

# One Council. One Plan.

Quarter Four 2014-15:

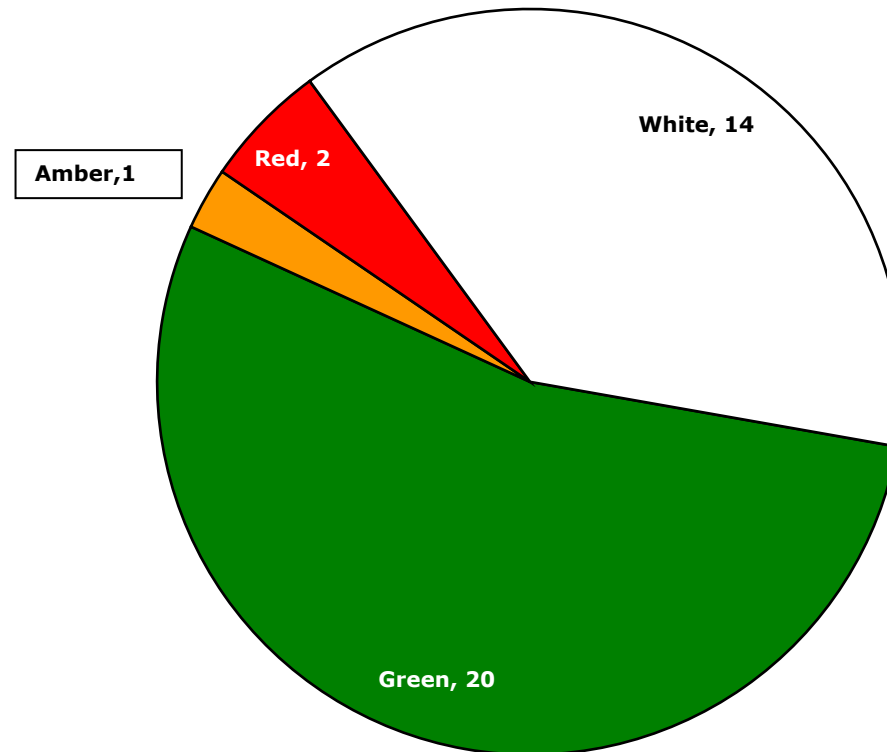
Performance & Project Update Report

## **INTRODUCTION**

- 1.1 This report outlines progress during quarter four 2014-15, for the corporate performance indicators and projects within the Bury Council Corporate Plan. The information provided is extracted from the Performance Information Management System (PIMS).
- 1.2 There are currently 37 performance indicators from PIMS and 27 projects and this report provides a summary of the overall performance of these.
- 1.3 Where data is unavailable for quarter four 2014-15, the report provides an explanatory note.
- 1.4 Throughout this report the definitions of the colour-coding are:
  - Green – On target and/or better than 2013-14 performance
  - Amber – Within 15% of achieving target or no more than 15% below 2013-14 performance
  - Red – More than 15% below target or worse than we achieved in 2013-14.
  - No Traffic Light – Information not available due to various reasons.
- 1.5 The detail of this corporate performance report can be viewed or downloaded on the corporate Performance Information Monitoring System (PIMS). If you require copies of the reports or need training on the operation of the monitoring system; *please contact Grainne McClean, on Ext. 6796.*

## SUMMARY

2.1 The Council currently reports performance against a total of 37 corporate performance indicators. The chart below shows the proportion of these performance indicators that are categorised as Red, Amber, Green and White using the criteria set out in paragraph 1.4.



A strong local economy					
Measure	Higher/ lower is better	2013/14 Baseline	2014/15 Q4	Target	Commentary
Overall employment rate for Bury (working age)  <b>CPR/NI151</b>	Higher	73.90%	77.7% (Green)	70.00%	Economic activity across Bury continues to rise, aligning with the economic recovery.
Inequality gap in the achievement of a Level 3 qualification by the age of 19.  <b>CPR/NI081/EQCRZ/14/15</b>	Lower	20%	24% (Red)	18%	Reported annually is the inequality gap at age 19 between those pupils who were/were not eligible for free school meals at age 15.  In 2014, 68% of pupils who were not eligible for Free School Meals achieved a Level 3 qualification, whilst 44% of those eligible for Free School Meals achieved a Level 3 qualification; therefore 24 percentage points gap.  The attainment gap has continued to increase from 20 percentage points in the last academic year, from 18 points in the previous year.
Percentage of 16-18 year olds by academic age who are not in education, employment or training (NEET)  <b>CPR/P/PHOF1.05</b>	Lower	5.90%	5.7% (Green)	No target set	5.7% shows a year on year improvement of 0.2%. Overall Bury's performance was better for every month from July 2014 until March 2015. Performance data between March and June 2014 was distorted by changes to data currency rules so a direct comparison could not be made with the previous year; for the

