

Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 07 June 2023
Subject:	Bury Corporate Plan Performance and Delivery Report Quarter Four & End of Year 2022-23	
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 (January – March) 2022-23, aligned to the 3R priorities, and provides an End of Year summary.
2. The Delivery Unit and Strategic Performance and Intelligence team have streamlined this report to highlight the key areas of delivery and performance that evidence progress towards the 3R priorities set out in Bury Council’s Corporate Plan.

Recommendation(s)

3. That Cabinet:
 - Note the performance and delivery against the 3R priorities and the 2022-23 Corporate Plan delivery objectives.
 - Note the ongoing developments to strengthen and improve this reporting process and functionality.

Reasons for recommendation(s)

4. This report continues our commitment to “strengthening the basics” by embedding the corporate business planning process across all the work of the Council and NHS Bury Integrated Care Partnership (ICP). This will allow for more effective performance management at organisation, departmental and officer level.

Alternative options considered and rejected.

5. No alternative option considered.

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Background

6. In 2020 Bury Council and Bury CCG (since July 2022 the NHS Bury ICP) 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 NHS Bury ICP to guide the partnership's delivery against the LET'S Do It! vision.
7. Progress is monitored through monthly reports to the Council's Executive Team and then quarterly to Cabinet. The corporate plan was aligned to the 3R priorities in July 2021 and was refreshed to address the new 3R priorities agreed after the local elections in May 2022. This report outlines the delivery and performance during quarter four 2022-23, against the 3R's and associated corporate plan priorities.
8. A refreshed reporting style is introduced for this quarter to allow for a more streamlined summary of progress and activity as well as give more insight into the trend of performance for associated measures.
9. There will be further review of this process for the 2023-24 Corporate Plan.

Links with the Corporate Priorities:

10. This report references the contribution that the Council and NHS Bury ICP have made in Quarter Four (January 2023 – March 2023) to the delivery of the LET'S Do It! Strategy through delivery of the Corporate Plan for 2022-23.

Equality Impact and Considerations:

11. Not applicable

Environmental Impact and Considerations:

12. Not applicable

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Not applicable	

Legal Implications:

13. 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:

14. 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:

- Bury 2030 Community Strategy – LET'S Do It!

- Bury Council & Bury CCG (NHS Bury ICP) Corporate Plan 2022-23

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

Term	Meaning
A&E	Accident and Emergency
CCG	Clinical Commissioning Group
CIN	Children in Need
CLA	Children Looked After
DSG	Dedicated Schools Grant
EHCP	Education and Health Care Plan
FOI	Freedom of Information
FTE	Full Time Equivalent
GM ICS	Greater Manchester Integrated Care System
HR	Human Resources
ICP	Integrated Care Partnership
JSA	Job Seekers Allowance
KPI	Key Performance Indicator
OFSTED	Office for Standards in Education, Children's Services and Skills
RIBA	Royal Institute of British Architects
SEND	Special Educational Needs Disability
UC	Universal Credit

Background

The LET'S Do It! strategy presents an ambitious vision for the borough through to 2030. It is a commitment to a decade of reform and a bold ambition to tackle deprivation, reduce inequality and boost economic growth at a rate that is faster than the UK average. Developed through the Team Bury Partnership, the annual State of the Borough Report provides a high-level summary of our progress against these at the end of each financial year. In 2022/23, the following are key activities that have taken place:

- Support to residents and businesses with cost-of-living initiatives. This was underpinned by the development of a Cost of Living and Anti-Poverty strategy through a series of summits with other public sector partners and the voluntary and community sector. The response has included the targeted delivery of Household Support Fund Payments and energy rebates to households in Council Tax bands A-D.
- Development of a borough-wide Economic Strategy through co-design with residents and businesses, as well as including a new baseline of economic data which models the impact of COVID-19 on key economic indicators.
- Progress towards carbon neutrality with progress in decarbonising publicly owned buildings.
- Expanding the public service reform agenda through embedding the neighbourhood model which now includes caseworkers from the Health and Care Integrated Neighbourhood Teams; Children's Early Help and a pilot network around Improving Adult Lives. A parallel focus on place-based community engagement is increasingly visible through the network of community groups and the leadership of our Voluntary, Community and Faith Alliance (VCFA).
- Health and care transformation has continued, despite the increasingly difficult challenge of recovery following the pandemic, across the planned priorities of urgent care; planned care, community-based services, mental health, and wellbeing and learning disabilities. 2023 also saw the transition of the Clinical Commissioning Groups into the NHS GM ICS in July and a place-based lead for Bury agreed.
- A Children's Improvement Plan has been developed and agreed with Ofsted, with Programme Governance and an Improvement Programme Board established to monitor progress. Further Ofsted Monitoring Visits took place in June and October.
- Delivery of strategic regeneration sites in Prestwich, Ramsbottom, and Radcliffe, including the Bury and Radcliffe Levelling Up Schemes has started. Consultation with the public on the draft Bury Town Centre Masterplan and the draft Ramsbottom Town Centre Plan is now complete.

When the LET'S Do It! Strategy was published and the overarching outcomes developed, high level outcome measures were chosen to monitor impact from activity across the partnership. These measures are typically published at least annually.

For the 2022/23 refresh there is new data against most of the outcomes, supplemented by refreshed data sources and measures to demonstrate progress in a timelier way. This data highlights the challenges faced by the borough as part of the continued response to COVID-19, both in terms of health inequalities and economic activity.

Measures for economic growth and digital connectivity have been replaced to align with the Greater Manchester Strategy and to enable more frequent updates and benchmarking.

This report will be available in July following validation through the Team Bury Partnership.

Corporate Plan: Summary of Progress Towards Outcomes

The table below provides a summary of progress towards the priorities listed within the 2022/23 Corporate Plan. These priorities were shaped around the overarching 3Rs framework covering Response, Recovery and Renewal. It should be noted that the timescales for these activities were not all limited to 2022/23 and therefore the RAG rating is based on whether the project is on track for where it should be by Quarter Four 2022/23.

