trip Advisor. • Wellness Project has allocated £133,505 funding to over 36 groups to deliver wellbeing and physical activity sessions across all greenspaces and parks. • Public Health: Sexual Health services delivered by Virgin Care commenced Jan 2022. • Places for Everyone Joint Development Plan (PfE) submitted to Government on 14 February 2022
Renewal	<ul style="list-style-type: none"> • Final sign-off of the Community Safety Strategy and Domestic Abuse Strategy, including Women's Safety Charter as part of marking International Women's Day • Bury Town Centre Masterplan – final plan approved by cabinet • Ramsbottom Place Management Plan – final draft plan approved by Cabinet • Further £339,093 received for Omicron variant bring total ARG allocation to £7,458,372.00. Approx. 15K remaining to allocate. • Bury Flexihall – LUF memorandum of understanding signed • £100k Climate Action funds distributed during March to all successful applicants • First Climate Strategic Board meeting took place on 3 March • VCFA review & volunteer strategy – SLA now in place

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

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 Q4. Monitoring delivery has been through the Health Protection Board and will move into business as usual in Q1 2022/23. Vaccine uptake over the quarter has increased with almost 78% uptake in eligible populations for 1st, 2nd and booster doses.

Active inequalities monitoring is underway and will continue to inform further plans.

2.2. Delivery

Key Delivery Elements in Q4	Key delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Outbreak Management Plan continued to be monitored through weekly Health Protection Board and fortnightly Gold and monitoring now moved to BAU Booster Programme and 12-15 vaccine programme delivery and being monitored weekly through Vaccine Assurance Group. Almost achieved 78% uptake in eligible populations for 1st, 2nd and booster doses. Inequalities compendium in place and updated and monitored weekly 	<ul style="list-style-type: none"> Delivery of Outbreak Management Plan through business as usual Vaccination Management: follow up phases as required Inequalities monitoring

2.3. Performance

	Target	Actual Value	Previous Val...	Trend		Time Period
7-day average COVID infection rates per 100,000		564.95	1947.22		1	Mar-2022
Number of Bury GP registered people to have received first dose of COVID vaccine (snapshot)		147962	144945		4	Mar-2022
Number of Bury GP registered people to have received second dose of COVID vaccine (snapshot)		139209	133023		4	Mar-2022

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

3.1. Summary






Q4 saw the development of the Ofsted improvement plan, this has been shared with Ofsted and will be used to drive delivery via the established improvement board. Delivery will continue into 22/23. Project Safety Valve continued to be delivered and will also continue into 22/23.

Support to the development of new schools in Unsworth and Radcliffe will continue in partnership across the organisation through 2022/23.

3.2. Delivery

Key Delivery Elements in Q4	Key delivery to continue in Q1 22/23
<ul style="list-style-type: none">• Project Safety Valve development and recruitment in key positions within SEND team has been completed• ILACS Ofsted improvement plan developed and shared with Ofsted.• Bury continues to pilot GMCA work around pathways to talking and behavioural intervention in Early Years• Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19• Support to the Star Academy Trust to deliver a new secondary school, as part of the wider Radcliffe regeneration• Support to develop a new special free school based in Unsworth, in partnership with Shaw Education Trust - DfE now procuring scheme for new build• Development of early help support for children and families via a community partnership model, first workshop held• Whole system leadership of the skills and youth opportunities offer to deliver the white paper and GM priorities	<ul style="list-style-type: none">• Project Safety Valve Development• Implementation and delivery of the Ofsted Improvement plan• Support to develop new schools in Radcliffe and Unsworth

3.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Number of Early Help Assessments by partners	48	93		1	Mar-2022
Number of Early Help Assessments by Bury Locality Team	51	121		3	Mar-2022
Percentage of Early Help assessments by Partners	48	43.5		2	Mar-2022
Percentage of Early Help assessments by Bury Locality Team	51	56.5		2	Mar-2022
Percentage of children accessing 2 year take up of free childcare	86.1	75.4		2	Dec-2021

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

4.1. Summary

During Q4 the approach to the 'pitch' events was approved and applications received from across the borough. All events and monies have now been distributed.

Consultation on the culture strategy has been completed and Q1 will see approval and implementation. The newly drafted communication and engagement strategy will also be approved in Q1 and reflect the new digital customer engagement framework.

4.2 Delivery

Key Delivery Elements in Q4	Key delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Approach to the 2021/22 Pitch events approved by Informal Cabinet and Applications received including a good spread across the borough. All grants have now been distributed. The Joint Communications and Engagement Strategy drafted Consultation on the culture strategy 	<ul style="list-style-type: none"> Culture strategy will be approved. Joint Communications and Engagement Strategy approved to reflect new Digital Customer Engagement.

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 Q4 saw further development of the Bury system UC plan developed across Transformation/Resilience and BAU. 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. A supporting data pack has been developed to inform robust decision making. Additional investment in mental health services in 22/23 was endorsed and is being built into the current mental health programme implementation which will continue into 2022/23.

