

Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 16 July 2024
Subject:	Quarter Four Corporate Plan Performance Report 2023/24 and Productivity Plan submission	
Report of	Cabinet Member, Finance and Transformation	

Summary

1. This is the full year performance and delivery monitoring report up for the Corporate Plan for 2023/24. It contains updates against the delivery of the priorities set out in the Plan and associated key performance indicators. It also provides details of actions to be carried over into the Corporate Plan for 2024/25.
2. In addition, the report also contains the proposed Productivity Plan for submission to central government in July for Cabinet approval. In April 2024 letters were sent to all local authorities from the Department for Levelling Up, Housing & Communities (DLUHC) requesting that productivity plans were produced as part of a central government exercise to review productivity across public services. The request does not provide a mandated template however describes a set of four themed questions around transformation and asks that these are considered with view of how public services are run within a system of place-based leadership.
3. The intention is that the Plans demonstrate how productivity is monitored and assessed through mechanisms such as key performance indicators and reporting. The plan must receive member oversight and be published for residents to view along with future reporting and monitoring of progress. DLUHC have stated that the plans will be reviewed to identify common issues and themes but no scoring or league tables will be produced.
4. Part of the response to the Productivity Plan is drawn from the Council's Local Government Corporate Peer Challenge which took place in December 2023. With regards to place base leadership the Peer Team noted in their final report that the Council had "really stepped-up" in its place leadership role. They noted that there was a clear vision for inclusive growth and reducing inequalities which was widely known and understood, with the Council seen "as a strong partner" who fosters collaboration.
5. It is proposed that the current mechanism for reporting delivery activity and performance against the delivery objectives of the Council's Corporate Plan will also monitor progress against the Productivity Plan rather than establishing additional reporting processes on the grounds that this would cause duplication.

Recommendation(s)

6. Cabinet to note the year end update on progress against the Corporate Plan 2023/24 and approve the submission and proposed monitoring of the Productivity Plan.

Reasons for recommendation(s)

7. This report builds on the feedback on previous Performance Report in terms of the transparency of delivery and performance measures. In addition, the Productivity Plan needs to be agreed with portfolio holders before submission in July 2024.

Alternative options considered and rejected.

8. Not applicable.

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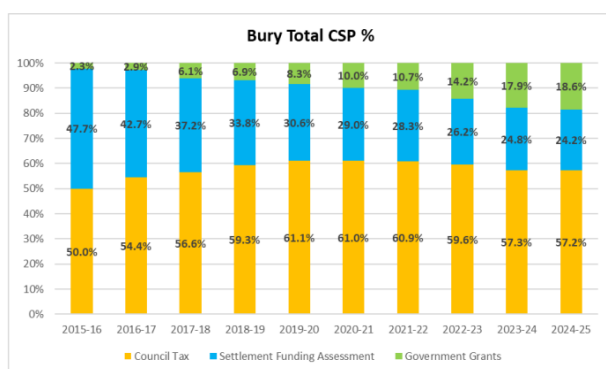
Background

9. This report is in two parts. The first is a summary of the proposed Productivity Plan for submission to the Department for Levelling Up, Housing and Communities (DLUHC).
10. The second part details year end performance and delivery against the priorities set out in the 2023/24 Corporate Plan. This includes a detailed narrative of progress and appendices of delivery against objectives and key performance indicators.
11. At Appendix 2 is the proposed Productivity Plan for Bury. This provides a position statement of the organisation's productivity and transformation over recent years as per the questions set out by DLUHC. It also describes that the reporting mechanism for the plan will be within our current processes for monitoring delivery and performance.

Summary of Bury Council's Productivity Plan 2024

12. In 2020 the ambitious LET'S Do It! Community Strategy for Bury was launched, setting out a vision for the borough through to 2030: **to stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation.** Since then, both Bury Council and the wider Team Bury Partnership have worked together to transform their collective response to public service reform and to increase focus on the seven high level outcomes committed to within the Strategy. There is now a much stronger "golden thread" that binds the collective endeavour across the partnership.
13. Bury is nearly three years into this decade of reform and good progress has been made. The contribution to LET'S by the Council are managed each year through a Corporate Plan which sets out the delivery required to achieve the seven outcomes. For the last three years a framework of the "3Rs" within the Corporate Plan has been used to direct activity: Response; Recovery and Renewal to show that LET's Do It! did not mean "*Let's do everything*". More recently the priorities within the Corporate Plan have been reviewed to ensure that activity is focused on the right things in order to ensure productivity and efficiency. Those priorities are: Improving Childrens Lives, Sustainable Inclusive Growth and Tackling Inequalities.
14. In February 2024, the latest budget statement described the wider challenging and uncertain national and local financial context in which Bury Council operates. Despite recent reductions in the rate of inflation, the Council is still addressing the impact of high inflation which has introduced circa £11m of cost pressure since 2022. In addition, this has been exacerbated by ongoing increases in demand across all statutory services including social care for adults and children, special educational needs and support services, social housing and homelessness duties. Collectively these have presented a 17% demand increase on the Council's budget against an income increase of 7%.

15. For Bury, these pressures come on top of systemic underfunding as demonstrated by the 2023 study by the Institute of Fiscal Studies which highlighted Bury Council's position in the bottom 20% worst funded councils. Real term core spending power has been reduced by 29% since 2010/11.
16. The diagrams below show the change in Core Spending Power for Bury since 2015-16 and the increasing reliance on Council Tax income streams. They also show the percentage increase in demand across a range of Council's services that have been delivered during this period of reduced funding. This includes the impact of increasing population, particularly older people which increases demand on our range of services for adults over 65.



Measure	First Date Period	Last Date Period	% Demand Increase
Number of Looked After Children	2014	2023	13%
	310	350	
Referrals to Childrens Social Services	2015	2023	24%
	2622	3239	
Housing Waiting List	2015/16	2023/24	26%
	1879	2375	
Requests for EHCPs	2014	2023	297%
	174	690	
Total EHCPs or Statements	2014	2023	85%
	1213	2241	
Numbers of 2 year funded children	2014	2023	36%
	340	461	
Waste collection (tonnes) from street cleaning	2021	2023	24%
	2853	3532	
Number of potholes repaired	2021	2022	23%
	10878	13348	
Population aged 65+	2015	2022	7%
	33,413	35,758	
Funded Children - 30 Hours childcare	2017/18	2023/24	25%
	4175	5220	

17. In terms of the stability of the workforce, the overall size of the Council has remained relatively stable with a 23 FTE increase between April 2022 and April 2024. However, it is important to note that this masks a notable change in the shape of the workforce with a 92 FTE increase in workforce across the social care departments, a 34 FTE decrease in Operations and a 74 FTE decrease within corporate functions. Sickness absence, whilst reduced over the past year remains above the sector average which has also put pressure on delivery.
18. In 2021/22 the Transformation Programme was established to deliver improved ways of working to facilitate the delivery of savings to support the Council's Medium Term Financial Strategy. The Transformation Programme was delivered through three programmes of work: LET'S Do It! ... Once, Well and Flexibly and in parallel a new digital strategy was developed to enable further transformation and efficiency.
19. Alongside this Transformation Programme the Council has demonstrated commitment to continuous improvement across the organisation. This has been in the form of rounds of service reviews, departmental restructures and improvement support through LGA peer reviews.
20. The Council's Corporate Peer Challenge was undertaken in December 2023 and recognised the work undertaken to continue the transformation of the Council and realise efficiencies over recent years. It proposed that Bury build on this by:

- Establishing a corporate transformation plan, approach, resource and culture to support delivery of the MTFP.
 - Further developing Finance, HR and IT as key services in enabling the delivery of the Council's ongoing transformation needs.
21. In the context of the need to deliver £30m in savings over the coming three years (as set out in the MTFP agreed in February 2024) the Council is progressing an ambitious plan of transformation to drive financial savings in tandem with creating the conditions and culture to deliver on the LET'S Do It! vision for Bury.
 22. Bury Council's STAR Chamber reviews all the spend and sets budget for the financial years, agreeing the growth requirements and budget assumptions for the MTFP. This is a line-by-line review on all expenditure and staff establishments to assure all public money is not wasted and the Council is delivering a standard of service in relation to the resources available.
 23. The Council has invested time and resource in understanding demand and savings proposals relate to opportunities for transformation in high spend areas such as social care for children and adults. In addition, the Senior Leadership Team are prioritising other activity such as estates rationalisation, investing in more energy efficient operations and ensuring income is maximised (where appropriate) from fees, charges and other external sources.
 24. In terms of engaging capacity through agency or consultancy activity across the Council this is subject to a robust internal approval process and, to ensure transparency and be clear on outcomes, information is shared with both Members and the Councils Trade Unions through the Corporate Joint Consultative Committee (JCC).
 25. The Council engages the overwhelming majority of agency staff through a managed service provider contract which is a joint arrangement across Greater Manchester. This arrangement supports significant efficiencies through economies of scale across the Conurbation and, given the scale, dedicated contract management support is in place to ensure the quality of service and address any issues.
 26. The Senior Leadership Group has been strengthened as the place where the Executive and their direct reports meet on a monthly basis to discuss key issues and monitor the delivery of the Corporate Plan through a rotating agenda which focuses on Workforce, Budget, Performance. This is also where shared "wicked issues" are discussed and owned.
 27. Beneath this is a much larger Senior Management Forum consisting of staff who report directly into SLG. This group meets regularly and has been used as a key information sharing group, but also as an opportunity to deliver consistent messaging and training around corporate activities such as the new Procurement Regulations, the importance of Risk Management and key

leadership themes such as inclusion, health and safety and corporate parenting.

28. The Corporate Plan and LET'S monitoring mechanisms show that despite the challenging financial environment that delivery and productivity continue despite increasing demand and reducing funding. The suite of KPIs within the Corporate Plan reporting process continue to demonstrate the delivery of key activities. Reports are taken to Cabinet on a quarterly basis which both provide analysis of delivery of key milestones set out in the plan at the beginning of the year and the performance of associated KPIs.
29. The Corporate plan monitoring and reporting reflects on a suite of KPIs, including those that represent the rates at which work is completed efficiently or to the standard expected. This process not only provides assurance about the delivery of our corporate plan but also reporting on business as usual departmental delivery. This is where most of the productivity monitoring will be found.
30. Delivery against the Corporate Plan is monitored through monthly reporting by Executive Directors to their Cabinet Member and Chief Executive. Formal reports are presented on a quarterly basis to Cabinet with additional analysis via the Performance and Finance Sub-Group of our Overview and Scrutiny Committee. To avoid any additional burden that may impact on our productivity, this mechanism will be used to publicly monitor our productivity as per the requirements set down by the Department for Levelling Up, Housing and Community.

Delivery of the Corporate Plan 2023/24

31. The Corporate Plan for 2023/24 set out nine priorities, with three key objectives to reflect the ambition of the organisation and acknowledgement of the targeted work required to continue to deliver the Council's contribution to the LET's vision.
32. Throughout the year, quarterly reports have been provided to Cabinet to monitor progress across the Corporate Plan priorities and a wider set of Key Performance Indicators designed to provide transparency and accountability across the full range of Council functions.
33. At year end it is clear a significant amount of work has been undertaken to achieve the targets set out in the plan. In addition, there were periods of high demand, unplanned activities and other priorities which had an impact on the delivery of the whole of the Corporate Plan for 2023/24.
34. In summary, out of the 15 deliverables set out against the nine priorities, eight are complete, a further six over 80% complete and one deliverable has not been delivered.
35. Where the deliverables are not 100% complete, this work will be included in the Corporate Plan 2024/25. These include the People Strategy and

Workforce Representation Strategy; a Children's Edge of Care Service; an All-Age Skills strategy and the Social Value strategy.

36. The report below is a summary per priority of the delivery and activity throughout the year and impact that this has had.

Progress against the Top Three Priorities:

Improving Children's Lives

37. This priority is comprised of three elements: Children's Social Care, Educational Improvement and Special Educational Needs with deliverables associated with improvement and transformation across all three due to the current interventions from both Ofsted and the Department for Education.
38. With regards to the children who are in the Council's care, activity for the year has focused on delivery the Children's Improvement Plan with actions including increasing the recruitment of social workers, changing the model of social care to the more holistic Family Safeguarding process and further developing the Borough's Early Years and Early Help offer whilst ensuring that the Council meets the requirements of Ofsted for return review visits.
39. In terms of Educational Improvement, work on the new Radcliffe High School has commenced and the relocation of the Pupil Referral Unit to a more appropriate site with minimal disruption to pupils has also been completed.
40. With regards to Special Educational Needs, activity has been focused on service improvement, preparation for the new Ofsted SEND inspection framework and the delivery of Project Safety Valve in conjunction with the Department for Education. Most of the workstreams within Project Safety Valve were delivered throughout the year, with some delays to the Local Offer and review of under 5's with SEND. However, by the end of the year this had caught up along with the build commencement of the first new special school in Unsworth and the opening of resource provision places throughout the year to support the projected demand in the Council's DSG Management Plan. Any undelivered activities are being targeted through the PSV Delivery Board for imminent completion in Quarter One of the Corporate Plan 2024/25.
41. It is important to note that this update was written before the SEND Inspection and therefore at the time of this report the focus was on dealing with increased demand and working through the SEND Transformation Plan.
42. More detail on activities delivered in the year to support this priority are as follows:
- The "Mockingbird" model of foster care support and the Family Safeguarding model of children's social work practice were both launched. Bury is the first OFSTED-rated inadequate authority to roll out either of these initiatives.

- The East Bury Family Hub was successfully opened in September 2023 to provide all-age prevention support to families in this neighbourhood.
 - Brookhaven special school was opened in January 2024; an important step in increasing sufficiency for children with special needs within the borough.
 - Videos created to promote help for people with a learning disability to improve their mental wellbeing, and to share ideas with carers and support workers about how they can improve someone's mental wellbeing.
 - Seven young people, who have experienced being in care or looked after, were involved in a careers development seminar by the Council's Joint Venture Partner Muse Places. There has also been a focus on ensuring that care leavers are matched to employment opportunities in the Council, for example in our Operations Department.
 - The DSG Management Plan for Project Safety Valve (PSV) was successfully submitted to the Department for Education and associated funding approved.
43. The Key Performance Indicators within this priority reflect the described above. In terms of improving the standard of schools and education in 2023/24, the increase in the percentage of good or better schools (Primary and Secondary) in Bury has slowly risen throughout the year from 71.2% to 78.8%. To break this down by primary and secondary, in March 2024 92.6% of Bury's Primary schools were rated good or better, as were 59.2% of Bury High schools. This compared to 91.3% and 42.2% last year. This is a good outcome for Bury in terms of the direction of travel but when compared to ten statistical neighbours, Bury falls within the bottom two which indicates the further work required in this area.
44. As at 1 March 2024 the number of children in Bury schools with an Education, Health and Care Plan, (EHCP) had risen over the year from 2441 to 2736. However, the number of new EHCP's issued at that point was nearly 20 less than the year before (67 compared to 84). This indicates improvement and rigour in the application processes and potentially the grass roots of improved SEN support services providing support for children and young people's needs before the requirement for an EHCP emerges. At the same time 100% of EHCPs for Bury children were completed on time within the 20-week compliance timescale. This performance is also a reflection of improved processes within the SEN Team, where the number of EHCPs issued is increasing but are now all being completed within timescale.
45. In March 2024, 286 Bury children were electively home educated, this has increased throughout 2023/24 and reflects a seasonal pattern through the academic year. Compared to March 2023 there has been an annual increase of 46 in this academic year.
46. In the last 6 months of the year there were 1582 Bury Children in Need. Nearly a quarter of these are looked after children and 14% had a child protection plan, above England rates but in line with statistical neighbours. There were 1251 referrals to CSC in the last 6 months of the year, of which 24% were a re-referral. The latest benchmarking data shows that Bury's referrals rates are higher than statistical neighbours and England.

