

Report to:	Cabinet	Date: 14 February 2024
Subject:	Quarter Three Corporate Plan Performance Report 2023/24	
Report of	Cabinet Member for Corporate Affairs and HR	

Summary

1. This is the performance and delivery monitoring report for Quarter Three against the Corporate Plan for 2023/24. It contains full updates in terms of both the delivery against the priorities set out in the Corporate Plan and associated key performance indicators.

Recommendation(s)

2. Cabinet to note the update on progress against performance and delivery and the priorities for action against key metrics and timescales.

Reasons for recommendation(s)

3. N/A

Alternative options considered and rejected.

4. N/A

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Background

5. This report details performance and delivery against the priorities that have been set out in the 2023/24 Corporate Plan. This includes a summary of progress against milestones and relevant additional key performance indicator detail with benchmarking where available.
6. For this quarter, to support clearer understanding of progress, each deliverable has a RAG (Red, Amber, Green) status to describe the action taken within the quarter itself and then a % rating indicating overall progress in terms of completion of the deliverable by year end.

100% would indicate that the whole deliverable against the Corporate Plan for 23/24 has been completed.

The following RAG ratings apply for the planned activities within the quarter against that deliverable:

- **GREY:** Not started as per agreed timescales
- **RED:** On hold or potentially being re-evaluated against priorities
- **AMBER:** Behind but manageable within current plan/requirements
- **GREEN:** On track against original timescales
- **BLUE:** Complete

Summary of Performance and Delivery

7. To provide clarity on the direction of the Council, a 3Rs Planning Framework has been adopted to focus activity and ensure a balance between short-term priorities and longer-term strategic development. For every priority within the Corporate Plan milestones have been created which incorporate:
 - **Response:** Dealing with emerging issues and immediate need e.g. the pandemic, Cost-of-Living Crisis, Children's Improvement Plan.
 - **Recovery:** Building on short-term interventions to develop a sustainable model of delivery for the future, taking into account system pressures and changing demand e.g. Health & Care System Reforms, Special Educational Needs Transformation Plan.
 - **Renewal:** Longer term planning requiring large-scale investment, culture change and partnership work e.g. Inclusive Growth, Climate Change and Public Sector Reform.
8. Throughout the year, quarterly reports will be provided to Cabinet to monitor progress across the priorities and a wider set of Key Performance Indicators designed to provide transparency and accountability across the full range of Council functions.

Context

9. The most recent wave of the Greater Manchester Residents Survey was published in December 2023. The key themes covered in this wave of the survey were: decent and healthy homes, the cost-of-living crisis and general satisfaction measures. Currently across Greater Manchester 36% of residents reported having a problem in their home with the most common issues being damp or mould, broken boilers or poor or missing home insulation. Just over a quarter of respondents at GM level reported feeling financially vulnerable as a result of cost-of-living pressures, half of whom felt particularly concerned about being able to afford food. That said, overall just over 70% of the respondents remained satisfied with their local area as a place to live. Further Bury specific analysis will be provided in the Quarter Four report.
10. The information below sets out activity against the Corporate Plan priorities, of which three were highlighted as the Council's main focus for 2023/24:
 - Supporting residents and businesses with the cost-of-living crisis
 - Improving Children's Lives
 - Achieving Inclusive Economic Growth

11. Cost-of-Living Crisis:

The winter support programme as part of the 2023/24 action plan for the Anti-Poverty plan has been delivered throughout Quarter Three. Winter wellbeing guidance was developed and shared through Bury's Older People network with weekly events delivered to raise awareness and offer advice. Winter well packs were provided to those most vulnerable to help residents keep warm and offered information of where to get help. The packs were distributed via food banks/pantries, the Live Well Service, Bury Library services and the Staying Well team. A list of warm spaces was developed for each neighbourhood which was shared with the wider community.