5.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none">• Secondary Care Service Reconfiguration: Pennine Disaggregation and Service pathways NCA/MFT – focus on Urology care pathway. Development of Urology Data pack to inform decision making• Single system UC plan implementation across Transformation/Resilience and BAU• Elective Care Framework - focus on prevention, addressing inequalities and inclusion.• 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	<ul style="list-style-type: none">• Secondary Care Service Reconfiguration• Urgent Care System: Implementation of Urgent Care Transformation Strategy• Elective Care Framework implementation• Mental Health Programme Implementation

5.3. Performance

	Target	Actual Value	Previous Val...	Trend		Time Period
Referral to treatment total waiting list entries	15800	26577	23993		6	Mar-2022
Referral to treatment total number waiting in excess of 52 weeks	0	1228	1190		1	Mar-2022
IAPT waiting times % 6 weeks or less from referral	75	32.68	41.7		1	Mar-2022

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 Q4 and additional restriction grant and welcome back fund will be defrayed by 31st March 2022. All support is promoted through existing communication channels.

6.2. Delivery

Key Delivery Elements in Q3	Key delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Senior Business Advisor in temporary post to visit Bury Businesses and assess support needed post Covid and Brexit. Additional Restriction Grant allocation will be defrayed in full by 31st March 2022 Welcome Back Fund to be defrayed by 31st March 2022. Funded support is promoted through our communication channels to signpost business to support. 	<ul style="list-style-type: none"> Targeted enterprise support for our businesses and traders

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

7.1. Summary

Q4 saw the Economic plan agreed and a schedule of events and programmed support developed for final year implementation. 1 Bury business will also attend the Cambridge Judge Business School in 2022/23.





The delivery plan for the Poverty Reduction plan was updated with information from the Budget Amendment. New reference information and signposting is now provided on the council website. The new Policy will be written in 2022/23.

Development to the working well programmes continued with programmes to support young people aged 20-24 now live.

7.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Economic Recovery Plan agreed including the Barclays Thriving Local Economies programme. Schedules of events has been scheduled for confirmation Poverty Reduction plan updated to reflect budget amendments Support within Working Well programmes. <ul style="list-style-type: none"> Programmes now live supporting young people 28-24. Team members in situ at Radcliffe Regen office to promote wrap around services, same offer for Prestwich. 	<ul style="list-style-type: none"> New Poverty reduction policy to be written. Working Well programme development The Council Tax Support scheme will be updated

7.3. Performance

	Target	Actual Value	Previous Val...	Trend		Time Period
Number of rough sleepers in Bury	0	2	1		1	Mar-2022
Number of rough sleepers currently being supported	40	49	64		1	Mar-2022
Number of statutory homeless cases open on the last day of the month	300	630	597		3	Mar-2022
Number of households in temporary accomodation on last day of the month	35	75	68		1	Mar-2022

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

Q4 saw the continued development of the Safety Valve programme including the development of a local area SEND strategic action plan and the SEND Sufficiency paper sent to DfE. Delivery will continue into 22/23 with programme governance and associated data pack in place to provide assurance of delivery.

The Dynamic Support Register was also launched within the integrated commissioning team.

8.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none">• Whole system leadership of improvements to the Bury local offer for children and young people with additional needs• Project Safety Valve: Continued development of the Graduated Model and agreement of programme governance and plans<ul style="list-style-type: none">○ Data Pack developed in iterative process with DfE○ SEND Sufficiency paper sent to DfE○ Consultation with schools on mainstream top-up funding, and potential changes○ Local area SEND strategic action plan developed• The Dynamic Support Register launched – within integrated commissioning team• Work is ongoing to progress Key worker and Ealing models at a GM and local level.	<ul style="list-style-type: none">• Project Safety Valve delivery• Continued development of improved support for children with additional needs to prevent the need for recourse to statutory intervention• Delivery of a balanced budget, including £1.2m savings and robust management of the Dedicated Schools Grant recovery plan• Mobilisation to deliver additional investment secured for wider CYP MH provision

8.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Percentage of Pupils with an EHCP		4.2	4.2	↔ 2	Oct-2021
Number of Children with an EHCP		1220	1224	↘ 1	Oct-2021
EHCP: Percent of Plans issued on time, compliance at 20 weeks		53.8	31.5	↗ 1	Mar-2022

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

9.1. Summary

Q4 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 92% during Q4.

The Environmental Quality delivery plan is being delivered leading to increased enforcement for fly tipping, up to the end of March 2022, 53 FPN's issued in total following investigation by officers. Two Community Action Days have been planned week commencing 9 April, Lower Walmersley and Victoria estate, Radcliffe to further support the work.