47. The impact of the pandemic has exposed and increased inequalities locally particularly between those residents living in the most and least deprived areas. The gap in children reaching a Good Level of Development between those in receipt of Free School Meals and children overall increased to 17.2% in 2023 from 11.6% in 2019.
48. At GCSE level where the gap between children in receipt of Free School Meal and overall children in Bury in terms of GCSE attainment has also widened. The average attainment 8 score for FSM pupils was 35.1% compared to 44.8% overall. In 2022 these figures were 37.8% and 46.3% respectively showing a decline for both cohorts.
49. There are also inequalities in outcomes experienced by those children who have been cared for by the Council. Overall whilst 96% of 16-17 year olds are in Education, Employment, or Training (EET) this falls to 62% of 17-18 year olds care leavers, and 46 % of 19-21 year olds care leavers. Whilst this is an improvement on the same point last year (54% and 42% respectively) it demonstrates the further improvement journey required as this is still lower than the last available benchmark for England as whole
50. In terms of the longer-term work to address these issues, the percentage of children accessing 2-year-old free childcare was 81.5% in the Spring Term 2024. This is a positive increase from 68.5% in the Spring Term 2023 and demonstrates the impact from promotion of this service. Building on this, and other work to improve Early Years services is therefore a priority within the Corporate Plan 2024/25.

Achieving Inclusive Economic Growth

51. This priority focuses on the delivery of the “levelling-up” sites within the borough, the Town Centre Plans and the launch of the Economic Development Strategy and accelerated growth plans.
52. As with many capital and development projects there can be slippage between quarters, which is evidenced in the delivery table below however by the end of the year the deliverable was 100% complete. March 2024 also saw the approval of the regeneration framework for the Millgate Shopping centre and surrounding areas.
53. The Economic Development Strategy for Bury was published at the beginning of 2024 and set out a ten-year framework to guide a collaborative approach to delivering a sustainable, competitive, inclusive and resilient local economy. An action plan framework is currently being set up to monitor delivery of the strategy specifically and contributions from organisations across the Bury partnership.
54. In addition, the following activities have taken place to support this priority:
 - The local housing pipeline is on track and developers have started on site for the construction of 600 new homes in Radcliffe.

- In March 2024 the Council adopted the Places for Everyone plan following an extensive consultation process.
 - First Bury Regeneration Expo welcomed business leaders, investors and stakeholders in Ramsbottom to discuss how Bury will be transformed over the next decade and beyond. Organised by the council, in partnership with the Greater Manchester Business Growth Hub, the event showcased the many game-changing developments coming to the borough
 - All enabling works for the Radcliffe and Bury Flexi Hall Levelling Up schemes were completed and construction began in Radcliffe.
 - In February 2024, Bury Council completed the in-sourcing of the Housing Services, bring over 7,000 homes back under the direct management of the Local Authority. Work has continued at pace to improve the standard of accommodation and ensure tenant safety within the context of the new Social Housing Regulations, introduced on the 1st April 2024.
55. Despite this delivery activity the key performance indicators reflect the challenging economic climate across the borough. The last twelve months has seen a reduction in the number of business enterprises in 2023 (7830 compared to 8060 in 2022). The number of local business units also declined from 9055 to 8790. In addition, a measure of job density (where 1.0 would equal one job for every working aged resident), was 0.65 in 2022, decreasing from 0.70 in 2021 which reflects the availability of employment in the borough. Addressing these issues is priorities with the Action Plan for the Economic Development Strategy.
56. To support local communities with digital reforms, recruitment of a new Digital Inclusion and Engagement Officer took place in February 2024. The role will aim to work on bringing together digital inclusion strategy in Bury and creating a platform for community groups, local businesses and residents to access and signpost to digital support and upskilling resources.

Supporting residents and business with the cost-of-living crisis

57. There were two main deliverables associated with this priority: delivering the Anti-Poverty Strategy Action Plan and launching the Social Value Strategy. Throughout the year the Social Value Strategy did not meet quarterly deadlines in terms of delivery. This has now been made a priority for delivery by Q2 of the 2024/25 Corporate Plan.
58. The Bury Cost of Living and Anti-Poverty Strategy was approved in 2022 with a series of annual action plans following the strategy which monitor delivery. The action plan for 2023/24 contained a range of deliverables including campaigns promoting cost of living support, promoting digital wellbeing, increasing energy efficiency and literacy and community wealth building and financial inclusion. The action plan was delivered as planned in 2023/24 which provided residents with year-round support including access to services, tips on how to save money and energy, providing free wifi and data for those in “data poverty” and promoting Credit Unions and basic bank accounts.

59. In addition to the above, the following activities were also delivered:
- Around 7000 residents were provided with food and fuel support through the cost-of-living strategy.
 - The provision of energy efficient measures to homes in Bury under the Energy Company Obligation (ECO) phase funding has delivered measures to 91 properties which is saving each household an average of £567 per year and saving an estimated 372.5 tonnes of carbon in addition.
 - Three drop-in events were hosted during February and March for residents to receive advice on cost of living including debt, benefits, energy saving, managing money, budgeting and housing or tenancy issues.
 - 400 vulnerable residents received a winter pack to help keep warm.
 - Bury Adult Learning has a Learner Support Fund which helps learners on qualification courses experiencing financial hardship to stay in education. The fund can be used to help with course costs, exam fees, childcare costs and travel costs.
 - Bury Neighbour Hub is a collaborative project between Bury Works, Bury Council and Ingeus, an employment services provider working with residents and employers to help create lasting employment.
60. The key performance indicators in this area further triangulate the successful delivery against this priority. The time taken to process new benefit claims for residents such as Housing Benefit and Council Tax benefit, has decreased from 35 days at the start of the year, to 32 days by the end of year. This ensures that residents who are in need and eligible for financial support are receiving what the need in a timely way. Benchmarking data from 2022/23 shows that there is a need to improve the timeliness for Housing Benefit claims in particular to support residents where out of Bury's statistical neighbours, this Council is the third longest for processing new claims. This forms part of the Council's Corporate Plan for 2024/25.
61. As at March 2024 there were 5335 people in Bury claiming a work-related benefit, mainly Universal Credit. This was an increase from 4,800 in September 2023. Increases in claimant count can show two things, both that residents are requiring benefit support due to employment and income changes but also shows that when residents are needing support there are being directed to services that can support claiming of benefits to ensure that they are receiving what they need.
62. In terms of accommodation stability for residents, the key performance indicators show that there was a peak of open statutory homelessness cases throughout the year and the year-end position of 745 cases is 21 cases high than the starting point. There has also been a steady increase in the number of households in temporary accommodation from 111 at the start of the year to 160 at the end which has been accompanied by a decrease in the percentage of "move ons" from homelessness/threat of homelessness from 49% at the beginning of the year to 35% at the end. This reflects an increase in demand and the complexity of cases being support by the Council but also the impact of the lack of suitable accommodation within the borough.