The Annual Report which was presented to Overview & Scrutiny detailed that:

- 2,676 residents provided with food and fuel support.
- Over 3,500 Cost of Living Grant awarded.
- Ongoing promotion of Healthy Start where the uptake rate in Bury has increased from 62% in January 2023 to 73%.
- Young people in the Borough eligible for Free School Meals have had holiday food provision extended, benefiting over 6,900 individuals

12. Improving Children's Lives:

East Bury Family Hub was successfully opened in September 2023, with the official launch in October 2023. This is now delivering a wide range of Early Years and Early Help services to East Bury Families, including targeted work and universal provision from the Council and wider partners.

The refreshed Management Plan key to the delivery of the Council's Project Safety Valve (PSV) was resubmitted to the Department for Education in November and in Quarter Three some key deliverables from of PSV workstreams were implemented:

- Sensory Service review activity is complete with a view for a recommendation via an options paper in Quarter Four.
- A new Alternative Provision Directory has been launched.

There is continued focus on school attendance particularly for vulnerable children this is mirrored by national campaigns for supporting children's attendance as rates remain lower than pre-pandemic. In Quarter Three, a restructure and recruitment to new posts has strengthened the Council's arrangements for supporting attendance, with a focus on vulnerable pupils and their families. As a result, overall attendance has increased by 1.8% in the autumn term from the previous year. Over the next quarter work to improve the automated link of attendance data with information about vulnerable children will be taking place to provide more real time analysis to support this work.

13. Achieving Inclusive Economic Growth:

Following approval of Bury's Local Transport strategy in September 2023 work is now underway throughout Quarter Four and beyond to deliver the strategy with schemes and programmes being designed to support sustainable and inclusive economic growth along with robust connectivity.

The consultation on modifications for the Places for Everyone plan ended in December 2023. The development of the Northern Gateway is on track with master planners appointed and a joint district approach agreed. The Council's land disposal programme is mostly on track with the disposal of both Green Street and Seedfield completed in Quarter Three.

A key pillar of the Economic Development Strategy, the Radcliffe Hub enabling works started in Quarter Three following the completion of the design works.

Progress since the launch of the 2023/24 Corporate Plan

14. Building on the approach taken in 2022/23 this report provides the summary of activity to date and the status against the commitments in the Corporate Plan. This information is collated from detailed departmental level reports which are reviewed and approved by the Cabinet Portfolio Holder(s) and the relevant Executive Director.
15. The focus on this report is on a more limited set of key priorities which represent the Council's commitment to the ambitions of the LET'S Do It! Strategy. This approach has allowed for an understanding of how current activity contributes to the attainment of the outcomes, along with the

opportunity to identify any levers within the system which could be used to support further improvement.

16. A summary of overall progress against these Corporate Priorities is provided below. 100% would indicate that the whole deliverable against the Corporate Plan for 2023/24 was complete.

The following RAG ratings apply for the planned activities within the quarter against that deliverable:

- **GREY**: Not started as per agreed timescales
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Progress against Corporate Plan Priorities

Priority	Key Deliverables	Oct – Dec 23	% Objective Completion and Quarterly Activity RAG	Q3 Commentary
Top Three Corporate Priorities for 2023/24		→→→ RESPONSE	→→→ RECOVERY →→→ RENEWAL	→→→
1. Supporting residents and businesses with the cost-of-living crisis	Deliver 2023/24 Action Plan within the Anti-Poverty Strategy	<ul style="list-style-type: none"> Winter support programme delivered 	75%	<p>Annual Report presented to Overview & Scrutiny. 2,676 residents provided with food and fuel support. Over 3,500 Cost of Living Grant awarded</p> <p>Ongoing promotion of Healthy Start where the uptake rate in Bury has increased from 62% in January 2023 to 73%. Young people in the Borough eligible for Free School Meals have had holiday food provision extended, benefiting over 6,900 individuals</p>
	Launch Social Value Policy / Community Wealth	<ul style="list-style-type: none"> Social Value Policy launched 	25%	<p>Work has started on releasing social value from the joint venture partnership which was recognised in the LGA Corporate Peer Challenge. A workshop is planned Q4 to agree the specification of the wider social value policy and prepare for publication.</p>
2. Improving Children's Lives	Childrens Social Care Ensuring services for children and young people meet the required standards for good levels of safeguarding and support	<ul style="list-style-type: none"> 23 international social work arrivals Implement training for EH practitioners. Student Social Worker intake 	70%	<p>Commentary</p> <p>Family Safeguarding launch took place in October, with all agencies active in the launch and delivering presentations. There have been delays in recruitment to the mental health adult practitioner roles as this took time to progress through the approval pathways within Pennine Care. However, this is now approved and will commence mid-Jan.</p> <p>Recruitment to the 3rd substance recovery and domestic abuse officer roles is also proving a</p>