Mobilisation for the MOT test centre is now complete and the second testing station will be available from 1 April 2022











H&E: Cycling and Walking Infrastructure: Phase1 of Fishpool (construction of new bridge over river Roch) was approved on 11/02/2022 by GMCA.

9.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Implementation of waste improvement plan to ensure all waste collection rounds are completed as scheduled without missed bins Environmental Quality delivery plan in place. Immediate priority is to increase enforcement for fly tipping as remove fly tipping promptly 53 fixed penalty notices have been issued following investigation by officers 	<ul style="list-style-type: none"> Environmental Quality: Community Action days and recruitment of Waste Prevention Officers Green Spaces: Programme Delivery Civic Venues Review Strategic Transport Lead due to commence in post on 04 April 2022

<ul style="list-style-type: none"> • H&E: Highways Investment Tranche 2 - Preventative maintenance works complete for 21/22 • H&E: Cycling and Walking Infrastructure - Phase 1 of Fishpool (construction of new bridge over river Roch) was approved on 11/02/2022 by GMCA. • 2nd MOT centre: Mobilisation complete and second testing station available from 1 April 2022 • Stakeholder engagement on Bury Boroughwide Transport Strategy underway • Bury Markets investment and improvement - Continuing progress on the capital programme 	
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9.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Waste collection (tonnes)		14428.59	14152.4		1 Q4 2021/22
Waste collection: grey bins (tonnes)		6694.2	6774.06		2 Q4 2021/22
Waste collection: blue bins (tonnes)		2448.2	2355.06		1 Q4 2021/22
Waste collection: green bins (tonnes)		1805.99	1792.7		2 Q4 2021/22
Number of missed bin collections per 100,000		89	74		1 Q4 2021/22
Proportion of household waste recycled		53.3	52		1 Q4 2021/22
Waste collection (tonnes) from street cleaning		697.4	840.68		1 Q4 2021/22
Number of potholes reported		1205	397		2 Q4 2021/22
Number of potholes repaired		4240	1968		1 Q4 2021/22
Highway repairs completed on time (%)		78	79		1 Q4 2021/22

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 Q4 saw the delivery 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. Work will continue into 2022/23 alongside larger wide scale secondary care transformation and development of the elective care framework.




At the end of Q4 the Wellness programme had allocated £133,505 funding to over 36 groups to deliver wellbeing and physical activity sessions across the borough.

Q4 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 2022/23.

10.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none">• Secondary Care Service Reconfiguration: Pennine Disaggregation and Service pathways NCA/MFT• Single system UC plan developed across Transformation/Resilience and BAU supported by newly installed Bury UEC Integrated System Board• Elective Care Framework - Pilot of urology pathway underway• New Elective Care and Cancer governance framework signed off by the Integrated Delivery Collaborative in November 2021• Preparing new contract and specifications for community health services provided by the NCA• Population Health: Starting Well - Essential Parent Commissioned for 3 years• Population Health: Sexual Health Strategy and procurement - New service live in Jan 22• Population Health: Health related behaviour change - Neighbourhood Health Improvement Frameworks were finalised• Public Health: Substance misuse – priorities identified for 2022/23• Wellness - has allocated £133,505 funding to over 36 groups to deliver wellbeing and physical activity sessions	<ul style="list-style-type: none">• Secondary Care Service Reconfiguration: Hospital Transformation• Primary Care Programme including Primary Care Network Development• Urgent Care System: Recovery and Transformation to the new operating model• Elective Care Framework implementation• Finalising new contract and specifications for community health services provided by the NCA

10.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period	
Number of births registered		448	465		1	Mar-2022
Number of deaths registered		560	596		1	Mar-2022
IMC (Killelea) Bed Occupancy (%)		92	82		2	Mar-2022
Residential and Nursing Care Bed Occupancy (%)		90	85		3	Mar-2022

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

Q4 saw the Places for Everyone Joint Development Plan (PfE) submitted to Government on 14 February 2022. Work has commenced on a series of questions issued by the inspectors. The Empty Property Strategy and supporting action plan was completed and approved in Q4. The Strategy is now published on the Council's Website. All the sites within the residential housing delivery plan have been consented and are now progressing to contract. Work also continued on the Accelerated disposal programme and will continue into 2022/23.

11.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Background work on the Bury Local Plan in development Places for Everyone Joint Development Plan (PfE) submitted to Government on 14 February 2022. Work ongoing on a series of Preliminary Questions issued by the Inspectors Empty Property Strategy and supporting action plan completed and approved – Strategy published on the Council's Website. Residential Housing Delivery - All sites consented by cabinet progressing to contract. 	<ul style="list-style-type: none"> Development Plan / Local Plan (new Planning Policies) development Places for Everyone Joint Development Plan (PfE) development Housing Strategy (including review of affordable housing) development Residential Housing Delivery implementation Private Rented Strategy development Brownfield Housing Land Programme implementation Affordable Housing Delivery Approval of Accelerated disposal programme (various stages) HRA Strategy: The Council's relationship with STH strengthened

- Approval of Accelerated disposal programme (various stages). A review of Phases 1, 2 and 3 assets and continue to prepare them for disposal.