					same reason it was not possible to set a target at the beginning of the year.
Proportion of working age people on out of work benefits (JSA) <b>CPR/RR004</b>	Lower	3.1%	1.7% (Green)	No target set	This data source is no longer relevant or accurate as all new claimants are processed under Universal Credit. JSA is no longer being awarded to new claimants.
Percentage of households that experience fuel poverty <b>CPR/CWB009</b>	Lower	10.3%	Data not available (annual indicator) (White)	10.4%	2013/14 is the latest data available. Data is published annually by Public Health England and 2014/15 data is likely to be available in August 2015.
Percentage of work programme leavers that move into employment <b>CPR/RR005</b>	Higher	New indicator	Data not available (White)	5% by 2016	This is delivered locally through Working Well. Data is being collated and the programme evaluated at Greater Manchester level. Local systems are being adapted to support Working Well candidates who have complex needs and Bury is on track to meet its target by 2016.
Percentage of total JSA (Job Seekers Allowance) claimants that are made by youths (16-24) <b>CPR/RR008</b>	Lower	28.65%	17.9% (Green)	No target set	This number has reduced significantly. This may be due in part to the raising participation age (RPA) which means that school leavers aged 16 and 17 are expected to enter training, education or employment and should not be claiming benefits.

<p>Proportion of people who entered the national careers service work programme that gained employment.</p> <p><b>CPR/RR010</b></p>	Higher	New indicator	Data not available (White)	No target set	This is a national programme which is currently being reviewed under the European Social Fund funding rounds. Data has not been collated under the national programme.
<p>Proportion of people accessing the Local Support Fund that are allowed a crisis award</p> <p><b>CRP/RR019</b></p>	Lower	New indicator	975 (White)	No target set	The objective of the fund is to continue to help those in short-term need whilst also working towards minimising repeat applications from those with longer-term issues. There has been a steady flow of applications throughout the year. Further information is provided in the 'Local Support Fund' section of the Corporate Plan Quarter 4 2014-15 Update Report.
<p>Proportion of crisis awards allowed that are a direct result of a sanction, suspension or disallowance of a DWP</p> <p><b>CRP/RR020</b></p>	Lower	New indicator	146 (White)	No target set	Customer Support and Collections Team is unable to explain the reduction in applications from customers who claimed due to receiving a penalty during Q4; this may be due to DWP internal procedures. The Team continues to educate customers about how to avoid sanctions and disallowances; it is also in regular contact with DWP to try to resolve ongoing issues and inform customers about what is required to move forward. Short-term grants are made in the interim when DWP hardship applications are unsuccessful.

## Project Updates

### **Backing Young Bury**

Backing Young Bury continues to support unemployed 18 – 24 year olds across the borough. Preventative work includes Information, Advice and Guidance (IAG) through the Backing Young Bury IAG Offer to Schools. This offer is currently being revised for academic year 2015/16. To date 13 schools have engaged and collectively 56 activities have been selected from the menu and 1,800 students have engaged. The cost to Bury Council is £6.30 per student. This activity has been funded via City Deal Funds.

Backing Young Bury is working in partnership with the Construction Group Training Association (GTA) shared apprenticeship scheme to support 6 Bury apprentices starting their apprenticeship framework on the Greater Manchester Fire and Rescue Training Centre. Further discussion will happen to increase opportunities using the Backing Young Bury Connecting Provision model via the traineeship route.

### **Local/Bury Support Fund**

April 2013 saw the introduction of Bury Support Fund to provide a local provision which is easily accessible to those who have a genuine need for short-term financial help or food help towards crisis and resettlement into the community. The overarching approach has aimed at not only alleviating immediate need but also to provide financial advice to customers in order to maximise their incomes and provide a better solution to debt or financial problems.