				<p>challenge as these have been out for recruitment since September/October. Discussions continue at Strategic Board as to different approaches to ensure teams are fully staffed. We currently have 7 international social workers in post, delays are due to SWE registrations and english competency tests. This is a national issue.</p> <p>Early Help re-structure consultation finished in August and was approved for implementation at the end of October. Internal recruitment for the 4th Team Manager was unsuccessful and approval has now been given to recruit externally. Recruitment to Early Help Practitioner vacancies is underway, 3 new staff have been onboarded. Training of the existing and new EH Practitioners is underway and will continue as part of the agreed plan.</p> <p>There is some delay in the restructures of the Early Years Service which has impacted on the EY/EH Conference, which has not taken place. However, through our Early Years Plan we have looked at ways we can communicate with providers and families and developed a more effective and bespoke approach, which includes 1:1s, telephone/email and social media.</p> <p>We have narrowed the gap to the national average in reception age outcomes from the Early Years Foundation Stage profile. First datasets for assessing the development of children aged 2 - 2.5 show Bury above the national average.</p>
	<p>Educational Improvement Radcliffe School build commences Improve the proportion of schools good or better Academisation Strategy Improved attendance</p>	<ul style="list-style-type: none"> • Radcliffe leisure centre relocated to enable new schools build phase to commence • Quality assurance visits to schools 	70%	<p>Commentary</p> <p>School Assurance Board in place ensuring regular review of performance and identify where support may be needed.</p> <p>Restructure and recruitment to new posts has strengthened the Council's arrangements in respect of attendance, and support for vulnerable pupils, with new teams and staff in place.</p> <p>- Overall attendance has increased by 1.8% in the autumn term from the previous year</p>

				<ul style="list-style-type: none"> - Overall absences have decreased by 1.8% - Overall unauthorised absences have decreased by 0.4% from the previous autumn term - One secondary school has increased their overall attendance by 2% from the previous year
	Special Education Needs Preparing for the new review of services by Ofsted through service transformation Project Safety Valve Plan Updated and Approved by Department for Education	<ul style="list-style-type: none"> • Options paper for 14-25 SEND service to be completed • Recommissioning of short break offer 	70%	Commentary The Short Breaks consultation has been deferred to Q4 in order for the service to prioritise the consultation and development work in relation to the transport policy. The review of the 14-25 service was completed by Ernest Young and their recommendations have been accepted and will be implemented. Short Breaks contracts have been extended to ensure no break in service. Recommissioning of the Short Break offer will take place Q1 2024-25. Sensory Service review activity is complete and will be presented in an options paper in Q4. A new Alternative Provision Directory has been launched with LA teams and processes in place to monitor placements. QA processes are being refined based on existing practice and a new AP assurance board has been established and has been meeting monthly since its first meeting in October.
3. Achieving Inclusive Economic Growth	Levelling-Up Sites commence construction Township Plans for Whitefield, Prestwich and Ramsbottom Economic Development Strategy Updated Accelerated Growth Programme Skills Strategy	<ul style="list-style-type: none"> • Radcliffe hub construction begins • Prestwich funding strategy • Planning – Radcliffe enterprise centre • Inclusive growth strategy launched 	60%	Commentary Radcliffe enabling works due to be complete by end of April 2024, design works complete and demolition and clearing started. Delay to Prestwich Village due to car parking design. Whitefield Town Plan – consultation due to go out end of January 2024. Bury BID now operational. Delay on quarterly activity for Radcliffe Enterprise Centre but completion date still stands. Issues re