11.3. Performance

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

Q4 saw several events and the distribution of funds across the borough in relation to the recovery "Pitch" participatory budget scheme. The culture strategy has been developed for review and will be supported by the joint communications and engagement strategy.

12.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none">• Events and funds distributed for the 21/22 recovery "Pitch" participatory budget scheme across the borough• Draft culture strategy developed for review and consultation• Joint Communications and Engagement Strategy developed	<ul style="list-style-type: none">• Culture strategy agreed, which gives a clear plan for how we continue to develop our cultural identities and economy• Programme of culture events for the year developed• Joint Communications and Engagement Strategy adapted to reflect new Digital Customer Engagement and the Radcliffe People and Communities Plan.

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 Q4 This is being produced in collaboration with children's services and will be finalised in Q1.

The revised apprentice strategy first draft was completed for review. A supporting delivery plan is in place and will be agreed and implementation started through Q1.

13.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none">• Production of an all-age skills strategy in collaboration with children's services underway• Apprentice strategy - Revised approach to external apprenticeship recruitment signed off by Exec and ready for Member approval.	<ul style="list-style-type: none">• Revised Apprenticeship strategy agreed & implemented.• Skills strategy agreed and in place

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

14.1. Summary

Q4 saw the final funding value for the programme agreed as £2,448,375. The final scope has been agreed with Salix, along with extension to end June 2022. Eight contracts now in place and final one to follow early April.

The action plan has also been developed for Council to be single use plastic free by the end of 22/23 and implementation will continue throughout the year.

14.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Climate Strategy and Action Plan: Ongoing work related to the distribution of the £100k Climate Action Fund. Action plan in development for the Council to be single use plastic free by end of 2022/23 Decarbonisation programme: Total funding value for project now confirmed as £2,448,375 and £763,640.39 spent to end March 2022 	<ul style="list-style-type: none"> Climate Change Strategy: Implementation Plan agreed and in implementation for the Council to be single use plastic free by end of 2022/23

14.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
% of council vehicles changed to lower emission versions		39	39	↔	1 Q4 2021/22
Number of air quality monitoring stations breaching nitrogen dioxide targets		1	1	↔	2 2022
Total CO2 emissions produced within our borough		851.2	851.2	↔	2 2022
Total CO2 emissions resulting from council operations					

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

15.1. Summary

Q4 saw the development and agreement at full council of both the Community Safety Strategy and Domestic Abuse Strategy this included the Women's Safety Charter as part of marking International Women's Day.

Neighbourhood model development continued, and the Radcliffe People and Skill Plan was completed in draft with 7 thematic delivery plans. Work will continue into Q1.

Work on the Inclusion strategy continued with recruitment underway for an EDI manager and Inclusive Public Services Project Manager, both these posts will support delivery in Q1 with focus on equality assessment, leadership development and development of an action plan on race inclusion.

15.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none">• Neighbourhood Model - Further workshops to refine Improving Adult Lives offer and to define risk stratification work.• Radcliffe People and Skill Plan completed in draft with 7 thematic delivery plans.• Inclusion Strategy: Recruitment underway for EDI manager and Inclusive Public Services Project Manager• Community Safety strategy – Agreed at full council• Domestic Abuse Strategy – Agreed at full council• Integrated Neighbourhood Teams - Development plan in health and care in place and aligned to neighbourhood hubs	<ul style="list-style-type: none">• The neighbourhood model continued implementation including a residents' forum in every neighbourhood & integrated public service teams• Delivery of a volunteer strategy• Inclusion strategy delivery including equality assessment; leadership development & action plan on race inclusion• Community Safety strategy publication via Cabinet/Council subject to verification of the Constitution.• The Domestic Abuse Strategy - Delivery Plan implementation• Further Development of Integrated Neighbourhood Teams alongside Neighbourhood hubs• Let's do it Strengths Based Strategy in Adult Social Care

15.3. Performance

	Target	Actual Value	Previous Val...	Trend		Time Period
Total number of VCFA volunteers (cumulative)		563	521		4	Mar-2022
% of residents who feel safe	90	90	90.7		2	Mar-2022
Rate of all crimes (per 1,000 population)	20	27.2	27.7		1	Mar-2022

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

16.1. Summary

Q4 saw both the Bury Town Centre Masterplan and Ramsbottom Place Management Plan approved by Cabinet. Implementation will continue into 22/23.

The RIBA Stage 2 report was also completed as part of the Bury Flexihall programme. Work also continued on the development of the Prestwich Urban Village Plan.

Incubation activity is also now embedded in pipeline regeneration activity, innovation strategies, inward investment and business engagement.