COMPLETE	SUMMARY
	<ul style="list-style-type: none"> • Radcliffe People and Communities Plan agreed. • Population Health System governance redesigned and implemented.
On Track	SUMMARY
	<ul style="list-style-type: none"> • Anti-poverty plan co-designed and implemented. Under continuous review. • KS4 attainment improvements for our disadvantaged children. • Improved attendance and expansion of the virtual school. • Continued delivery of planned improvements in Ofsted response plan. • Work on graduated approach pathways for SEND continues and modelled to deliver an impact and deliver improvement in outcomes. • Economic regeneration continues to be delivered on plan: Bury Market and Flexi Hall, Radcliffe Levelling up programme, Radcliffe SRF, and the Ramsbottom and Bury Town Centre plans. • Bury East People and Communities Plan drafted and shared with the Town Centre Advisory Board.
Behind Schedule	SUMMARY
	<ul style="list-style-type: none"> • Whilst there has been some good progress around Health and Care system transformation in terms of reducing waiting times these remain high. • The transition to the GM ICS is being managed well locally and relationships with GM maintained. Timescales have slipped particularly around staff consultation it is now hoped for new structures to be in place over the summer. • The delivery of Project Safety Valve (PSV) for SEND is being impacted by new growth of EHCPs and demand following COVID-19. Targeted work is underway to model the new picture of demand and strengthen and develop new workstreams of action. The Department for Education have asked for continued assurance that the project is on track and for a new management plan to be completed linking activity milestones to financial savings targets. This is to be submitted in June.
Significantly behind	SUMMARY
	<ul style="list-style-type: none"> • There has been delays to the launch of the Bury East Family Hub, which is now expected for September 2023 rather than April, due to building availability issues.

The next section of the report sets out the detailed action under each of these priorities and the corresponding progress.

Response 1: Update the poverty reduction strategy including an urgent response to the cost-of-living crisis, for residents & businesses.

Summary

Following the co-production and refresh of the Anti-Poverty Strategy in Quarter Two, Quarter Four saw continued implementation of the strategy with the first round of Community Grants awarded and the second round opening in February 2023.

Working with community partners has seen targeted delivery of the Household Support fund with over £1,478,734 provided. New provisions via the Household Support Fund were also agreed to cover February half-term and the Easter holidays.

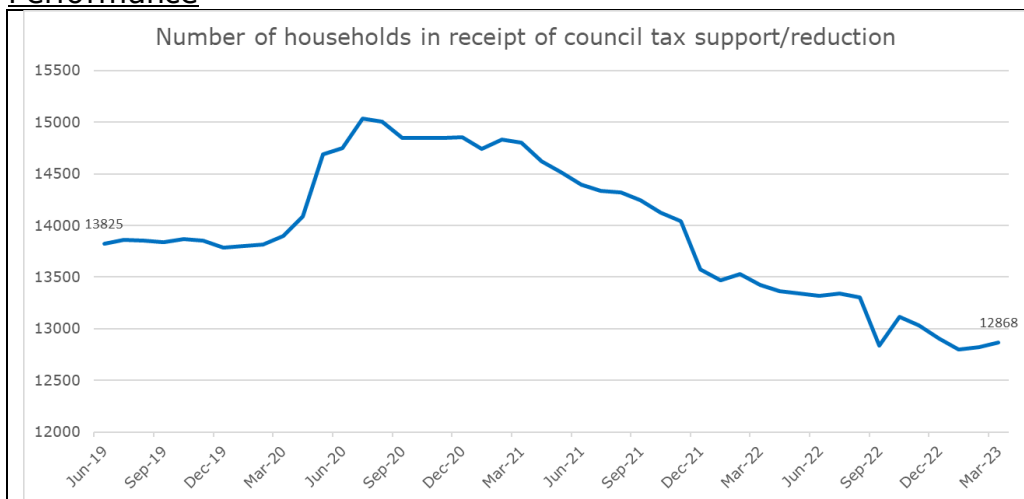
The amount of council tax support administered has remained steady throughout Quarter 4 at around 12,800 residents being in receipt. The impact of COVID-19 on the number of Job Seeker Allowance and Universal Credit claimants is still evident but has reduced dramatically from its peak of 8,465 in May 2020.

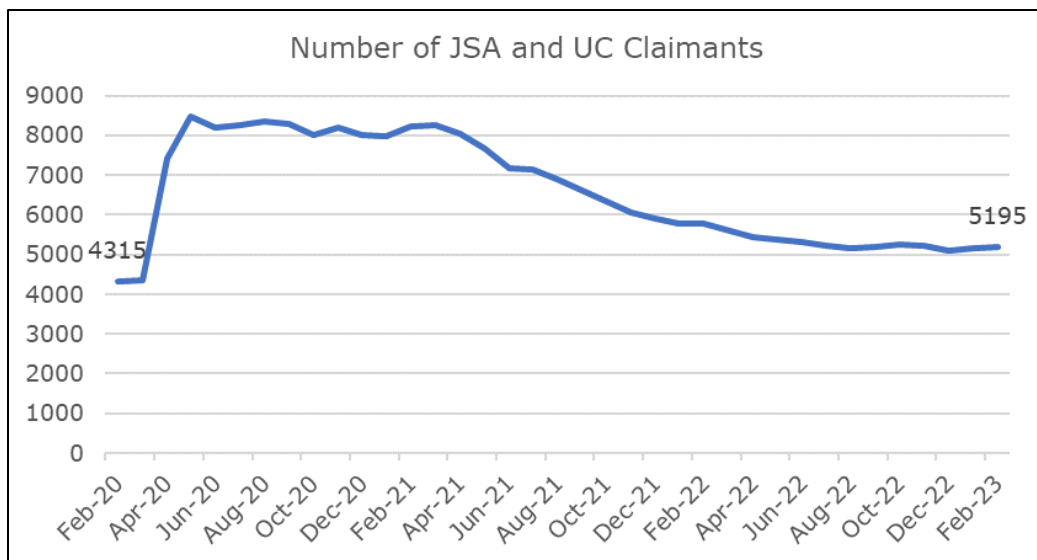
Quarter Four also saw further cost-of-living support agreed in the Council budget, with a new Household Support Fund announced, and a policy paper taken to the Policy Advisory Group in March 2023 to consider further schemes and provide an evaluation of work to date. Throughout Quarter Four planning has commenced for use of the Household Support Fund for 2023/24, including a review of best practice from Greater Manchester and beyond.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Anti-poverty action plan implemented	

Performance





Response 2: Supporting the health and care system to reduce waiting times, improve access and lessen inequalities, working through the Bury Integrated Care Partnership and in the GM ICS.

Summary

The programme of transformation continued through Quarter Four with significant delivery in pathway development within urology, glaucoma, orthopaedics, long COVID and through the Elective Care Recovery Board.

To support the urgent care system a turnaround programme was established in Quarter Two that included a supplementary Urgent and Emergency Care Improvement Plan. Delivery and monitoring of the programme continued throughout Quarter Four and in particular, planning has taken place for Winter 2023/24 schemes.

The adult social care transformation programme has been developed and is now moving into implementation to support work across the health and care system. In addition, the Health Inequalities Strategy paper was completed in Quarter Four and endorsed by lead members for health.