				covenants and temporary library provision being reviewed by Legal and Director of Culture. Accelerated Land Disposal programme mainly on track –delays re Humphrey House disposal however vacant possession now confirmed for November 2024.		
Other Organisational Priorities for 2023/24		→→→	RESPONSE	→→→	RECOVERY	→→→
				RENEWAL	→→→	
4. Improving the Health & Care System	Intermediate Care Transformation Plan	• Assistive Tech delivery		70%	Commentary Technology team now up and running with activity increasing in line with expectations. New managers in post in bed-based and home-based intermediate care. Final report for intermediate care sizing due at Locality Board in Q4.	
	Care Quality Commission Inspection Readiness	• Potential assessment window		70%	Commentary Self-assessment preparation, evidence library collation and stakeholder briefings are all ongoing. Engagement with system partners to inform the self-assessment was agreed at the IDC Board’s November meeting, to be conducted over December-January.	
5. Reducing Health Inequalities	Reducing the life expectancy gap by focusing on preventing and reducing the impact of the 3 key contributors CVD, Cancer and Liver Disease. Narrowing the school readiness gap.	• Review self-care information and Tools on the Bury Directory and refine as appropriate • Support the roll out of self-care comms through VCSE sector		80%	Commentary Self care information on the bury directory continues to be developed. A specific self care hub on the Bury Directory is under development which will include information, local support and relevant apps and digital tools. In addition, an in house self care tool 'A better you', has been delivered and is hosted on the directory; an early intervention tool for residents to use. Information is shared with the VCFA weekly via email covering currently information, training, latest advice etc around self care and they have been linked with any self care campaigns over the last 12 months. The Bury Directory also has a bimonthly newsletter that goes out to all community groups listed on the site.	

				With regards to School Readiness, working relationships with maternity services in Bury have improved significantly in the last 12 months following work with the ICB. Regular meetings take place with each of the Trust's to discuss priorities and public health messaging is shared.
6. Tackling Climate Change	Deliver commitments to decarbonisation and household energy efficiency across the borough Launch internal climate change action plan	<ul style="list-style-type: none"> Phase 2 - Replace a further 252 street lighting columns and LEDs Phase 3 - Upgrade a further 510 streetlights with LEDs 	50%	<p>Commentary</p> <p>Phase 2 of Street Lighting Scheme - there have been delays in Q3, but works are on target to catch up by end of Q4.</p> <p>Phase 3 of Street Lighting Scheme update - the scheme has commenced but there have been delays to the procurement of the external contract. However, it is anticipated the external contract will still deliver the scheme within the agreed timeframe</p>
7. Public Sector Reform	Embedding Public Sectors Leadership Teams in each neighbourhood	<ul style="list-style-type: none"> Review operation of neighbourhood teams 	60%	<p>Commentary</p> <p>Recognition of need to reenergise INT working in the context of our PSR teams in early 2024. A series of neighbourhood workshops are planned to look at local data, intelligence and risk stratification with a view to develop neighbourhood dashboards.</p>
	Taking a Person and Community Centred Approach to Public Sector reform	<ul style="list-style-type: none"> Pilot consistent place-based strengths-based approach Bury East Family Hub open 	70%	<p>Commentary</p> <p>Still not able to describe consistent programme of work connected to LET'S, however there are pockets of good practice including neighbourhood funding.</p> <p>Bury East Family Hub is open.</p>
8. Delivering sustainable Housing Growth	STH Options Appraisal Housing Development to deliver 700 new homes	<ul style="list-style-type: none"> Final decision made Start on Site East Lance Papermill (400 homes) Place for Everyone adopted (Elton) 	60%	<p>Commentary</p> <p>Final decision made on STH options and to be transferred from 1st February 2024.</p> <p>Consultation on modifications to Places to Everyone ended on 6 December – draft responses and comments submitted.</p> <p>Planning resubmitted by developer due to their own delay for East Lancs Papermill – start date now due new financial year.</p>
9. Celebrating culture and supporting	Launch and Implementation of new Cultural Strategy Delivery of savings in BAM	<ul style="list-style-type: none"> Appoint Flexihall provider Approve BAM option Events Programme 	75%	<p>Commentary</p> <p>Events programme ongoing and meeting UKSPF targets.</p>