16.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> One Public Estate strategy – <ul style="list-style-type: none"> St Mary's Place – went auction in Feb Planning the decant of tenants from Humphrey House to 3KP First meeting of the Town Hall working group took place 07/01/22, followed by another meeting on the 31/01/22 where BTP (architect) presented the future use options to the Leader, CE and members. Town Centre Recovery Boards established and meeting. Approach is tailored to town centre 	<ul style="list-style-type: none"> The One Public Estate strategy implementation Radcliffe Strategic Regeneration Framework development Bury Town Centre Masterplan development Ramsbottom Place Management Plan Implementation Prestwich Urban Village Plan development Business relationship and engagement function Bury Economic Strategy developed Bury Flexihall development Bury Interchange programme development Economic Development Strategy

<ul style="list-style-type: none"> • Radcliffe Strategic Regeneration Framework <ul style="list-style-type: none"> ○ RIBA Stage Two consultation complete ○ Surveys and site investigations ongoing ○ Secondary School – Heads of terms have been submitted and agreed at Cabinet • Bury Town Centre Masterplan - Final Masterplan approved by Cabinet on 9 March 2022. • Ramsbottom Place Management Plan - revised final draft plan approved by Cabinet on 9th March • Prestwich Urban Village Plan - workstreams progressing with Muse • Bury Flexihall - RIBA Stage 2 report completed by Vinci. LUF – memorandum of understanding signed • Business Incubators - Incubation activity embedded in pipeline regeneration activity, innovation strategies, inward investment and business engagement. • ED Strategy – Hatch commissioned to deliver the EDS. Steering Group and Officer Project Group members agreed • Bury Interchange – Discussions continuing on a revised CRSTS submission document. • Business relationship and engagement function - Pre Covid engagements resumed 	
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16.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Number of JSA and UC Claimants		5715	6610		3 Mar-2022
Net business growth rate		-790	175		1 2020

17. Spotlight – Bury’s State of the Borough Report

17.1. Introduction

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 introducing Bury’s State of the Borough report for 2021

Whilst providing the current picture of what is happening in Bury this report also links to impacts from the pandemic and how we think this may influence the achievement of the seven outcomes set out in the Let’s Do It strategy. The priorities set down in the 2022-23 Corporate Plan which have been informed by this analysis through the development of public service reform, neighbourhood working, and the 3 R’s (Response, Recovery and Renewal & Regeneration) set down recently by Cabinet.

Overleaf there are two insightful infographics on the latest intelligence of the demographics of Bury’s residents and the latest data which informs our position in relation to the seven Let’s Do It outcomes.

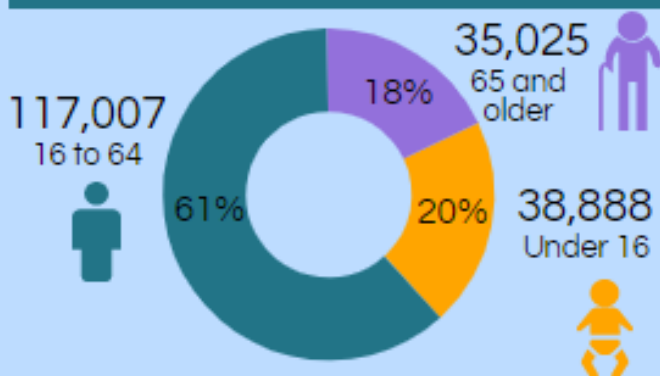
17.2. Bury Demographics and Population

STATE OF THE BOROUGH

BURY POPULATION AND DEMOGRAPHICS

Population

190,990 estimated population of Bury

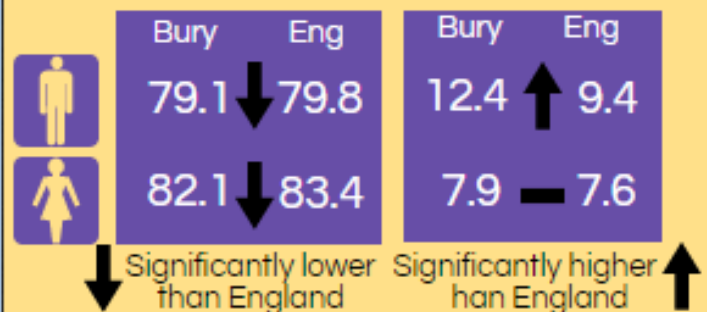


This is estimated to increase by over 3% to 195,900 by 2030, mostly due to an increase in the over 65's (in this age group there is an increase of 21% of the population).

Life Expectancy

Average Life Expectancy in years

Difference in life expectancy between the most deprived and least deprived areas (in years)



Those living in the most deprived areas will, on average, die earlier than those in the least deprived areas. In Bury, this difference is over 12 years for men and nearly 8 years for women.

Ethnicity



White (89%) Mixed/Multiple Ethnic Group (2%) Asian/Asian British (7%) Black/African/Caribbean/Black British (13%) Other Ethnic Group (1%)

From the Census 2011 and to be updated early in 2022, 10.8% of the Bury population are from a BAME background.