Remaining Organisational Priorities:

Improving the Health and Care System

63. There has been strong delivery against this priority in 2023/24, with all projected deliverables complete at the end of the year. Focused on two key workstreams: Intermediate Care Transformation and Care Quality Commission inspection readiness, achievements include the establishment of the new Assistive Technology team and the delivery of the Staying Well Team with the Bury GP Federation. With regards to the new regulatory framework for Adult Social Care, overseen by the Care Quality Commission, a peer challenge improvement plan has been completed alongside a self-assessment to support CQC regulator readiness.
64. Below is a summary analysis of some of the 2023/24 health and care performance data collected through the Corporate Plan. In addition, quarterly cabinet Adult Social Care performance report contains further performance information in detail.
65. The proportion of adult social care providers rated good or outstanding by CQC has remained consistent over the year with the latest position of 84%. This is above the England average of 79%. 88.6% of the borough's care home agencies also continue to be rated Good or Better.
66. In terms of Adult Social Care, Quarter Three is usually peak activity due to the winter season and this was reflected in 23/24. Intermediate Care Services were particularly busy in December and evidences the support provided to the hospital system once winter arrived.
67. Waiting lists for Adult Social care whilst beginning to fall can be erratic, this is due to the high volumes of work coming into the department which can result in small backlogs escalating quickly. Throughout the year government grants have been utilised to invest in extra staff to reduce these waiting lists further. It is expected to see an impact from this in the next two quarters.
68. At Quarter Four there is a drop in the increase of the number of adult social care package outstanding reviews, due to the work undertaken by the reviewing team. Further improvements are expected over the next two quarters.

Reducing Health Inequalities

69. This priority seeks to deliver interventions that will help improve the overall quality of life measure in LET's by reducing inequalities and tackling the key causes of mortality such as Cardiovascular Disease (CVD), cancer and liver disease. This priority also includes the early intervention and prevention activity that can help improve the good level of development in the borough's youngest children and in addition the inequalities that can also be experienced.

70. Delivery against this priority during the year has included the production of the Joint Strategic Needs Assessment for Bury, the first draft of the licensing matrix to help support decision making around licence applications, the review of the substance misuse service, launch of self-care communications and a plan developed with the GP Fed for delivery of secondary prevention care for CVD.
71. In addition through the Health and Wellbeing Board a new outcomes framework has been developed which is focussed on inequalities.

Tackling Climate Change

72. Within this priority are commitments to decarbonisation and household energy efficiency across the borough, this also includes the launch of the Council's internal climate change action plan. Key activity to support decarbonisation includes the replacement of street lighting columns and lamps to with new LED versions. This workstream was on track at the start of the year but due to procurement issues the completion of this work has been delayed until 2024/25. However, within the same period electric vehicle charging points have been increased by 66%, 98% of council vehicles have now been changed to lower emission versions and Wave 2 of the Social Housing Decarbonisation programme has been delivered to 159 properties out of 201 properties.
73. The local Corporate Plan Key performance data has highlighted a slight downward trajectory of the percentage of waste recycled from 55% to 49.3%. The latest benchmarking data shows for 2022/23 the percentage was 52.6%, the second highest out of the Council's CIPFA nearest neighbours. The average residual waste (ie non-recyclable) was 342.5kg per household which was well under the Council's CIPFA neighbours average of 479.3kg.

Public Sector Reform

74. This priority was mostly delivered in 2023/24 and continued to build on the good work already developed through the Council's Neighbourhoods Model. The two focuses here are "Embedding Public Sectors Leadership Teams in each neighbourhood" and "Taking a Person and Community Centred Approach to Public Sector reform".
75. For the former, the live digital neighbourhood profiles were launched in the summer of 2023 and are published for use by partners and residents. A series of successful Team Bury events have taken place and the State of the Borough was shared with partners in September 2023 detailing the contributions of Team Bury against the seven outcomes in LET'S. People and Community Plans have been developed further in each neighbourhood including local intelligence and risk stratification workshops which have resulted in a new monitoring framework for cohorts in each area.
76. For the latter, strength-based working in neighbourhoods has been mapped out alongside the delivery of the Wellness strategy. The family hub in East

Bury was opened successfully and a review of Family Hub functions has taken place, with new proposals being discussed regarding location and services required – further milestones for delivery will be set out in the 2024/25 Corporate Plan.

Delivering Sustainable Housing Growth

77. The main focus of the priority in the past year was completing the options appraisal regarding the future of the Council's social housing landlord. Six Town Housing transferred back into the Council in February 2024 to join the other housing functions.
78. During that time new workstreams have been developed both an internal improvement plan to ensure that the best services are provided to residents and tenants now that it is being provided from the Council and also regulator readiness activity in anticipation of the new housing inspection regime that is likely to happen over the next 1-2 years. There was a successful lift and shift of housing landlord services to ensure minimal disruption to tenants and restructuring work underway to align teams and processes going forward.
79. A start on site was made as planned for house units throughout the year. Alongside this, the Places for Everyone plan was adopted locally as well as in 8 other Greater Manchester authorities – which aims to manage land development up until 2037, plan new homes, employment space and infrastructure, cater for growing populations, boost the prosperity of the area and ensure housing and employment opportunities are spread evenly across Greater Manchester.
80. In terms of performance, the latest indicators tell us that at March 2024 there were 160 households in temporary accommodation (with the longest stay currently over 570 days)
81. There has been a steady increase of rough sleepers being supported through the ABEN programme in the last two quarters of the year. This is accompanied by an increase in statutory homelessness cases – there were 745 cases at Quarter 4, compared to less than 500 in 2020/21. There was also a total of 2375 individuals or families on the Housing Waiting List at the end of 2023/24. This shows increasing demand for housing needs by residents and is unlikely that this demand is going to change in the short term. The Corporate Plan for 2024/25 continues to monitor housing and accommodation developments for residents and it is intended that bringing housing services back into the organisation that this can be delivered in the best way for tenants.
82. Growth is continuously within the borough in particular around planning. In 2023/24 there were 788 planning applications received by the Business Growth and Infrastructure Department with 87% of these being granted.
83. At the start of the period there were 210 housing units completed, 80 of which were affordable. The Council is also continuing to plan the delivery of

supported housing to meet the needs of vulnerable, neurodiverse adults and those adults who have a learning disability.

Celebrating culture and supporting Bury's creative sector

84. The final Corporate Plan priority had the following deliverables: launch and implement the new Cultural Strategy, delivery of savings in Bury Art Museum, develop a programme of cultural events and monitoring the UKSPF (Shared Prosperity Fund) for opportunities to develop the borough's vision and priorities further.
85. In the last year Bury Art Museum was awarded £590,000 to carry out essential building works to help protect art works, repair the roof and open some of the currently closed gallery spaces. The funding from the government's Cultural Investment Fund will ensure short term sustainability whilst further local plans are developed for the long term vision of the Art Museum.

Corporate Plan 2023/24 Delivery Table

86. A summary of overall progress against these Corporate Priorities at Year End is provided below. This includes a backwards look on the quarterly RAG ratings throughout the year and then a year end status on completion.
87. The following RAG ratings apply for the planned activities within the quarter against that deliverable:
- **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
88. The following colours indicate if the deliverable for the year has been completed. Where it hasn't been completed a % is provided to give an idea of distance from completion. There is also accompanying narrative for where a deliverable isn't complete and a proposed timescale for the 2024/25 Corporate Plan.
- **PURPLE**: Objective is complete and delivered within the 2023/24 Corporate Plan.
 - **GREY**: Not delivered within the 2023/24 Corporate Plan

Key Performance Indicators

89. 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.
90. 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.
91. The latest snapshot position of all of these indicators is in Appendix 1. Due to timing of data collection and publication there may not be a full year position of the key performance indicator.