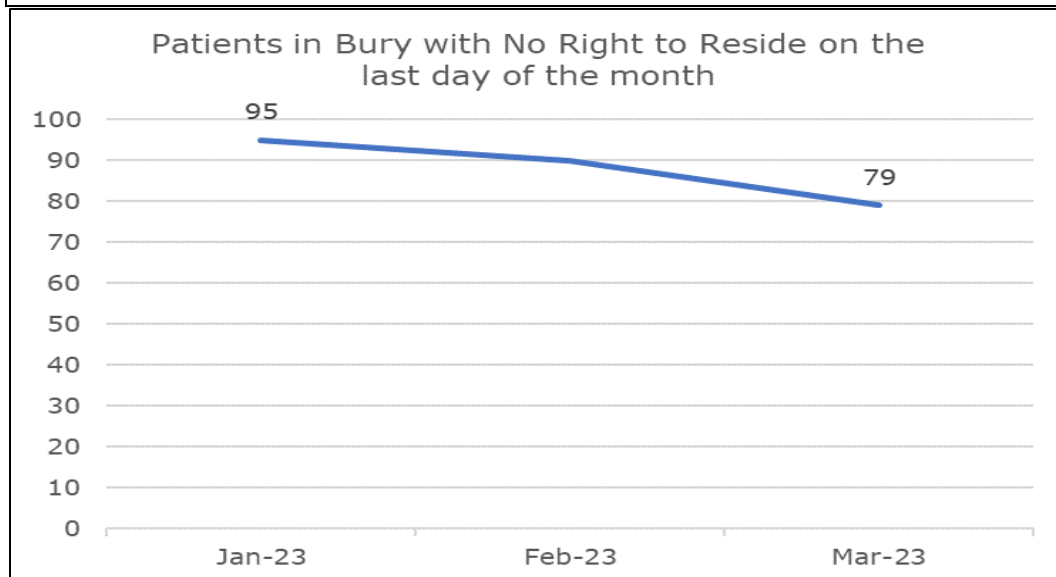
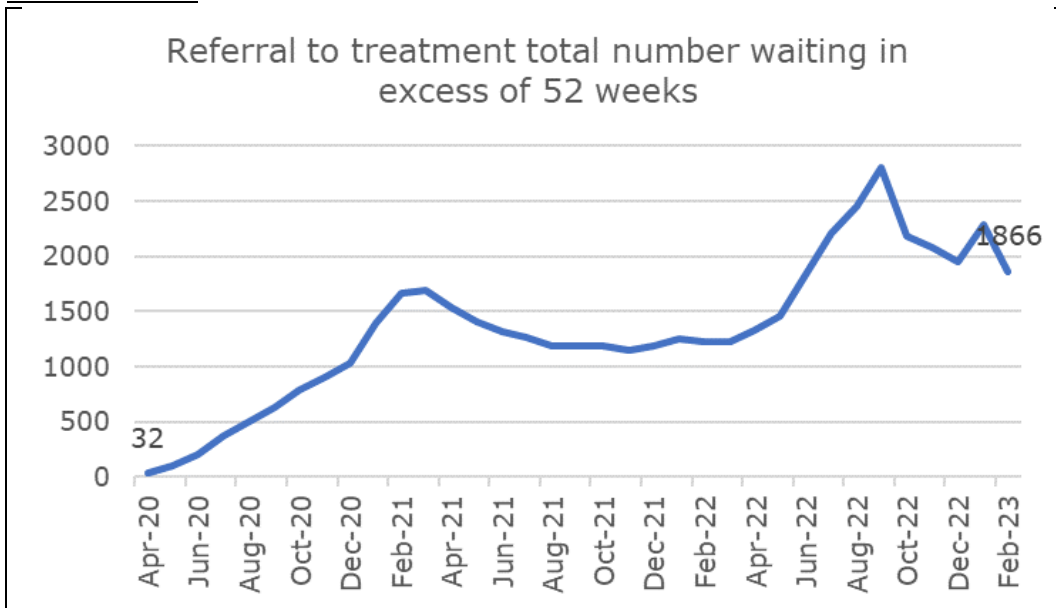
The data shows that Referral to Treatment waiting times of over 52 weeks has reduced by over 33% since the end of quarter two, despite a small spike in early 2023.

Patients in Bury with no right to reside was only introduced as an updated measure in January 2023 and has already shown a reduction towards the end of the quarter.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Supporting the Health and Care system to cope with COVID-19 and the backlog of demand	
Population Health system	
Health and Care System Transformation including Urgent and Elective Care and Mental Health, Frailty, Adult Social Care Transformation, population health, learning disabilities, primary care, community services	
Managing and overseeing transition to ICS	

Performance



Recovery 1: Strengthened partnership working with parents and schools including reducing the Dedicated Schools Grant deficit.

Summary

Delivery of the Project Safety Valve (PSV) programme continued in Quarter Four with a submission to the Department for Education (DfE) in January 2023, which included a confirmed financial position and a refreshed position of the workstreams within the programme.

Throughout Quarter Four, PSV multi-agency workshops were held (led by the Chief Executive and including health colleagues), new banding work was completed and an agreed panel for allocation of placements was put in place in relation to September admissions. Additionally, refreshed PSV & SEND Governance arrangements are to be put in place, ensuring clarity where there are areas of overlap. Next steps include working with the DfE on a revised 10-point plan, with identified savings projections, and implementing the refreshed the Joint Commissioning Strategy. The plan for enhanced resource provision for Bury's young people is in place and work will continue into 2023/24.

The Virtual School has recently recruited to support the expansion of the role of the virtual school with the successful candidates starting on the 3 January 2023.

During Quarter Four a software system, which works with our children's social care database was implemented to enable visibility of live attendance data of children with a social worker. By the close of March 2023 live attendance data was available for 65 schools (with plans to extend the reach further throughout 2023/24). Other activity includes the Virtual School Inclusion Adviser working directly with young people, who are persistently absent from school, to improve their attendance. In addition, all schools were offered funded attachment and trauma training to understand the needs of vulnerable children and how to effectively support them in school, thus promoting good attendance.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Delivery activity within the Safety Valve programme to reduce the Dedicated Schools Grant deficit and strengthen SEND, EHCP offer and DSG grant spend	
Improve education outcomes at all Key Stages, particularly Key Stage 4	
Increasing attendance levels through a strengthened strategic approach to attendance and by the expansion of the role of the Virtual school	

Performance

Attendance:

Primary Overall Absence Full Academic Year	2019	2021	2022	Trend	Bury	Nat	Stat N	NW
All Pupils	4	3.6	5.7		5.7	6.3	6.2	6.1
National	4	3.6	6.3					
Free School Meals - eligible in the last 6 years (FSM6)	5.7	5.5	7.5		7.5	8.4	8.8	8.1
Non Free school Meals - not eligible in the last 6 years (FSM6)	3.5	3	5.1		5.1	5.5	5.3	5.2
SEN EHCP	7.4	8.4	10		10	9.7	9.9	8.9
SEN Support (K)	5.4	4.9	6.8		6.8	8	8.2	7.7
Non SEND	3.7	3.3	5.4		5.4	5.9	5.8	5.7