Starting Well

In Bury, 1 in 11 (9.2%) pregnant women smoke. The trend is improving and is lower than the England average of 10.4%.



On average, a 5 year old in Bury will have 1.3 decayed, missing or filled teeth. The average for England is 0.8.

28.6% (over 1 in 4) of children in Bury are not 'school ready' by the end of reception, which is not significantly different from the England Average.



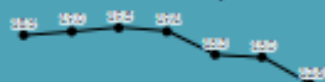
Living Well



Just under 2 out of 3 (63%) adults are overweight



As are over 1 in 3 (34.4%) 10-11 year olds



12.8% of adults smoke in Bury - a reduction putting Bury not significantly different to the England average

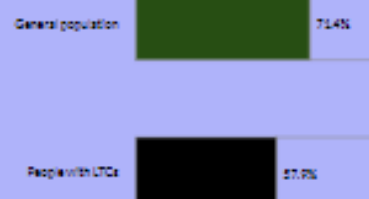
Maintaining a healthy lifestyle is essential for good health and wellbeing. Smoking, poor diet, physical inactivity, alcohol and drug misuse are risk factors for a range of long-term health conditions, such as, cardiovascular disease, diabetes, some cancers and dementia.

Living Well with a LTC or as a carer



Long term conditions are those that cannot currently be cured but can be managed variously with medication, support services and therapies, and self care strategies, such as maintaining a healthy lifestyle.

People with long term conditions are less likely to be employed than the general population



Only 24.4% of adult carers have as much social contact as they would like

Ageing Well

We live in an ageing society where the number of older people is set to increase. Many older people live independent and fulfilling lives, feel they are in good health and, on the whole, experience a good quality of life. For some, however, ageing will lead to an increased risk of multiple health problems, feeling lonely and isolated, and increased health and social care needs.



4 out of 5 (81.3%) of older people who are discharged from hospital are still at home after 91 days

Healthy Places

Most people intuitively understand that where they live and the quality of their local environment has an impact on their health and well-being but there is also robust evidence from a wide range of sources which tells us about the direct effects of the environment on our health status and life-expectancy.



Approximately 1 in 23 (4.7%) of deaths of people aged 30 and over in Bury can be attributed to air pollution

All parks in Bury achieve Green Flag status



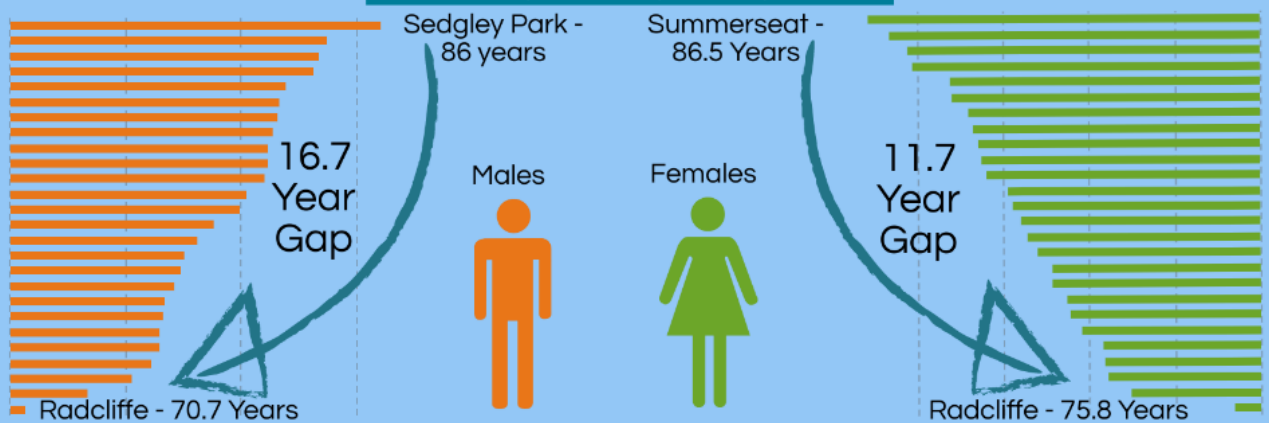
17.3. Let's Do It Outcomes Summary

STATE OF THE BOROUGH

BURY LET'S DO IT! - CURRENT POSITION

Improved Quality of Life

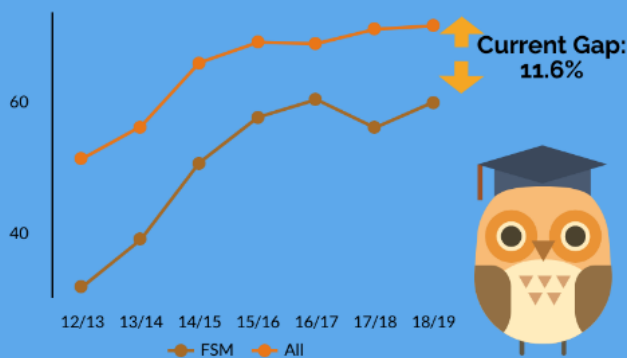
Gap in Life Expectancy



Our target is to reduce the life expectancy gap between our worst and best performing MSOAs to under ten years for both males and females. The gap is to be narrowed through improving the improving life expectancy in the worst performing MSOAs. In addition maintaining a position of 9 MSOAs above the England average for females and 13 for males.