Progress against Corporate Plan Priorities

Priority	Key Deliverables	Apr-Jun 23 and Jul-Sep 23	Oct – Dec 23	Jan – Mar 24	% Objective Completion	Year End Status
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"> Household support round 3 Cost of Living Summit 3 	<ul style="list-style-type: none"> Winter support programme delivered 	<ul style="list-style-type: none"> Evaluation of Impact 	100%	COMPLETE
	Launch Social Value Policy / Community Wealth	<ul style="list-style-type: none"> Mapping of existing commitment via contract register and procurement analysis Framework of opportunity signed off via neighbourhood teams 	<ul style="list-style-type: none"> Social Value Policy launched 	<ul style="list-style-type: none"> Evaluation framework agreed and implemented 	25%	Priority action in 24/25 Corporate Plan to be completed by Q1
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"> -Family Safeguarding model implemented -Early Years offer resolved -Exit of Managed Service Team 	<ul style="list-style-type: none"> -23 international social work arrivals -Implement training for EH practitioners. -Student Social Worker intake 	<ul style="list-style-type: none"> Preparation for Ofsted re-inspection by ensuring services are recognised as improving outcomes for children and young people 	100%	COMPLETE
	Educational Improvement Radcliffe School build commences Improve the proportion of schools good or better Academisation Strategy Improved attendance	<ul style="list-style-type: none"> Develop school improvement and school cluster model with seconded headteacher Develop training and communication for schools and governors following DfE local area commissioning statement DfE procurement school build Revise quality assurance proforma and mechanism Analyse schools attainment data and RAG rate 	<ul style="list-style-type: none"> Radcliffe leisure centre relocated to enable new schools build phase to commence Quality assurance visits to schools 	<ul style="list-style-type: none"> Radcliffe School build begins PRU relocates to Spurr House 	100%	COMPLETE
	Special Education Needs Preparing for the new review of services by Ofsted through service transformation	<ul style="list-style-type: none"> SEND Improvement plan updated Graduated approach launched Revised PSV Management plan submitted Revised Local Offer in place Under 5s plans reviewed Circa 50 RP places open 	<ul style="list-style-type: none"> Options paper for 14-25 SEND service to be completed Recommissioning of short break offer 	<ul style="list-style-type: none"> Unsworth Special School open Circa 10 RP places open 	90%	Short Breaks contracts have been extended to ensure no break in service. Recommissioning of the Short Break offer will take place Q1 2024-25.

Priority	Key Deliverables	Apr-Jun 23 and Jul-Sep 23	Oct – Dec 23	Jan – Mar 24	% Objective Completion	Year End Status
	Project Safety Valve Plan Updated and Approved by Department for Education					
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"> • Planning secured – Radcliffe and Bury sites • High St taskforce to Whitefield • Prestwich consultation • OBC – Ramsbottom Enterprise Centre • Radcliffe Pocket park • EDS Launch • Radcliffe demolition • Market Operator engaged • Whitefield Town plan • Ramsbottom public realm planning • Millgate masterplan • Skills Strategy launched 	Radcliffe hub construction begins Prestwich funding strategy Planning – Radcliffe enterprise centre Inclusive growth strategy launched	• Bury flexi construction begins	100%	COMPLETE
Other Organisational Priorities for 2023/24		→→→ RESPONSE →→→		RECOVERY	→→→	RENEWAL →→→
4. Improving the Health & Care System	Intermediate Care Transformation Plan	<ul style="list-style-type: none"> • Training Needs Analysis completed • Provider and service user physical disabilities network established • Assistive Tech team established and operational • Implement new Housing Assistance Policy • Deliver contract between Council and GP Fed for payment of Staying Well service • Stand alone bed base and Home base service created by merging IMC@Home with Reablement • Assistive Tech Delivery 	• Assistive Tech delivery	• Review intermediate tier and assess requirements	100%	COMPLETE
	Care Quality Commission Inspection Readiness	<ul style="list-style-type: none"> • Peer Challenge improvement plan prepared • Updated self assessment completed • ASC Performance Framework designed and implemented • “Getting the Call” readiness plan 	• Potential assessment window	• Potential assessment window		COMPLETE

Priority	Key Deliverables	Apr-Jun 23 and Jul-Sep 23	Oct – Dec 23	Jan – Mar 24	% Objective Completion	Year End Status
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	<ul style="list-style-type: none"> GP Fed Plan for the delivery of the secondary prevention CVD work in General Practice Refine the new wellness model of delivery to focus work on key priorities Complete first version of the JSNA Update Local smoking plan Develop and roll out alcohol licensing matrix to support licensing decisions prevention CVD work in General Practice 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Review impact of additional substance misuse service investment 	100%	COMPLETE
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 252 street lighting columns and LEDs Phase 3 – carry out design work/tenders for LED replacement Phase 2 – replace a further 252 street lighting columns and LEDs Phase 3 – Upgrade 300 streetlights with LEDs Delivery of the remaining 13 electric vans to the Council fleet 	<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 	<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 Increase public EV charging infrastructure by 100% Implement Social Housing Decarbonisation (Wave 2) Deliver energy efficient measures to 80 households in Bury 	75%	Procurement was delayed during 23/24 for the supplier of the LED replacement. The project will be rolled over into 24/25 Corporate Plan. EV charging infrastructure increased by 66% (18) Delivered Wave 2 social housing decarbonisation Delivered energy efficient measures to 91 properties in Bury
7. Public Sector Reform	Embedding Public Sectors Leadership Teams in each neighbourhood	<ul style="list-style-type: none"> Updated neighbourhood profiles and SoTB Map models of risk stratification already in place – consistent and neighbourhood specific People and community plans 	<ul style="list-style-type: none"> Review operation of neighbourhood teams 	<ul style="list-style-type: none"> Assess next steps for integration 	100%	COMPLETE

Priority	Key Deliverables	Apr-Jun 23 and Jul-Sep 23	Oct – Dec 23	Jan – Mar 24	% Objective Completion	Year End Status
	Taking a Person and Community Centred Approach to Public Sector reform	<ul style="list-style-type: none"> Map models of strength based working and assess commonality of approach Community Mental Health hubs Develop framework for consistent and multiagency approach Wellness Strategy 	<ul style="list-style-type: none"> Pilot consistent place-based strengths-based approach Bury East Family Hub open 	<ul style="list-style-type: none"> Radcliffe Family Hub open 	75%	We are reviewing our approach to the Family Hub roll-out, informed by the ongoing review of the council estate and an assessment of need, neighbourhood by neighbourhood, with a particular focus on the most socially challenged areas of Bury. To date, no suitable building has been identified in Radcliffe to host a Family Hub. There are several possible buildings, but none are large enough. Furthermore, given the size and spread of need within Radcliffe, it is likely that a 'hub and spoke' approach will be required to ensure that services are available close to where families live.
8. Delivering sustainable Housing Growth	STH Options Appraisal	<ul style="list-style-type: none"> Decision to in-source Tenant engagement Improvement plan agreed 	<ul style="list-style-type: none"> Final decision made 	<ul style="list-style-type: none"> Readiness for regulator complete 	100%	COMPLETE
	Housing Development to deliver 700 new homes	<ul style="list-style-type: none"> William Kemp Heaton (18 LD Units), Willow St (13) Start on site – Wheatfield (30) 	<ul style="list-style-type: none"> Start on Site East Lance Papermill (400 homes) Place for Everyone adopted (Elton) 	<ul style="list-style-type: none"> Start on site: Green St (132); Seedfield (86), School St (91) 	100%	COMPLETE
9. Celebrating culture and supporting the creative sector	<p>Launch and Implementation of new Cultural Strategy</p> <p>Delivery of savings in BAM</p> <p>Development of programme of events</p> <p>UKSPF monitoring</p>	<ul style="list-style-type: none"> Launch event for strategy Identify and bid for funding opportunities including LIF 3, MEND and GMCA funding Events programme go live Develop plans for new library in Prestwich Develop plans to relocate library in Bury Support plans for commercialisation of BAM 	<ul style="list-style-type: none"> Appoint Flexihall provider Approve BAM option Events Programme 	<ul style="list-style-type: none"> Secure capital funding / MEND for BAM Secure ACE funding to move Bury Library and Capital to refurbish Events Programme 	100%	COMPLETE

