

REPORT FOR DECISION



DECISION OF:	CABINET – 10 JUNE 2015 COUNCIL – 1 JULY 2015
SUBJECT:	COUNCIL VISION, PURPOSE AND VALUES 2015-2020
REPORT FROM:	THE LEADER OF THE COUNCIL
CONTACT OFFICER:	Pat Jones-Greenhalgh, Executive Director of Communities and Well Being
TYPE OF DECISION:	COUNCIL
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	<p>Bury faces significant challenges in the years to come. Meeting our obligations, staying within budget and managing the expectations of a growing (and ageing) population will require strong leadership and a clear sense of direction.</p> <p>What this means in practice is set out in the form of a 'plan on a page' (attached to this report). Rather than a long document, this new look plan focuses on the actions needed in each aspect of work to transform, by 2020, the Council's approach to public services.</p>
OPTIONS & RECOMMENDED OPTION	<ol style="list-style-type: none"> 1. For Cabinet to recommend the Vision, Purpose and Values document to Council – and for Council to adopt the plan. This is the preferred option as it will provide a route map for the organisation over the next 5 years. 2. To not approve the plan. This would leave the Council without a plan to deal with the significant cuts expected to local authority and public service budgets.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? The Plan, if approved will replace plan previously adopted as part of the Policy Framework.
Statement by the S151 Officer: Financial Implications and Risk Considerations:	<p>This report sets out the Council's "Vision and Values" for the next 5 years.</p> <p>The document is key to informing the future budget strategy of the Council, and will form the basis of the "Medium Term Financial Strategy" for this period.</p>

SK

	<p>Going forward, it is intended to combine performance and financial monitoring reports to provide Members and stakeholders with a fuller picture of the overall performance of the council.</p> <p>Risk Management reports will also be structured to reflect the proposed "Vision & Values"</p>	
Health and Safety	There are no health and safety issues arising directly from this plan. Any changes in services or operating practice will be subject to risk assessments and implemented in line with existing policy.	
Statement by Executive Director of Resources:	The report is a key element of the Council's governance framework and will inform the future direction of supporting strategies, e.g. Workforce, IT / Customer Engagement, and Asset Management.	SK
Equality/Diversity implications:	The plan provides a framework for the future and does not directly impact on any specific group. The implications for people with protected characteristics will be assessed when detailed proposals are brought forward to implement the plan.	
Considered by Monitoring Officer:	The Plan, if approved by Council, will amend the Constitution by replacing the previously approved Bury Plan with the one attached to this report.	JH
Wards Affected:	All	
Scrutiny Interest:	Overview and Scrutiny	

TRACKING/PROCESS

DIRECTOR: Executive Director of Communities and Well Being

Chief Executive/ Strategic Leadership Team	Executive Member/Chair	Ward Members	Partners
18/5/15	19/5/15		
Scrutiny Committee	Committee	Council	
9/6/15			

1. INTRODUCTION

- 1.1 Vision, Purpose and Values is a key document for the Council and serves as a corporate plan to take the organisation, and the Borough, forward through the period of austerity.
- 1.2 Unlike previous plans, this document does not follow a traditional format. In keeping with the times, it has been cut back to focus on the key elements that delivers the Council's vision to lead, shape and maintain a prosperous, sustainable Bury that is fit for purpose.
- 1.3 The strong policy led approach is deliberate. All the evidence points to the Council being a smaller organisation with less money to spend whilst expectations and demand for services continues to rise. A clear sense of direction and passion to deliver local priorities are fundamental managing this scenario and making best use of resources.

2. COUNCIL PRIORITIES 2015-2020

Influences on the plan

- 2.1 A number of internal and external factors have been taken into account when producing the plan.
- 2.2 **Team Bury ambitions.** The Council is fully committed to improving outcomes for local people but many of the issues facing our communities extend beyond single agencies. Working with colleagues in the public, private and voluntary sectors, three key areas have been prioritised: the economy; stronger, safer communities; and health and well being. These are the areas that residents consider to be most important and where, collectively, we can make most difference to the lives of local people.
- 2.3 **The Council's Strategic Outcomes.** Arising from public consultation in 2011, the Council adopted three key outcomes – reducing poverty and its effects; supporting our most vulnerable residents and making Bury a better place to live. These outcomes are still relevant – they exemplify our purpose as an organisation and offer a qualitative benchmark for decision making going forward.
- 2.4 **Financial imperative.** The Council has to prepare for further cuts in funding over the next few years. This will impact on the range and scale of our activities. As we aspire to remain a direct provider of services, we need to explore new ways of working, better use of technology and change behaviours / expectations in order to reduce our cost base and target available resources towards priorities.
- 2.5 **Devolution of powers to Greater Manchester.** The growth and reform agenda is a great opportunity to develop the local economy, increase efficiency and strengthen democratic accountability over a range of services to the public. Bury has to be ready for these changes; be able and willing for its voice to be heard when proposals are shaped; and be match fit when bidding for resources.
- 2.6 **Areas for improvement.** Bury is open and willing to learn. External assessments regularly reveal above average performance at below average costs in many services but the challenges ahead require that we find new ways of informing citizens, managing demand and delivering outcomes with less money and fewer employees. We have also been reticent in celebrating success and recognising the positive things we do. This in itself is an area for development going forward.