Improved Early Years Development

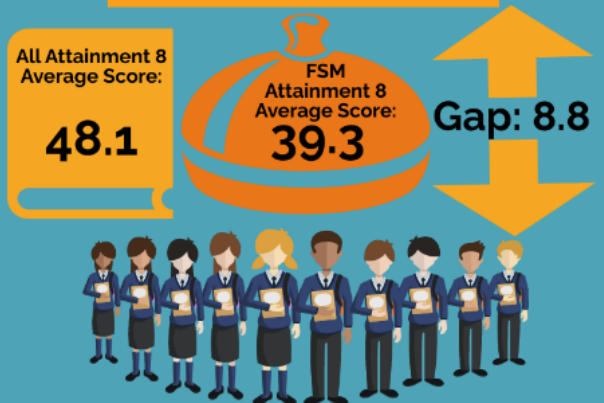
School readiness



The target is to narrow the gap between the school readiness levels of all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for Free School Meals cohort. Aim to achieve and improve gap in 2016/17 of 8.5 percentage points.

Improved Educational Attainment

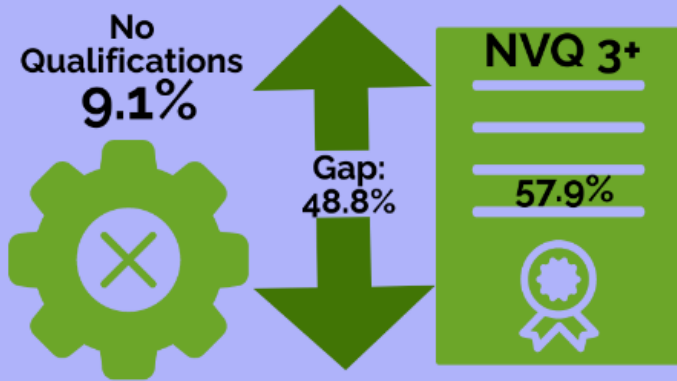
Attainment at Key Stage 4 (GCSE)



By 2030 we want to narrow the gap in average attainment 8 score for all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for Free School Meals cohort. Aim to maintain or improve current gap of 8.5 percentage points.

Increased Adult Skill Levels and Employability

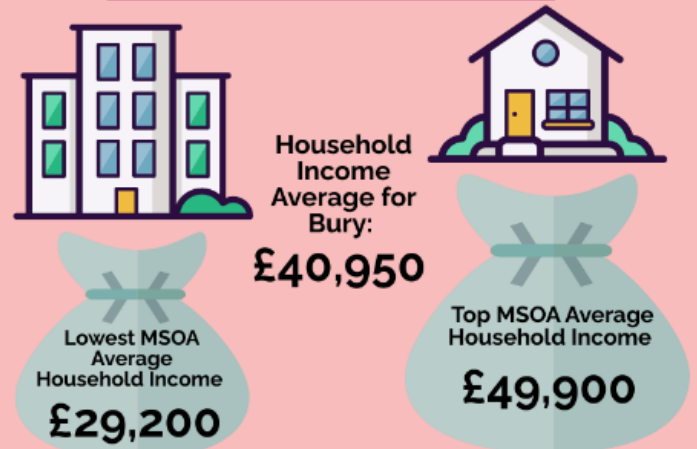
Adult Qualifications at Level 3 and above



We want to widen the gap of adults with no qualification and those with NVQ Level 3+ qualifications by reducing the number of adults with no qualifications. Improve latest gap of 57.9 and improve upon the best position of 58.5 percentage point seen in 2017.

Inclusive Economic Growth

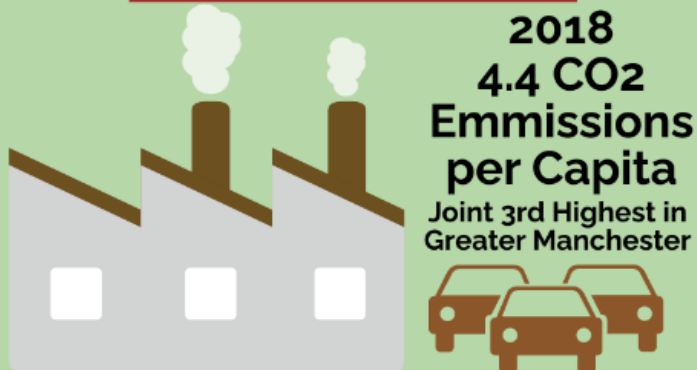
Average Income per Household



The aim is to maintain position in Top 3 Greater Manchester ranking for average total household income and increase range of income by improving those incomes in the top quartile.