Priority	Key Deliverables	Apr-Jun 23 and Jul-Sep 23	Oct – Dec 23	Jan – Mar 24	% Objective Completion	Year End Status
		<ul style="list-style-type: none"> Options appraisal with market curators Events programme 				

	Key Deliverables	Apr-Jun 23	Jul-Sep 23	Oct – Dec 23	Jan – Mar 24	% Objective Completion and Quarterly Activity RAG	Commentary
Enablers	Finance	Efficiencies achieved Amendments delivered	Savings delivered	Savings delivered	Medium Term Financial Strategy Savings delivered MTFS updated	Savings delivered 88%	A new savings programme for the next three years is being developed and any savings that have not been achieved will be replaced or rephased.
	Comms & Marketing	Revised Communication Strategy and Campaign Plan, including Place-Based Marketing Strategy Continued roll out of digital transformation and online offer	LET's Brand Council Brand Comms, Marketing and Engagement Restructure consultation Annual Campaign plan of communications agreed	Implement restructure Evaluation framework in place for campaigns Introduce monitoring and evaluation dashboard Deliver campaign plan	Deliver LET's Fix It campaign plan	Deliver LET's Fix It campaign plan 100%	COMPLETE
	Internal Culture Change and Inclusion		Ward walks and new approach to casework Plan for year of focus on Care Leavers Enhanced engagement with BAME and Disability focused BAME groups	LET'S Challenge Workforce Representation Plan	People Strategy Refresh of Inclusion Communications and Events Plan	Formal review of Joint Inclusion Strategy 95%	Inclusion Strategy is ongoing and formal review will be delivered in 24/25
	Workforce Change	Structural change and service improvements	Education, Comms, Legal, ICT, HR	Operational Services		100%	COMPLETE

Conclusion

92. At Year End there is a mostly positive picture of delivery despite the challenging economy and increased demand on services in the past year with only a few objectives being rolled over into the next Corporate Plan for 2024/25. There is lots of evidence of delivery impact against the top three priorities for 2023/24 which will be built on in 2024/25.
93. Where objectives have not been delivered there have been mitigation provided in terms of delivery in the next Corporate Plan.
94. Feedback from the 2023/24 plan has been used to develop the Corporate Plan for 2024/25 where the priorities have been further refined to ensure full delivery within the year. This is based on feedback from the internal Council Performance Reporting processes and the Local Government Association Corporate Peer Challenge which took place in December 2023.
95. Performance data from the ongoing monitoring of the Corporate Plan has been used to produce the Productivity Plan for the council as required by DLUHC. This has been supplemented by Corporate Peer Review data from the Local Government Association.

Recommendations

96. Cabinet to note the update on progress against performance and delivery of the Corporate Plan for 2023/24. Cabinet also to approve the submission of the Productivity Plan and recommendations about monitoring of the plan itself.

Links with the Corporate Priorities:

97. 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:

98. 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:

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

Assessment and Mitigation of Risk:

Risk / Opportunity	Mitigation
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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.
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Legal Implications:

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

Financial Implications:

101. 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 the Council's 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:

[Appendix - Productivity Plan v2.docx](#)

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
DLUHC	Department for Levelling Up, Housing and Communities
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

Appendix 1:

Corporate Plan Objective	Measure	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Trend	Benchmark	
8	Average waiting time on housing register (all applications) (snapshot)	513	548	512	553	↑	TBC	Local
	Number of rough sleepers currently being supported	81	72	74	101	↑	35	Previous local target
2	The % of pupils attending a good or better Primary School in Bury	92.7%	90.9%	91.2%	92.6%	↑	93.7%	NW
	The % of pupils attending a good or better Secondary School in Bury	65.6%	65.7%	59.4%	59.2%	↓	74.8%	NW
	The % of pupils attending a good or better School in Bury	81.6%	80.6%	78.2%	78.8%	↑	86%	NW
4	Referral to treatment total waiting list entries	32158	31362	31790	31183	↓	Local Target under Review	
	Referral to treatment total number waiting in excess of 52 weeks	2601	2598	2299	1828	↓	Local Target under Review	

	IAPT waiting times % 6 weeks or less from referral	87.41%	94.64%	93.52%	94.1%	↑	75%	Previous local target
	Number of referrals to Adult Social Care (ASC)	1052	1340	1483	1642	↑	Local Target under Review	
	Proportion of completed Adult Social Care (ASC) annual reviews in a rolling 12 month period	55%	51.4%	51%	55%	↑	Local Target under Review	
6	% of council vehicles changed to lower emission versions	70%	76%	76%	98%	↑	100	Local
7	Number of customers with a One Account	12186	15425	18597	23601	↑	30,000	Local
Enablers	% of FOIs completed on time (Bury Council)	98%	99%	85%	85%	↔	100	Previous local target
	Number of SARs overdue (Bury Council)	14	12	17	22	↑	0	Previous local target
	Number of data breaches		36	23	35	↑	0	Local
	Average number of days to respond to councillor member queries (snapshot)	8.7	11.9	13.8	13.9	↑	10	Previous local target

Service	Measure	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Trend
BGI	Total planning applications received	206	208	197	177	↓
	% of planning decisions granted	88%	84%	86%	88%	↑
	Number of statutory homeless cases open on the last day of the month	724	845	767	745	↓
	Number of households in temporary accommodation on last day of the month	111	126	137	160	↑
	% of move ons from homelessness/threat of homelessness into permanent accommodation	49	44	36	35	↓
	NOMIS Claimant Count		4800	4920	5335	↑
	Annual housing completions boroughwide	180	160	280	210	↓
	Number of housing units completed in the borough which are affordable	20	32	145	80	↓
	% Housing completions on brownfield land boroughwide	62%	68%	88%	92%	↑
	% of Pupils in Bury Schools with an EHCP	5.1%	5.5%	5.7%		↑
	Number of Children in Bury Schools with an EHCP	1514	1594	1681		↑

Service	Measure	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Trend
	EHCP: Percent of Plans issued on time, compliance at 20 weeks	64	73	95	100	↑
	Refusal rate for new EHCP's	3.40	6.4	0	7.3	↑
	Rate of School Permanent Exclusions	0.14	N/A	0.09	0.37	↑
	Rate of School Fixed Term Exclusions	9.4	N/A	4.4	18.3	↑
	Elective Home Education (EHE)	256	247	273	286	↑
	Rate of CLA per 10,000 children (latest snapshot)	81	83	82	82	↔
	Rate of CPP per 10,000 children aged 0-17 (latest)	56	45	45	48	↑
	Rate of open CIN per 10,000 children aged 0-17 (latest)	262	237	237	297	↑
	Rate of referrals per 10,000 children aged 0-17 over the last 6 months	424	839	369	555	↑
	Re-referrals: children with a previous referral within 12 months of their latest referral (last 6 months)	33	26	19	31	↑
	Re-registrations for children who started on a CP plan (ever) (last 6 months)	38	38	6	16	↑