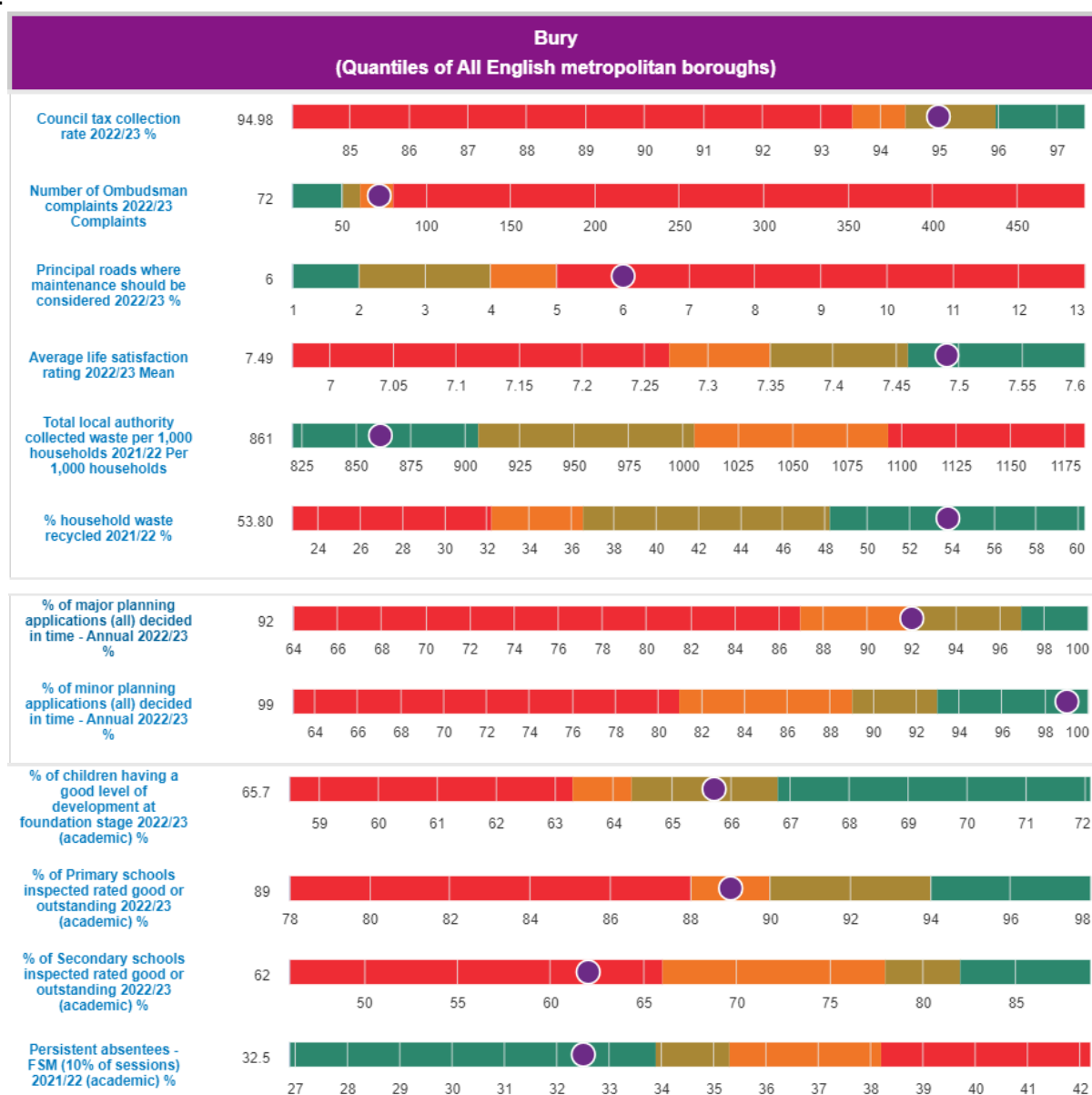
our creative sector	Development of programme of events UKSPF monitoring			Expressions of Interest for Flexihall received and reviewed. Staff consultation for BAM options complete. Community grants programme went live with VCFA.
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		Key Deliverables	Sept – Dec 23	% Objective Completion and Quarterly Activity RAG	Commentary
Enablers	Finance	Efficiencies achieved Amendments delivered	Medium Term Financial Strategy Savings delivered MTFS updated	92%	Continuing to identify one off efficiencies to deliver 100% savings by the end of year. We are on track for 100% of delivery of savings in 24/25
	Comms & Marketing	Revised Communication Strategy and Campaign Plan, including Place-Based Marketing Strategy Continued roll out of digital transformation and online offer	Deliver campaign plan	75%	Continued delivery of communications and marketing to support delivery of the corporate plan this quarter includes: Six Town Housing transfer, LET'S Fix It Together campaign, Radcliffe regeneration, Anti-poverty strategy and cost of living, winter weather protocol, planning for the new year reinvigoration of children's social care recruitment and delivery of fostering marketing to support recruitment
	Internal Culture Change and Inclusion		People Strategy Refresh of Inclusion Communications and Events Plan	75%	2024 Inclusion comms and engagement plan agreed and live Q4 focus on community engagement and new council inclusion strategy OD plan for 24/25 and new people strategy in development 1200 attendees of the LET'S Do It challenge 800 nominees for the staff awards
	Workforce Change	Structural change and service improvements		100%	HR restructure fully embedded New occupational health service fully operational HR savings delivered in full