Secondary Overall Absence Full Academic Year	2019	2021	2022	Trend	Bury	Nat	Stat N	NW
All Pupils	5.8	5.6	8.8		8.8	9	9.1	9.2
National	5.5	5.5	9					
Free School Meals - eligible in the last 6 years (FSM6)	8.7	9.4	12.8		12.8	13.2	14.4	13.4
Non Free school Meals - not eligible in the last 6 years (FSM6)	4.7	4.3	7.4		7.4	7.4	7.4	7.4
SEN EHCP	7.5	16.4	14.8		14.8	13.7	14.4	13.7
SEN Support (K)	9.2	10	12.9		12.9	12.7	13.1	12.8
Non SEND	5.2	4.9	8		8	8.3	8.5	8.5

Attainment:

Attainment 8	2019	2022	2023	Trend	Bury	National	Statistical Neighbours	Regional
All Pupils	44	46.3			46.3	48.9	49	47.1
National (State Funded)	47	48.9						
Disadvantaged	35	37.8			37.8	37.5	36.2	36.2
Other Pupils	47	49			49	52.6	52.4	51.7
SEN EHCP	17	17.7			17.7	14.3	14.7	13.3
SEN K	29.7	33			33	34.9	34.6	33.6
Non SEND	47	49			49	52.5	51.9	50.6

Recovery 2: Beginning the development of people & communities plans for each of our neighbourhoods, including the pilot of a Family Hub.

Summary

Quarter Four saw continued delivery of the Bury East and Radcliffe People & Communities plan. Learning from these will be built into the developing plans for the remaining areas.

The East Bury Family Hub pilot has progressed. There is now an established network and leadership team in East Bury, that has developed the offer that will be delivered from the Redvales Building which is in the process of being re-purposed as the East Bury Family Hub. An integrated approach to our offer from the Family Hub has been agreed by the East Bury leadership team. There is a delay in the use of the building due to delay in the architectural work required but this is now complete and following a tender process a builder has been identified. The building work is due to be completed over July and August. Launch now expected in September 2023 with discussions ongoing to map the offer in Radcliffe and identify a site for delivery.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Develop locality teams to a Family Hub model through Bury East pilot	
Embedding the Neighbourhood Model - Bury East People Plan drafted	
Embedding the Neighbourhood Model - Radcliffe People & Communities Plan agreed	

Performance

Performance measures for this priority are under development as we work to identify the most appropriate data sources and indicators to use.

In the interim the latest turnaround position on our Supporting Families programme can be used to understand the success of this type of multi-agency approach. For 2022/23 Bury made 432 family attachments to the programme, in line with targets agreed by the Department for Levelling Up, Housing & Communities. By the latest submission there were 191 families with successful outcomes evidenced through case worker assessment and data analysis.

Recovery 3: Delivery of the children's OFSTED improvement plan

Summary

Delivery of the actions within the Children's Improvement Plan continued during Quarter Four overseen by the Improvement Programme Board and a supporting governance framework. A third Ofsted monitoring visit took place on 28th February -1st March which endorsed direction of travel and confirmed areas of focus for the next period.

The Improvement Plan continues to be reviewed to reflect learning from latest monitoring visits and Department for Education review feedback.

Performance headlines include continued moderation of the amount of incoming work for Children's Social Care which is now down to a level beneath the average for similar authorities. This represents a considerable positive change, with demand falling consistently over the past year. The overall timeliness of new assessments is good, but the quality of those assessments still needs to improve, as indicated by the high re-referral percentage.

The volume of child protection activity also continues to fall and has returned to a level close to similar authorities during the spring of 2023. Despite this, the number of child protection plans remains slightly higher than similar areas. The proportion of children with new plans that had previously been subject to a plan remains low at 9%.

Fewer children have been escalated into public care from child protection plans or pre-proceedings, with over 70% of child protection plans ending in step-down. The total number of children in care continues to remain in line with similar areas, with both the number of children entering and the number leaving care remaining lower than the national average.

For those children who are in care, the stability of homes is showing signs of improvement, both for those in care for the long term and for those suffering chronic instability. This is welcome as it follows a period of worsening or weak performance.

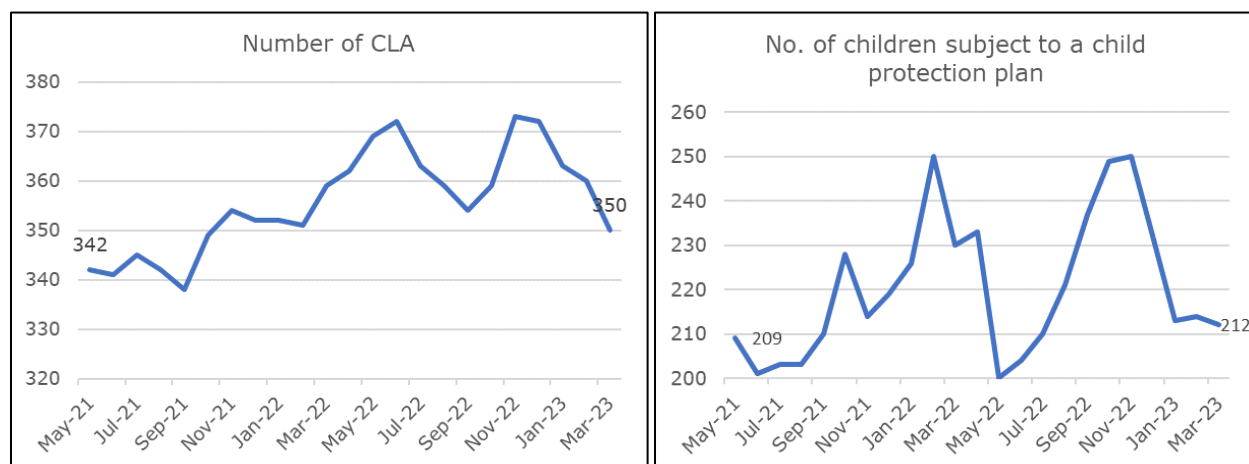
Looking at proxy measures for practice, the currency and frequency of case supervision (where a team manager leads a structured discussion with a social worker about a child and their family) remains steady at over three-quarters within expected timescales.