Corporate Priorities

- 2.7 Based on what we know and what we want to achieve, six priorities have been identified for the next 5 years:
- Drive forward, through effective marketing and information, ***proactive engagement with the people of Bury to take ownership of their own health and well being.***
 - Continue to ***develop business friendly policies to attract inward investment and new jobs*** so that Bury retains its position as a premier destination for retail, leisure, tourism and culture.
 - Ensure ***new and affordable housing is developed*** to support growth in the Bury and Greater Manchester economy.
 - To build on the culture of efficiency and effectiveness through new, progressive and integrated partnership working models to ***drive forward the Council's and City Region Public Service growth and reform agenda.***
 - To ensure ***staff have the right skills to embrace significant organisational change***, through embedding a culture of ownership, empowerment and decision making at all levels of the organisation.
 - Work towards ***reducing reliance on government funding*** by developing new models of delivery that are affordable, add value and based on need.
- 2.8 The first three priorities spell out where we want to have greatest impact in the community. The remaining three are more organisational imperatives to deliver our ambitions and cope with future challenges.
- 2.9 All of this is summarised in the Plan on a Page (attached). This sheet provides a simple guide to our priorities and the actions we intend to follow over the next few years. The format is a departure from the traditional approach but by keeping it short and focused the key messages can be communicated easily and concisely.
- 2.10 Future strategies and plans will focus on these priorities – to take the Council forward and turn the vision and values into reality.

Monitoring

- 2.11 There will be two aspects to monitoring our progress towards a transformed council:
- Corporate monitoring – this will be a check on the state of the Borough and enable the Cabinet / Senior Leadership Team to consider any adjustments needed to the plan in the light of changing local needs or external factors (legislation, devolution, inspections, etc).
 - Programme monitoring – to ensure good governance, the Council needs assurance that the programme of work arising from this plan is being delivered. This will take the form of statistics, performance indicators and project milestones to assess changes in service activity, levels of efficiency and progress on specific tasks.

- 2.12 An initial list of draft indicators is attached (Appendix 1). These will be developed and refined during the life of the plan to provide better insights into local communities, measure the health of the organisation and demonstrate progress over time.
- 2.13 The results will be reported to Cabinet and Scrutiny.

Values

- 2.14 Changing behaviours in both residents and employees will be critical to success. As the cutbacks take effect, people will need to be less dependent on the Council for many of the services they currently take for granted. With those most dependent frequently being the people most in need, efforts will be made to assist in this transition. Actions have been included in the plan to improve access to information, increase prevention/early intervention techniques and encourage approaches that promote self help/self service/self management.
- 2.15 It will also be a significant change for Council employees. A culture shift is required to operate in the new environment and this will be reflected in a revised People Strategy. Based on the Council's expectations of managers and employees, the strategy will ensure that employees are recruited and developed to deliver the Council's intentions. The Bury Behaviours programme supports this approach and its use as part of Employee Reviews and organisational change will continue to be encouraged.

3. FINANCIAL IMPLICATIONS

- 3.1 With Government funding set to reduce, the cost to the Council of running services has to be cut. How this is achieved will be important. Opportunities need to be taken to modernise services/processes, introduce new models of delivery and generate income where this can mitigate impact of cuts, particularly on services to priority groups and jobs.
- 3.2 Greater efficiency however only takes us so far. Some services will be lost. For others, investment will be required to secure improvement. Short term injections of capital or revenue funding is not being ruled out providing there is a business case for 'investing to save' or where investment will deliver significant future gains for the Council or the Borough as a whole.
- 3.3 To achieve best use of resources, the Council will seek to work more closely with providers and other agencies. All public services are under pressure and aligning spending with our partners to get the best outcomes will be essential. There may also be further opportunities to pool resources (as is happening with the Better Care Fund).
- 3.4 To bring this together, a medium term financial strategy is being developed which, together with the updated People Strategy, will underpin the policy led approach.