Key Performance Indicators

17. In addition to monitoring delivery against Corporate Plan priorities, each Department has developed a core set of key performance indicators which are used to track changes in demand, delivery against customer standards and performance against agreed benchmarks.
18. These indicators cover a range of business as usual (BAU) activities as well as project specific measures where appropriate and are monitored within internal departmental processes.
19. In order to be able to provide robust benchmarking against our current progress, published KPI data sourced from LG Inform is being used in this report to detail the context within which we are delivering the Corporate Plan. Below are a selection of indicators with full benchmarking which provide an external view of performance. Some of the measures are included in the new Office for Local Government (OFLOG) data tool:

20.



21. LG Inform allows for benchmarking across all local authorities for key performance indicators. Availability of some benchmarking data does depend on whether local authorities have chosen to participate in data collections.
22. The above chart shows a selection of key organisational health measures compared to all authorities in England grouped into quantiles. Different benchmarking groups can be selected depending on the measures being analysed. Key points to note:
 - Our council tax collection rate in 2022/23 whilst performing well around 95% there are still other authorities achieving 96-97%.
 - The number of ombudsman complaints is within amber range and when converted to a rate per population this is still high for Bury compared to similar authorities. However, this figure can be moved significantly when there are particular service changes or issues and is a focus for improvement within Quarter Four.
 - With regards to road maintenance in 2022/23 the above shows that further improvements could be made here in comparison to other areas.
 - Average life satisfaction performs well and in line with high performing local authorities in this area.
 - In 2021/22 our waste and recycling measures perform well with the key balance between reducing general waste and increasing recycling tonnage.
 - For minor planning applications decided on time we are one of the top authorities for timeliness. However, major applications do not perform quite as well however this will be an indication as to the complexity of some major applications.
 - The achievement of a good level of development for our youngest children has been challenging since the pandemic. The above benchmarking acknowledges this but also shows that Bury is still within the top ranges between amber and green rather than amber and red.
 - In terms of good or outstanding schools there has been significant progress locally in terms of increasing these, however, when compared to other authorities there is still work to do.
 - Attendance at school is a key issue and particularly for vulnerable children. The above shows that for children in receipt of FSM their attendance is not within the red range but a couple of percentage points could significantly change this. Enhanced data analysis on school attendance linked to data on vulnerable children is planned for Quarter Four to support further targeted work in this area.