Finally, there are significant positives in the workforce: relatively low levels of sickness (8.8 days per FTE, compared with over 14 for the council as a whole), the number of new social work starters exceeding the number of leavers consistently over the past 10 months, and a steady permanent senior leadership with more permanent team managers starting in April and May 2023. The dependence on agency workers remains and this will continue until the arrival of the international recruits approved as part of the Improvement Plan. The loss of one managed team of agency workers has raised average caseload levels slightly, although they remain less than 18 children per worker.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Delivery of activity within the OFSTED Improvement Plan	

Performance



(CLA = Children Looked After)

Recovery 4: Work with stakeholders to deliver the SEND improvement plan.

Summary

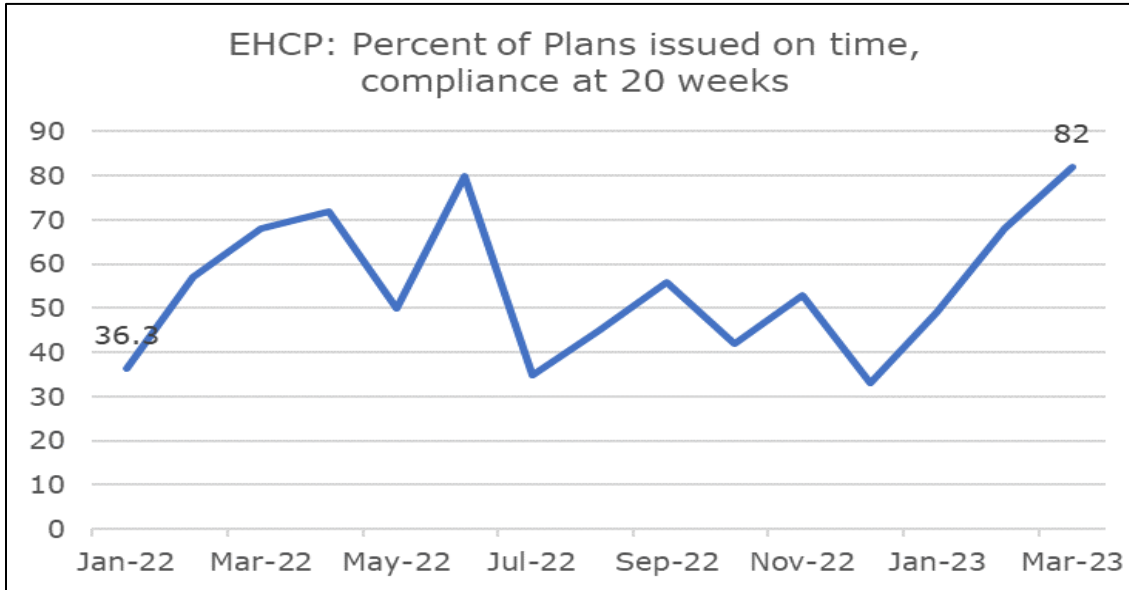
The multi-agency improvement programme board and associated governance continues to drive and manage the work programme. Manchester University agreed to support the graduated approach rollout through additional oversight and direction via the Education Psychology Service. The graduated approach is designed to provide a range of therapeutic and other SEN support from the early identification of need prior to formal processes such as Education Health and Care Plans (EHCPs) being put into place.

A Supported Employment Forum Planning Group was established in March 2023 with a view to launching a full Forum in 2023-24. Additionally, within the EHCP process planning for adulthood outcomes were embedded in all paperwork to support the post-16 employment agenda.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Delivery activity within the Safety Valve programme to reduce the Dedicated Schools Grant deficit and strengthen SEND, EHCP offer and DSG grant spend	Yellow
Develop SEND integrated transparent pathways through the revised Graduated Approach	Green
Improve the outcomes of SEND children and young people so they attain educationally to the best of their ability and potential	Green

Performance



While there has been sustained positive improvement in the timeliness of new plans, the volume of new plans being issued remains a concern, with 430 issued in the calendar year 2022, and a further 124 in the first three months of 2023. While there is no national comparator information for 2022 available at this point, it is very likely that this volume of new plans will place Bury amongst the highest fifth of local authorities national, for new plans per head of population. This is important, as earlier intervention and prevention to offer help and meet needs at the earliest opportunity, i.e., prior to assessment for a plan, is one of the cornerstones of the SEND Improvement Plan.

Further performance measures for this priority are under development as we work to identify the most appropriate data sources and indicators to use particularly around SEND employment. However, we now have the latest position on average attainment scores for pupils with SEND (SEND attainment highlighted in yellow – the red box denotes non-comparable data to previous years):

<u>EYFSP - % achieving GLD</u>	2019	2022	2023	Trend	Bury	National	Statistical Neighbours	Regional
All Pupils	71	63			63	65	66	62
National (State Funded)	72	65						
Free School Meals (FSM)	60	50			50	49	48	46
Non Free school Meals (Non FSM)	73	66			66	69	69	66
SEN EHCP	9	5			5	4	3	3
SEN K	26	20			20	23	20	20
Non SEND	77	70			70	71	71	68

<u>KS1 Reading, Writing and Maths EXS+ %</u>	2019	2022	2023	Trend	Bury	National	Statistical Neighbours	Regional
All Pupils	61	51			51	53	-	51
National (NCER)	65	53						
Disadvantaged	49	38			38	37	-	35
Other Pupils	64	55			55	58	-	56
SEN EHCP	8	7			7	6	-	5
SEN K	21	15			15	17	-	15
Non SEND	71	59			59	61	-	59

<u>Y1 Phonics Expected %</u>	2019	2022	2023	Trend	Bury	National	Statistical Neighbours	Regional
All Pupils	82	76			76	75	77	74
National (State Funded)	82	75						
Disadvantaged	69	66			66	63		62
Other Pupils	85	80			80	80		79
SEN EHCP	9	21			21	19	16	17
SEN K	47	50			50	44	42	42
Non SEND	88	83			83	82	83	81

<u>KS2 Reading, Writing and Maths EXS+ %</u>	2019	2022	2023	Trend	Bury	National	Statistical Neighbours	Regional
All Pupils	65	59			59	59	60	58
National (State Funded)	65	59						
Disadvantaged	50	44			44	43	43	42
Other Pupils	71	66			66	66	67	65
SEN EHCP	14	9			9	7	6	6
SEN K	22	20			20	21	21	20
Non SEND	75	70			70	69	70	68

Renewal and Regeneration 1: As part of the Economic Development Strategy ensure delivery of our strategic regeneration sites in Prestwich, Ramsbottom, and the Radcliffe Strategic Regeneration Framework, including the Bury and Radcliffe Levelling Up Schemes

Summary

Radcliffe Hub

The Radcliffe Hub & Market Chambers project is progressing and work will shortly start on site. The final stage of RIBA Stage 4 (the final stage of design) is now complete, and the Council will receive final tendered costs over the next few weeks. Contract matters are well advanced, and the team are currently working with the contractor to finalise the NEC 3 main contract, satisfactory completion of which will enable the parties to begin main construction. The majority of utilities diversions have now occurred close the location of the proposed Hub building, and further extensive diversion works will be carried out over the next 2 months.