Service	Measure	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Trend
	Education, Employment, or Training (EET) of 16-17 year olds (%)	95.3%	94.1%	95.9%	96.1%	↑
	Education, Employment, or Training (EET) of 17-18 year olds (care leavers)	52%	43%	62%	54%	↓
	Education, Employment, or Training (EET) of 19-21 year olds (care leavers)	49%	46%	50%	42%	↓
	% of children defined as ready for school	69.9%	84.7%	81.5%		↓
CC	Number of births registered	404	396	418	345	↓
	Number of deaths registered	505	482	478	507	↑
	Contact centre – number of contacts received (Monthly average)	18470	17668	17027	18916	↑
	Sickness absence: average number of days lost per FTE per year (Bury Council)	13.67	14.07	14.68		↑
	% Staff turnover (Bury Council)	14.1%	12.47%	12.4%		↓
	Number of FOIs outstanding over timescale (Bury Council)	20	29	21	11	↓
	% annual PDRs completed in previous 12 months (Bury Council)	48.6%	53.2%	59.2%	58.4%	↓

Service	Measure	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Trend
	% of corporate complaints responded to within timescale (Bury Council)	80	64	53	59	↑
	Percentage of staff in scope who've completed mandatory training module: GDPR (in past 12 months)	80.4	78.4	91.3	91.2	↓
	Average number of days to respond to councillor or member queries (snapshot)	8.70	11.90	13.80	13.90	↑
CC - Finance	% error rate - Payroll	99.17	99.21	99.07	99.15	↑
	% of invoices paid within 30 days (Council)	99.45	98.46	99.36	99.42	↑
	% Council Tax collected	26.33	52.44	78.53	95.25	↑
	% Business rates collected	23.97	51.63	78.41	93.88	↑
	% of sundry debt collected within 30 days	32.86%	20.74	37.25	36.00	↓
	Total debt outstanding (customer accounts) after 30 days	£17,232,397	£17,356,467	£ 19,005,586	£19,203,881	↑
	Days taken to process benefits - new claims	35.08	33.11	37.89	32.65	↓
	Days taken to process benefits change in circumstances	4.42	4.6	5.05	4.22	↓

Service	Measure	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Trend
H&AC	Referral to treatment total number waiting in excess of 52 weeks	2601	2598	2299	1828	↓
	Patients in Fairfield General Hospital with No Right to Reside on the last day of the month	76	61	86	86	↔
	IMC (Killelea) Bed Occupancy (%)	93	89	86	91	↑
	Residential and Nursing Care Bed Occupancy (%)	83	85	84	84	↔
	Open safeguarding enquiries	759	729	640	663	↑
	The percentage of adult social care providers rated good or outstanding by CQC	83	83	84	84	↔
	Percentage of 10/11-year olds who are a healthy weight	57.6%	60.4%	59.1%		↓
	% of physically active adults	63.60%	70.06%	69.20%		↓
	% of physically active children and young people	39.30%	38.10%	47.10%	47.3%	↑
Ops	Number of air quality monitoring stations breaching nitrogen dioxide targets	6	0	1	1	↔
	Total CO2 emissions produced within the borough		857.8	764.7	878.1	↑

Service	Measure	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Trend
	Total CO2 emissions resulting from Council operations (tCO2e)	15650	13715	11007	9282.39	↓
	Number of EV Charge Points	29	28	27	45	↑
	% of street lighting converted to LED	68.05%	69%			↑
	Waste collection (tonnes)	15,913.91	15281.5	12820.32	13,837.28	↑
	Waste collection: grey bins (tonnes)	6,888.35	6836.98	6761.58	7,006.92	↑
	Waste collection: blue bins (tonnes)	2,304	2197.46	2033.9	2357.54	↑
	Waste collection: green bins (tonnes)	1,539.34	1559.54	1046.5	1690.26	↑
	Number of missed bin collections per 100,000	107	124	113	115	↑
	Proportion of household waste recycled	56.7	57.22	49.3	49.3	↔
	The amount (tonnes) of residual household waste per household	89.02	87.68	86.81		↓
	Waste collection (tonnes) from street cleaning	904.76	643.22	877.42	805.32	↓

Service	Measure	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Trend
	Number of Fixed Penalty Notices (FPNs) issued for littering		6	8	5	↓
	Number of Fixed Penalty Notices (FPNs) issued for fly tipping		9	3	3	↔
	Number of ongoing prosecutions for fly tipping		8	5	3	↓
	Number of new unauthorised traveller encampments on public land		0	0	0	↔
	Number of council buildings with carbon reduction measures introduced		7	7	7	↔
	Average time taken to repair street lighting	17.7	7.56	11.2	14.7	↑

Appendix 2 – Productivity Plan

Productivity Plan

July 2024

Transformation

How you have transformed the way you design and deliver services to make better use of resources.

In 2020 we launched our aspirational and ambitious LET'S Do It! Community Strategy, setting out a vision for the borough through to 2030: **to stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation.**

Since then, the Team Bury Partnership have worked together to transform our collective response to public service reform and to increase our focus on the seven high level outcomes committed to. Within the Council, this commitment is being realised through the delivery of our Corporate Plan and its constituent parts, one of which is our Transformation Strategy which was established in 2021/22 to deliver:

- Improved ways of working to facilitate the Council's contribution to the delivery of the borough's strategy, LET'S Do It! and the Council's Corporate Plan
- Savings of £4.937m by 2023/24 to support the delivery of the Council's Medium Term Financial Strategy.

Achieving these objectives has been delivered through three programmes of work: LET'S Do It! Once, Well and Flexibly. In parallel a new digital strategy has been developed to enable transformation through:

- Promotion of a digital first approach to engagement
- Providing a high-quality digital workplace to underpin agile working
- Creating improved access to business intelligence
- Supporting collaboration between colleagues, partners and wider stakeholders

The Council has had a long-established Change Agent Network which plays an active role in improving systems and processes and they have taken on a key role in the Council's Transformation Programme. Through supporting the introduction of Office 365 our Change Agents have become Digital Champions with over a hundred members of staff supporting their peers to work more productively and to use the new tools with more confidence. This has allowed us to introduce a new e-mail retention policy and improved our information governance.

The legacy of the transformation programme mentioned above is being used to further improve Council services. For example, the LET'S Do It ... Well! programme invested in our HR System, iTrent, allowing more self-service options for our managers and employees, reducing demand on business admin staff. Likewise LET'S Do It ... Once! has seen the introduction of a new website for the Council which provides a more modern platform and user-friendly templates to put more of our services online. The ability to modernise our online presence is now being taken forward by other services such as Leisure and Registrars. In the context of the need to deliver £30m in savings over the coming three years (as set out in the MTFP agreed in February 2024) the Council is progressing an ambitious plan of transformation to drive financial saving in tandem with creating the conditions and culture to deliver on the LET'S Do It! Vision for Bury. This plan is being driven across three strands of action:

1. **Growth:** Continuing to develop the Place through strategic regeneration and increased revenue opportunities and collection to ensure a long-term sustainable future for the Council and the borough
2. **Strategic Finance:** Strengthening the way we use our money and our financial planning, management and modelling approach to deliver efficiencies and opportunities
3. **Organisation:** Remodelling the way the organisation works to identify and deliver efficiencies through:
 - The clear and transparent application of best practice organisational design principles and benchmarking against sector and industry specific standards
 - A focus on removing any remaining duplication across functions, non value added activity and exploring options to share services with others
 - A programme to identify and exploit any and all efficiencies through digital innovation and streamlining our systems, policies, processes and governance.

As set out above the Council needs to deliver £30m in savings over this three year budget cycle. We are currently using capital funding to progress our Future Estates Programme. This programme aims to deliver improvements and efficiencies across our whole estate. A key project to note is the identification and implementation of opportunities for new housing on our existing Estates whilst delivering improvements to the environment for existing residents.