23. In addition, a selection of internal corporate organisational indicators from the Corporate Plan data collection has also been provided below:

Corporate Plan Objective	Measure	Benchmark		Previous		Current		Change
8	Average waiting time on housing register (all applications) (snapshot)	TBC	Local	Sept-23	548	Dec 23	542	↓
8	Number of rough sleepers currently being supported	35	Previous local target	Sept-23	72	Dec 23	74	↑
2	The % of pupils attending a good or better Primary School in Bury	93.7%	NW	Sept-23	90.9%	Dec 23	91.7%	↑
2	The % of pupils attending a good or better Secondary School in Bury	74.8%	NW	Sept-23	65.7%	Dec 23	59.4%	↓
2	The % of pupils attending a good or better School in Bury	86%	NW	Sept-23	80.6%	Dec 23	78.2%	↓
2	Rate of School Permanent Exclusions	0.11	NW	Jun-23	0.14	Dec 23	0.09	↓
4	Referral to treatment total waiting list entries	Local Target under Review		Jul-23	31427	Oct 23	31421	↓
4	Referral to treatment total number waiting in excess of 52 weeks	Local Target under Review		Jul-23	2627	Oct 23	2566	↓
4	IAPT waiting times % 6 weeks or less from referral	75%	Previous local target	Jun-23	87.4%	Oct 23	91.7%	↑
4	Number of referrals to Adult Social Care (ASC)	Local Target under Review		Sept-23	227	Dec 23	295	↑
4	Proportion of completed Adult Social Care (ASC) annual reviews in a rolling 12 month period	Local Target under Review		Sept-23	51.4%	Dec 23	51.0%	↔
6	% of council vehicles changed to lower emission versions	100	Local	Sept-23	76%	Dec 23	94%	↑

Corporate Plan Objective	Measure	Benchmark		Previous		Current		Change
7	Number of customers with a One Account	30,000	Local	Jul-23	15425	Dec 23	18597	↑
Enabler	% of FOIs completed on time (Bury Council)	100	Previous local target	Sept-23	100%	Dec 23	75%	↓
Enabler	Number of SARs overdue (Bury Council)	0	Previous local target	Sept-23	16	Dec 23	25	↑
Enabler	Number of data breaches	0	Local	Aug-23	13	Dec 23	5	↓
Enabler	Average number of days to respond to councillor member queries (snapshot)	10	Previous local target	Sept-23	12.4	Q3 23/24	13.8	↑

24. The above shows a current mixed picture in terms of performance:

- A small reduction in the waiting time on the housing register with an increase in support for rough sleepers.
- The number of good or outstanding primary schools continues on the positive trajectory of growth however in the last quarter there has been a decline in good or outstanding secondary schools which brings the overall proportion of good or outstanding schools in the borough down to 78.2% compared to 80.6% on the previous quarter.
- The rate of permanent school exclusions continues to decline.
- There has been a reduction in referral to treatment waiting list entries and in particular those waiting over 52 weeks and those waiting for IAPT services (Improving Access to Psychological Therapies).
- The number of council customers with a One Account continues to increase and follow trajectory.
- The % of FOIs completed on time and overdue SARs both declined in performance in Quarter Three, however the number of data breaches has been reduced by over 50%.
- There has been a slight increase in the number of days to respond to councillor member queries.