The vacant possession strategy required to facilitate construction is nearing completion, with only one tenant remaining, which will move to an alternative location over the next 3 weeks. Enabling works are scheduled to begin shortly, once remaining utilities diversions, main contract matters and the completion of the vacant possession strategy are achieved.

Bury Flexi Hall

RIBA Stage 3 is now complete and the project team are working up RIBA Stage 4 plans. A Planning Application for the project has been submitted and is currently being considered. The vacant possession strategy for this project is close to completion, with only two land interests still to acquire. Processes for acquisition of remaining land are in progress are expected to be in place in the next few months.

Prestwich Village

The first phase of consultation with the local community on an evolving masterplan for the Prestwich project is now complete. The team received an unprecedented level of feedback from stakeholders and the Joint Venture company will be presenting this information, alongside associated changes to the draft masterplan, to the community over the next month. An initial summary report is available view <https://yourprestwich.com/have-your-say/>.

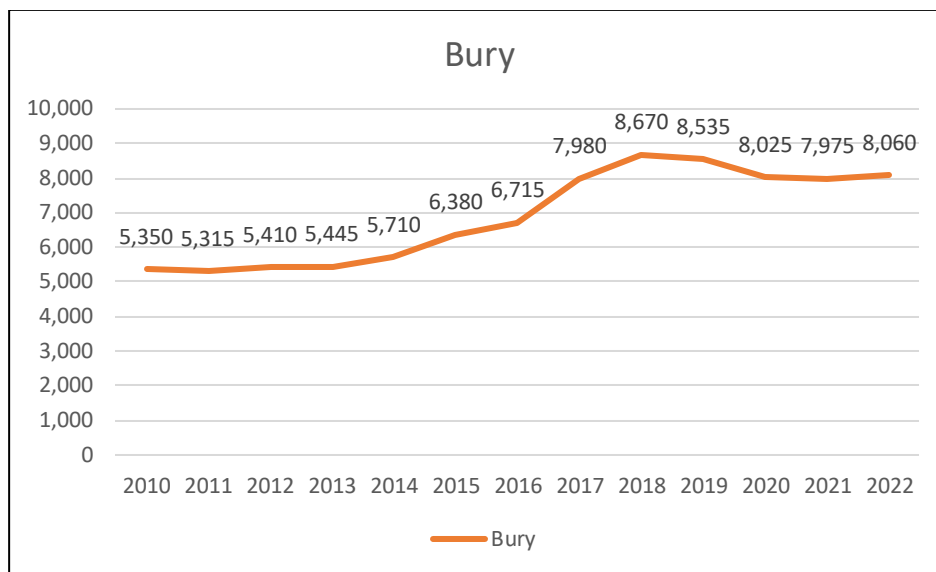
The feedback gathered from the community will inform the completion of RIBA Stage 2 design elements which are nearing completion.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Developing Bury Market & Flexi Hall	Green
Radcliffe Hub Levelling Up programme	Green
Radcliffe SRF including Housing, North Block, Transport	Green
Delivering the Prestwich Plan	Yellow
Delivering the Ramsbottom Plan	Green
Delivering the Bury Town Centre Plan	Green

Performance

- Number of business enterprises



- Number of levelling up RIBA stages passed.

Project	RIBA Stage Passed (0 – Strategic Definition, 1 – Preparation and Briefing, 2 – Concept Design, 3 – Spatial Coordination, 4 – Technical Design)
Radcliffe Levelling Up	4
Prestwich Plan	1
Bury Market	3

Renewal and Regeneration 2: Delivery of the brownfield housing programme

Summary

Through the Brownfield Housing Delivery Programme, the team has unlocked significant housing developments at the following key sites:

- Seedfield (Bury)
- School Street (Radcliffe)
- Green Street (Radcliffe)

Through disposal to developers and Registered Providers, these developments will move through planning in June 2023 and will release capital receipts as part of the Accelerated Land Disposal Programme (ALDP). These sites alone have unlocked 167 new homes, 142 are affordable.

The programme submitted an application for £1.7m of Brownfield Land Release Funding from One Public Estate for a “connected neighbourhood” development in Bury Town Centre (bid decision mid-2023). The programme also secured £170k of revenue funding to facilitate housing and regeneration development at:

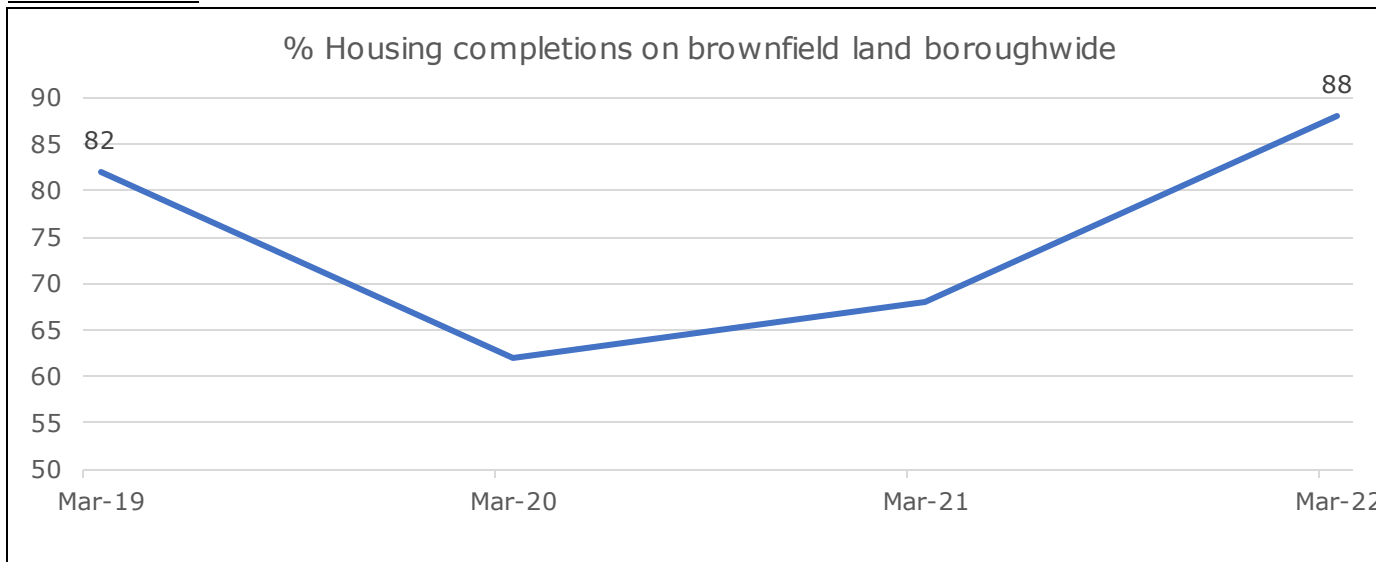
- Pyramid Park
- Humphrey House
- Prestwich