Bury utilises a neighbourhood working model which looks at tailored early intervention and prevention methods at a local granular level. This is part of the wider Greater Manchester Public Service Reform work. In particular it sets out how we will transform the way in which we organise ourselves for case management through Neighbourhood-focused practitioner networks, and the way we engage people & communities in a place embedding the LET's principles. To drive LETS at place we've established Public Service Leadership Teams in each of Bury's five neighbourhood footprints. PSLTs are place-based individuals leading the delivery of activity at a neighbourhood level from across each pillar of our neighbourhood model, providing system leadership.

In addition to neighbourhood working and wider public sector reform as described above, the LET'S strategy has also led to the development of our LET'S Fix It ... Together campaign, which calls for the national Fair Funding Review to undertaken as quickly as possible in order to acknowledge the unprecedented demands on local authorities budgets such as inflation, increased social care costs and the need to support vulnerable residents with the cost-of-living crisis. This campaign has been timed in conjunction with the Local Government Association's input into the Autumn Statement process and is twofold. Whilst asking for fair funding, it also promotes all of the work the Council and our communities are doing to come together to protect services for those who need them and use of collective strengths to help people to help themselves. This further reinforces our community engagement and partnership work where we look to support our communities to build on their strengths and create sustainability in this sector.



Technology

How you plan to take advantage of technology and make better use of data to improve decision making, service design and use of resources

Bury Council shares data with other organisations through our local Supporting Families Programme across Greater Manchester. This provides us with a holistic view of children and families and their interventions to help improve outcomes. There is an upcoming project in Greater Manchester looking at Community Safety Partnership data sharing with a similar aim which we will be participating in. The Council shares intelligence locally within the Neighbourhood Public Sector Leadership Teams and used this to target services appropriately. Presently it is identifying partnership opportunities with other LAs to data share in order to produce efficiencies and reduce duplication across the sector e.g. reports from Liquid Logic, social care records system.

The Council aims to enhance their decision making by using technologies including Microsoft Intelligent Data Platform, Power BI, Logic Apps and AI. Improving data quality through leveraging pipelines and ETL (Extract, Transform and Load), while providing a single source of the truth, enabling us to make data driven decisions with confidence. This will then allow the Council to start exploring how to connect the data to gain a better understanding of our citizens and provide powerful insights into their needs.

Reduce

Your plans to reduce wasteful spend within your organisation and systems.

Bury Council's STAR Chamber reviews all the spend and sets budget for the financial years, agreeing the growth requirements and budget assumptions for the MTFP. This is a line-by-line review on all expenditure and staff establishments to assure all public money is not wasted and the Council is delivering a standard of service in relation to the resources available. Analysing performance against roles to identify issues in capacity, assessing value for money from staff investment.

Executive Deliver Board reviews the savings delivery for the Council and provides support in identifying one off or replacement savings where targets are undeliverable within the year and across the MTFP. Savings monitored throughout Executive Delivery Board and ongoing STAR Chamber reviews until budget is agreed as part of the constitutional budget setting process. The MTFP is reviewed quarterly and presented at the STAR Chamber meetings and Strategic Leadership Group and executive meetings.

The Council requests business cases for all investments, capital and revenue and a robust review is carried out to identify the savings deliverable over the medium term and improved outcomes and efficiencies. Invested in FAP, agreed funding for us to employ revenue staff to reduce empty buildings, reducing revenue costs.

Implementing the IT/Digital strategy will reduce costs across the organisation. Investing to save in children's services to reduce demand on other services and review services in place to ensure spend is appropriate for desired outcomes.

The Council is committed to equality, diversity, and inclusion as a core theme of our LET'S Do It Strategy and an essential component in delivering truly inclusive growth. We employ an Equality, Diversity and Inclusion Manager who works jointly across the Council and the NHS in Bury to lead on this agenda and ensure we are fulfilling our statutory equality obligations. Our central budget for EDI activity across the Council (excluding the one post employed in this area) is £1,500. All staff are expected to undertake equality training on joining the Council and refresh every three years. In partnership with our community groups the Council also provide specialist training and support to managers and those services who work directly with different areas of our community.

As with all public sector bodies, the Council has a set of equality objectives, agreed formally by Members. Updates on progress with these objectives are provided regularly through our Inclusion Working Group and via the Cabinet portfolio holder. The council conduct analysis and monitoring as per our obligations under the Public Sector Equality Duty. Inclusion is also monitored through our bi-annual staff Pulse Survey. We use benchmarking and frameworks to assess the effectiveness of our EDI work.

Bury is a member of the GM Good Employment Charter which requires us to evidence how we apply EDI to recruitment and the employee lifecycle. This is an annual requirement which allows us to monitor progress year on year. We are clear that, through being an inclusive employer, and recognising the individual identities

and needs of those across our workforce we are both supporting and getting the best out of our people.

All agency and consultancy activity across the Council is subject to a robust internal approval process and, to ensure transparency and be clear on outcomes, information is shared with both Members and the Councils Trade Unions through the Corporate Joint Consultative Committee (JCC). In 23/24 we spend approximately 8% of our pay bill on agency staff. The Council engages the overwhelming majority of agency staff through a managed service provider contract which is a joint arrangement across Greater Manchester. This arrangement supports significant efficiencies through economies of scale across the Conurbation and, given the scale, dedicated contract management support is in place to ensure the quality of service and address any issues.

The Council has invested time and resource in understanding how our demand and savings proposals relate to opportunities for transformation in high spend areas such as social care for children and adults. In addition, we are prioritising other activity such as estates rationalisation, investing in more energy efficient operations and ensuring we maximise income where appropriate from fees, charges and other income sources.

Analysis of data within a recent report from the Institute of Fiscal Studies has highlighted that Bury Council is in the bottom 20% worst-funded councils, ranking 122 out of 150 upper-tier English local authorities in terms of money to spend per resident. This, combined with calculations which show that the Council's annual real term core spending power has been reduced by 29% since 2010/11 provides the context for the difficult decisions that need to be taken in agreeing our next budget.

The Council spent 0.13% of its pay bill on Trade Union facilities time in 23/24

Barriers

The barriers preventing progress that the Government can help to reduce or remove.

Broadly speaking the key barriers impacting on the Council's ability to improve productivity are similar to those seen by most local authorities:

- 1) **A lack of funding to deliver improvements** – The need to utilise all available funding (including reserves) to ensure the delivery of statutory services and address quality challenges in key areas identifies through external regulation (principally children's social care) means there is limited money available to invest in service improvement or developmental activity
- 2) **Increasing demand** – The increasing volume and complexity of demand means more resources need to be focused on responsive and targeted activity as opposed to universal and preventative services
- 3) **Increasing regulatory framework** – The Council now faces regulation from a range of bodies which have complex, and sometime competing demands. This includes Ofsted (both ILACS and SEND), the CQC for Adult Social Care and the Regulator of Social Housing.
- 4) **Recruitment challenges** – The crowing challenge of recruiting staff into key roles

We are working hard both within this context and to address these through innovation, collaboration and transformation as set out above.

Monitoring of Productivity Plan

Bury Council's corporate plan monitoring and reporting reflects on a suite of key performance indicators, including those that represent the rates at which work is completed efficiently or to the standard expected. This process not only provides assurance about the delivery of our corporate plan but also reporting on business-as-usual departmental delivery. This is where most of the productivity plan monitoring will be found. Delivery against the Corporate Plan is monitored through monthly reporting by Executive Directors to their Cabinet Member and Chief Executive. Formal reports are presented on a quarterly basis to Cabinet with additional analysis via our Overview and Scrutiny Committee.