Carbon Neutrality by 2038

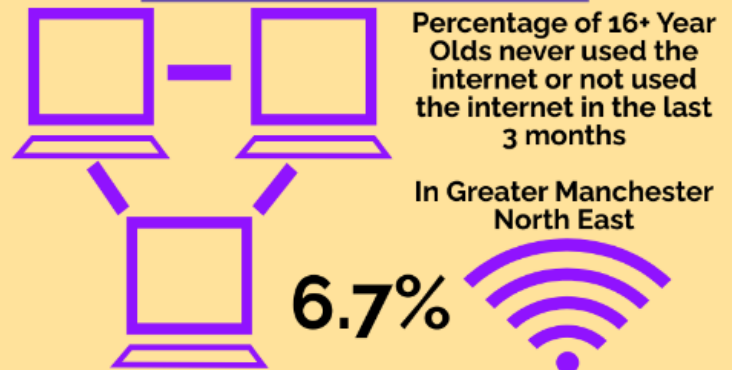
Level of Carbon Emissions



By 2030 maintain decline in CO2 emissions per capita and be within the top 5 localities in Greater Manchester with the lowest emissions.

Improved Digital Connectivity

Digital Connectivity Speed



We want to increase digital and internet connectivity and the speed of broadband available to those who live within Bury.

17.4. Progress against the Let's Do It outcomes

Bury's State of the Borough report provides a detailed analysis on the progress made towards the seven outcomes, using local intelligence that is available across the partnership. The headlines of this analysis summarise the key changes seen so far to evidence our progress in achieving our seven Let's Do It outcomes.

17.4.1. Improved Life Expectancy

There were 6.5% fewer births in 2019-20 compared to the previous year and a further reduction of 3.1% in 2020-21 compared to 2019-20. Peaks in deaths registered in alignment with increases of case transmission with the COVID-19 pandemic. Local calculations show both females and males at birth have seen an overall increase in life expectancy.

17.4.2. Early Years

Up until 2016/17, Bury was on a trajectory to significantly close the gap between the % of all children and % of FSM children achieving a good level of development at the end reception. There had been steep improvement in the achievement of those children eligible for FSM creating the smallest ever gap of 8.5 percentage points. The latest data now shows that this gap has increased to 11.6% with the impact of COVID inevitably going to affect this going forward.

17.4.3. Educational Attainment

There is concern that our increase in referrals to mental health services for children and young people could lead to poorer health outcomes and potentially educational attainment. Across the second half of 2020-21, Bury CYP referrals to Pennine Care Foundation Trust (PCFT) were 18.4% higher than the same period of 2019-20. A further steep increase in the early part of 2021-22 has seen referrals 53.6% higher in Apr-Jun 2021 than the same period of 2019 (pre-pandemic).

17.4.4. Adult Skills

Our claimant count statistics show us that the level of JSA and UC claimants almost doubled following the impact of COVID. Prior to April 2019 the count was around 4,000 – 4,300 for Bury. The figure has since fluctuated between 7,000 – 8,000 each month and began to steadily decrease from March 2021 to reach 6,610 by the end of quarter 2 and further reduce to 5,905 by the end of quarter 3.

17.4.5. Inclusive Growth

For the past two data points Bury has remained the third highest average household income in GM following Trafford and Stockport respectively. In

2018 the average total household income was £40,950, ranging from the lowest at £26,300 to the highest of £49,900. Whilst the average income had increased from 2016 the upper quartile of this range had decreased slightly which may be an indication of a future declining or stagnant trend in the average income.

17.4.6. Carbon Neutrality

In 2018, Bury ranked 7/10 for the lowest CO2 emissions per capita in GM. This ranking has been similar for the past 13 data points and whilst Bury has achieved a significant reduction in emissions from 7.3 to 4.4 this hasn't been a great enough reduction to improve on GM rankings.

17.4.7. Digital Connectivity

Digital access proved vital during the pandemic, particularly with the roll out of the vaccination programme. Health provides services through digital means, reducing face to face services.

17.5. Summary

Bury's State of the Borough report for 2021 puts us in a position to make data driven decisions on how, when and where we target our resources. This in-depth review of the intelligence available on Bury informs our corporate priorities for 2022-23 and enables the unification of our Let's Do It strategy and Corporate Plan. The full report will be published by July 2022.

18. Conclusion and Next Steps

This is the final delivery and performance report for 2021-22. Future reports will continue to align to the refreshed 3R priorities for 2022-23, as outlined in the Corporate Plan. 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 Bury's State of the Borough report
- Note the ongoing developments to strengthen and improve this reporting process and functionality