Officers are also working to release c400 homes at the East Lancs Paper Mill site in Radcliffe which is expected to receive planning permission in early 2024.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Delivery of Brownfield Housing Site Sales Programme	

Performance



Renewal and Regeneration 3: Implementation of the Climate Change programme

Summary

Although the programme is behind schedule through delays at Greater Manchester and national level delivery has continued locally through Quarter Four. GMCA are now providing a consultant resource to provide information/data, business cases to help bring solar product projects to market. Bury Council have provided an initial list of both schools and corporate buildings to GMCA that would benefit from this input which has been approved by Children’s Services and the Estates Transformation Board. Work to develop the business case will begin in April 2023.

A refresh of the Single Use Plastic Action Plan has been produced and the Council has joined a GMCA group to progress this consistently across GM and share best practice. Portfolio approval received to adopt the following approach going forward to best target resources:

- Link up with STAR to ensure single use plastic is phased out through the Council’s procurement strategy.
- Represent Bury Council on GMCA Single Use Plastic Group
- Monitor and implement Government initiatives.
- Support our communities where possible to achieve plastic –free status.

In addition, Community Environmental Forums are in place in Prestwich and Whitefield, with additional meetings taking place to look at how support can be established to set up the remaining forums across the other neighbourhoods.

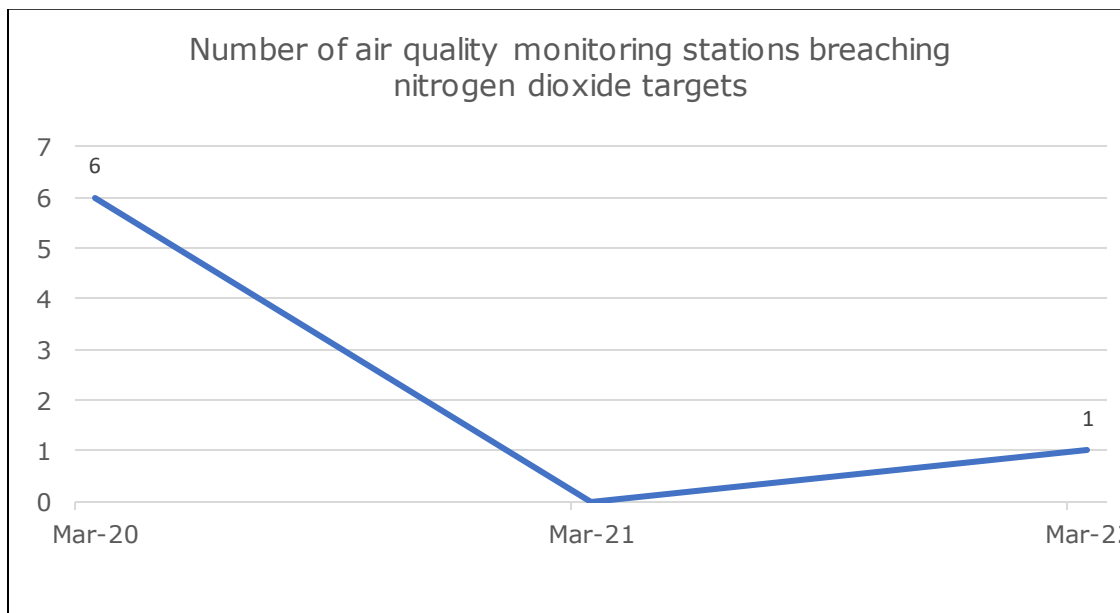
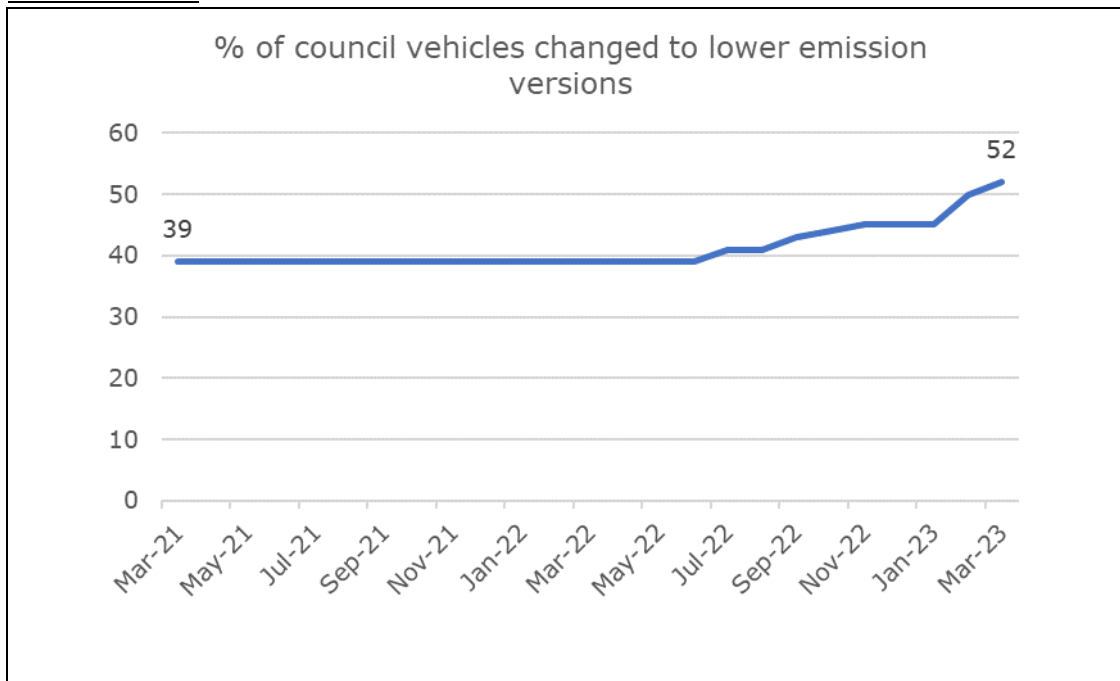
Greater Manchester has now published a case for a new investment-led Greater Manchester Clean Air Plan, with no-charging Clean Air Zone (CAZ). This was submitted to Government and in January 2023 additional evidence was requested to support the case for an investment-

led, non-charging Clean Air Plan. TfGM are currently working to submit this evidence by the end of June 2023.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Achieve carbon neutrality by 2038	
Introduction of Clean Air Zone for Greater Manchester	

Performance



Renewal and Regeneration 4: Production and delivery of the all-age borough skills strategy

Summary

Production and delivery of an all-age skills strategy is linked to the development of the Economic Development strategy. Hatch, an external organisation, has been commissioned to develop the strategy and this development has continued, alongside development of a draft action plan, throughout Quarter Four. A draft Strategy is to be shared with business leaders in early May to allow for further engagement before a final version is presented to Cabinet for approval.