Conclusion

25. At the end of Quarter Three there is continued evidence of delivery against the Corporate Plan Objectives despite the challenging economic and increased demand on services. In some activities within our objectives there is slippage that will require action to mitigate during Quarter Four delivery, however the top three objectives will be delivered by year end should there be no significant further challenges. The next report will contain a detailed analysis of Quarter Four delivery and performance and a full year end position against achievement of the Corporate Plan for 2023/24.

Recommendations

26. Cabinet to note the update on progress against performance and delivery.

Links with the Corporate Priorities:

27. This report supplements the State of the Borough Outcomes Report in terms of providing further information on the contribution of the Council to the 2030 vision. The Corporate Plan priorities are linked to the seven objectives of the LET'S vision.

Equality Impact and Considerations:

28. This report demonstrates the impact of our activity on the users of council services and the impact on the broader community.

Environmental Impact and Considerations:

29. There are no specific environmental considerations within this report however the data tracks progress towards our environmental commitments with the Council's Corporate Plan.

Assessment and Mitigation of Risk:

Risk / Opportunity	Mitigation
Lack of capacity to deliver against the Corporate Plan priorities which reduces our ability to achieve the LET'S Vision	Further attention will be given to the activities rated as Amber in order to ensure that resources are used to appropriately to support priorities however in some cases reprofiling may be required on a case by case basis.

Legal Implications:

30. There are no legal implications however the regular reporting of performance is part of the Council's approach to good governance.

Financial Implications:

31. This report is reporting on the delivery of performance against the Council priorities set out in the corporate plan. The Corporate Plan is reviewed and produced annually in line with the budget setting process and the budget is developed to deliver council priorities. There are no direct financial implications of this report as the budget to deliver the priorities was approved by Full Council in February 2023.

Appendices:

None.

Background papers:

None.

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

Term	Meaning
ALDP	Accelerated Land Disposal Programme
ASC	Adult Social Care
BAME	Black, Asian or Minority Ethnic
BHEAST	Bury Health Employment and Skills Team
BID	Business Improvement District
CLA	Children Looked After
CME & EHE	Children Missing Education & Elective Home Education
CPP	Child Protection Plan
CQC	Care Quality Commission
CVD	Cardiovascular Disease
DfE	Department for Education
DoLS	Deprivation of Liberty Safeguards
DSG	Dedicated Schools Grant
DWP	Department for Work and Pensions
EDI	Equality Diversity and Inclusion
EET	Education, Employment, or Training
EHCP	Education, Health and Care Plan
EHE/CME	Elective Home Education/Children Missing Education
FOI	Freedom of Information
H&S	Health & Safety
HSE	Health and Safety Executive
ICB	Integrated Care Board
IMC	Intermediate Care
JSNA	Joint Strategic Needs Assessment
KPI	Key Performance Indicator
MTFS	Medium Term Financial Strategy

NW	North West
PDR	Personal Development Review
PfE	Places for Everyone
PRU	Pupil Referral Unit
PSR	Public Service Reform
PSV	Project Safety Valve
SALT	Speech and Language Therapy
SEMH	Social Emotional and Mental Health
SENCO	Special Educational Needs Co-Ordinator
SEND	Special Educational Needs and Disabilities
SME	Small to Medium Enterprise
STH	Six Town Housing
TfGM	Transport for Greater Manchester
UKSPF	UK Shared Prosperity Fund
VCFA	Voluntary Community and Faith Alliance
VCSE	Voluntary, Community and Social Enterprise