4. RISKS

- 4.1 The financial climate makes long term planning more difficult. Paradoxically, the need for a plan is never greater than during times of uncertainty as people want to know what the Council will do and where it is heading. The Vision, Purpose and Values plan sets this out – with the actions having been future proofed as much as possible. It is however recognised that spending decisions may affect the pace and scale at which change can be delivered.

- 4.2 Not everybody will be satisfied with the proposed actions and there could be some resistance to change from residents and/or employees. A balance needs to be struck. The Council will endeavour to protect services and jobs (for example through new models of delivery) but people will also need to change their behaviour to adapt to new ways of working. Work to improve information and develop tools to help behaviour change have been included within the plan.
- 4.3 Most people will adapt to change, particularly when they understand the reasons, feel part of the process and/or perceive the new approach to be an improvement. It is accepted that some struggle with change and efforts will be made to help those individuals along – to minimise the risk of exclusion and ensure compliance with the Council’s public sector equality duty.
- 4.4 More joint working and shared services are inevitable if the Council is to maintain services and cut costs. This carries certain risks in terms of not being in total control of timescales, resources and priorities. Services must be convinced that the value of joint arrangements outweigh the negatives of any compromise before entering into such ventures.

5. EQUALITY AND DIVERSITY ISSUES

- 5.1 There are no direct equality issues arising from this report. These will be identified and assessed when the more detailed proposals are put forward to implement this plan. The equality assessment however recognises that by signalling its continued support for vulnerable people, the plan is likely to be positive for the community.

6. CONCLUSIONS AND RECOMMENDATIONS

- 6.1 The Vision, Purpose and Values document articulates (on one page) the direction of travel for the Council over the next five years.
- 6.2 The focus will be on growth and reform – reinforcing efforts to make Bury a great place to live, work, study and visit whilst recognising the reality that the Council will be smaller as a result of reduced Government funding. To minimise the adverse effects on the public, new ways of working and new models of delivery will be explored.
- 6.3 Supporting this work will be a Financial Strategy and People Strategy to ensure that Council resources are used to best effect to achieve the vision and values.
- 6.4 It is recommended that:
- (a) The Vision, Purpose and Values document is approved by Cabinet as the basis of the Council’s 5 year plan and recommended to full Council for adoption;
 - (b) Council adopts the plan and amends the Constitution by replacing the previously approved Bury Plan with the one attached to this report.
 - (c) The draft indicators (attached at Appendix 1) are agreed as the basis for corporate monitoring and that further work is undertaken to develop/refine the measures to reflect progress on the work programme;
 - (d) A Financial Strategy and People Strategy are developed to underpin the direction of travel set out in the Visions, Purpose and Values document
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List of Background Papers:-

Our Vision and Values – Bury’s Corporate Plan on a page
Equality Assessment

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DRAFT PERFORMANCE MEASURES

APPENDIX 1

OUR SERVICES	
% household waste sent for re-use, recycling and composting	Higher is better
Residual household waste (kgs per household)	Lower is better
Ave time to process Housing Benefit/Council tax new claims	Lower is better
% of children with 5 GCSEs grade A*-C	Higher is better
% of 16-18 year olds not in education, employment or training (NEET)	Lower is better
No of homeless presentations	Lower is better
No of homeless preventions	Higher is better
Business start ups	Higher is better
PARTNERSHIPS	
Overall employment rate for Bury	Higher is better
Proportion of working age people on out of work benefits	Lower is better
Admissions (aged 65+) to hospital and residential / nursing care	Lower is better
No of serious violent crime per 1000 population	Lower is better
No of anti social behaviour incidents per 1000 population	Lower is better
% rate of repeat incidents of domestic violence	Lower is better
PEOPLE	
Resident perception/satisfaction of the Borough	Higher is better
Employee satisfaction	Higher is better
Sickness absence	Lower is better
PREMISES AND FACILITIES	
No of houses built per annum	Higher is better
No of empty properties	Lower is better
Amount of vacant/under utilised land and buildings held	Lower is better
QUALITY, ACCOUNTABILITY AND PERFORMANCE / FINANCE AND SYSTEMS	
% Council Tax collected	Higher is better
% business rates collected	Higher is better
Business rates yield	Higher is better
Forecast outturn – revenue	Closeness to budget
Forecast outturn – capital	Closeness to budget