Aligned Corporate Plan Delivery

Priority	Status against 22/23 deliverables
Delivery of the Economic Development Strategy including embedded all age skills strategy	

Performance

Whilst formal performance measures are developed for the following areas – in the interim we can provide the following detail:

- **Adult skills**
Based on the latest data for this outcome, following a positive trajectory at the previous data point, there has been a slight increase in adults in Bury who have no qualifications and an even smaller increase in those who have obtained a NVQ3+ or equivalent. Whilst this is still a great improvement against the 2019 baseline, it does show that there has been a likely impact from the pandemic on progress here.
- **Adult Learning**
24% of learners from the Bury Adult Learning Service in 2021/22 gained employment immediately after learning who were unemployed at the start of their learning journey. 87.9% of learners gained qualifications in the same time period.

Getting the Basics Right

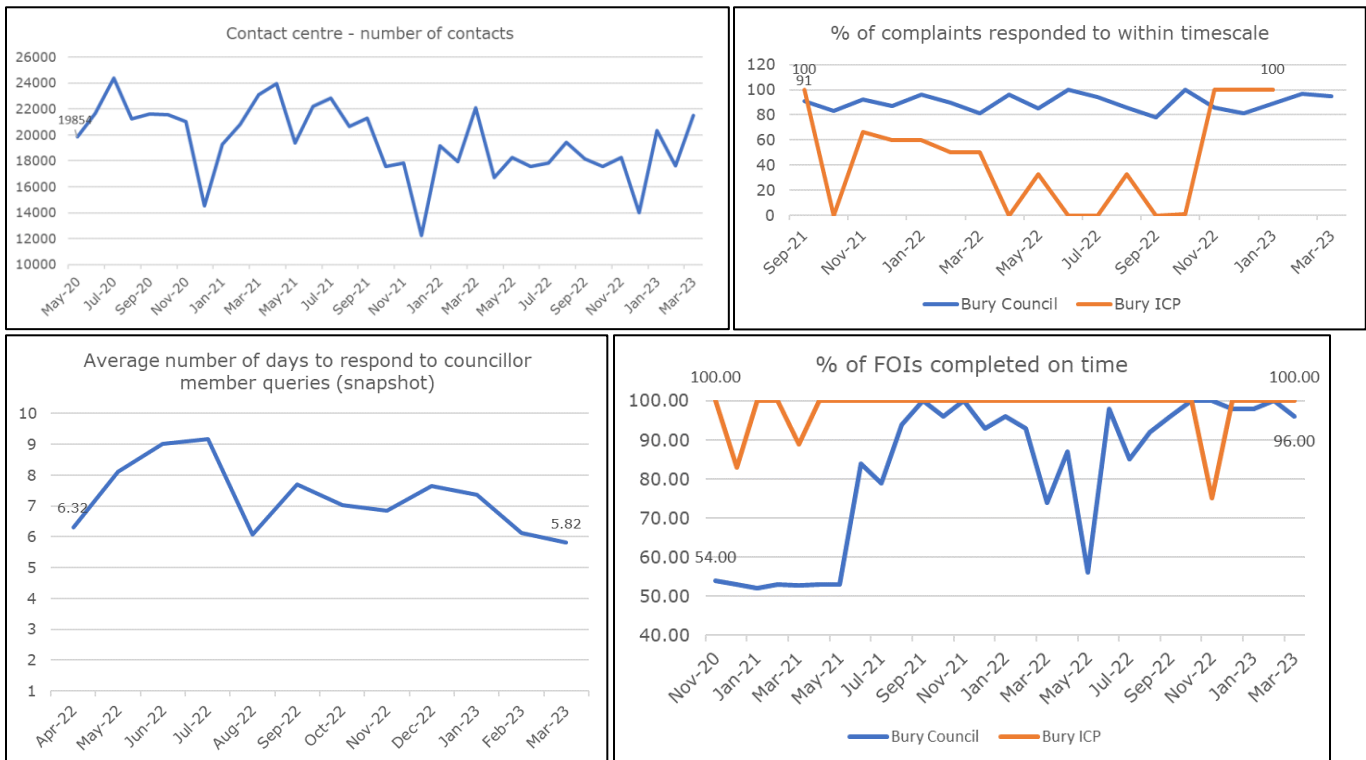
Summary

Delivery continued through Q4 on the suite of programmes built into 'the basics'. Key delivery was the launch of the new website which went live in March 2023. The development of a suite of KPI's to support this work is detailed below.

Delivery

Theme	Comment / Activity	Timeframe and Status
Behaviours	Framework launched at event on 15th November. – Detailed action plan to embed now finalised.	Q3 - Complete
Customer care training	Officer group in place to monitor progress and track issues. Other work linked to digital customer engagement	Q1 - Complete
Problem-solving capability	Approach agreed and SMF development sessions being scheduled for future quarters.	Q2 - Complete
Members case work	Specification for back-office system with internal team. System in place with ongoing management.	Q1 - Complete
New website and channel shift	Website launched March 2023.	Q4 - Complete
Operational Services	Managed through Operation Department, programmes include Wellness model, highways improvement, corporate landlord and Youth Zone facility.	Q4 - Ongoing
A plan to respond to Member's casework in the run-up to the May elections	Elections completed. New process in place, ongoing monitoring and improvements.	Q1 - Complete
Improving basic internal processes	(Absence/Agency/Honorarium - Work ongoing). Draft new sickness absence policy produced and stakeholder engagement underway. Implementation of new OH model in progress. Formal update on Honoraria and Agency position being produced.	Q4 - Complete
Develop better ways of measuring performance on the basics	Departmental dashboards included in monthly highlight report for discussion and analysis.	Q4 - Complete
Take a strengths-based approach.	Go-live of corporate management development programme taken place.	Q2 - Complete

Performance



Conclusion and Next Steps

This is the fourth and final delivery and performance report for 2022-23. Further development required or due to take place 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 area of work. Performance and delivery will continue to be reviewed internally, on a monthly basis throughout 2023-24, generating conversations that will substantiate the content of these quarterly reports to Cabinet.

Recommendation

That Cabinet is asked to:

- Note the performance and delivery against the 3R priorities and the 2022-23 Corporate Plan delivery objectives.
- Note the ongoing developments to strengthen and improve this reporting process and functionality.