There appears to be an increase in applications from those whose Employment and Support Allowance has been refused and who are awaiting the result of their mandatory reconsideration before they can appeal. This can be a long process, during which time no DWP benefit will be paid. There is also an increase in those claiming Universal Credit, where a first payment will not be received for at least 5-6 weeks after the initial claim is made. In addition, there are long delays in the housing element being paid, causing some customers to use some of their personal allowances to keep on top of rent.

### **New Horizons Programme**

This programme provides support for young people aged between 19 and 25 who have learning difficulties and disabilities, and offers an opportunity to access appropriate training programmes from Bury College to meet their needs. These young people on leaving a specialist school at 19 would previously have gone outside of the borough to take up an educational place at a specialist college. In the last year 6 Learners have taken up this opportunity, 3 each in years 1 and 2.

Learners improved their communication and independent living skills, their numeracy and literacy skills as well as increasing their

confidence levels through the programme. Without exception, positive feedback was given by all parents and carers of learners on the programme.

A key benefit is that the programme runs at a local college and this minimises travel and disruption for the learners. The young people attend alongside their peers and other local learners. These factors contribute to greater integration and shared understanding amongst the college population.

The New Horizons programme is also linked to other service providers in the borough to provide continued support to learners, including local leisure and transport facilities.

### **Working Well – formally Work Programme Leavers**

Two key workers are now in place in Bury working from the Town Hall and within community venues.

In Bury the latest data stands at 64 active caseloads.

Issues presented by the cohort consistent with previous reports:

- Continue to predominantly be around mental and physical health, with 45% either poorly/not managing their health.
- Issues including depression/low mood and anxiety disorders
- Poor access to transport, particularly public transport
- Lack of work experience
- Lack of skills/qualifications

The expansion of the Working Well Programme will commence in the summer 2015.

### **Business Engagement Programme**

The following key work areas on the work plan have been completed:

- Recruited a joint post with Business Growth Hub.
- Made in Bury Business Awards.
- Made In Bury Business Fair.
- Ensured Bury Council engaged actively with the Chamber of Commerce and other business networks.
- Actively promoted Business Start up Support, the Greater Manchester Business Growth Hub and all other business support



activity.

- Bury Council online information to businesses (e news letter) launch summer 2015.
- Welcome Pack/information pack for inward investors and indigenous businesses is on track to be complete in June 2015.

The next work plan is currently being updated with new key tasks.

Stronger and safer communities					
Measure	Higher/ lower is better	2013/14 Baseline	2014/15 Q4	Target	Commentary
Percentage of household waste sent for reuse, recycling and composting  <b>CPR/NI192</b>	Higher	37.27%	46.6% (Green)	45%	The target of 45% was exceeded because of the introduction of 3-weekly refuse collections and more frequent dry recycling collections from October 2014. This also prompted an increase in food waste recycling.
Residual household waste – kgs per household  <b>CPR/NI191</b>	Lower	447.85	426.19 (Green)	445.00	The outturn at Q4 exceeds the target for residual waste. This reduction is due to the introduction of 3-weekly refuse collections and increased frequency of dry recycling collections in October 2014. As a result recycling tonnages are up and residual waste tonnages are down.
Number of serious violent crimes per 1,000 population  <b>CPR/NI015/BS</b>	Lower	0.45	0.77 (Green)	0.88	For the period January – March 2015 there were 36 incidents of serious violent crime reported which equates to 0.19 per 1,000 population. For the period April 2014 – March 2015 there were 144 incidents reported which equates to 0.77 per 1,000 population
Number of serious acquisitive crimes per 1,000 population  <b>CPR/NI016/BS</b>	Lower	11.11	11.92 (Green)	12.95	For the period January – March 2015 there were 560 incidents of serious acquisitive crime reported which equates to 3.02 per 1,000 population. For the period April 2014 – March 2015 there were 2,207 incidents reported which equates to 11.92 per 1,000 population.

<p>Assault with injury crime rate per 1,000 of the population</p> <p><b>CPR/NI020/BS</b></p>	Lower	4.27	5.72 (Green)	6.25	<p>For the period January - March 2015 there were 247 incidents which equates to 1.33 per 1000 population. For the period April 2014 - March 2015 there were 1059 incidents reported which equates to 5.72 per 1000 population.</p>
<p>Reduction in number of incidents of ASB per 1,000 population</p> <p><b>CRP/BS/LI05</b></p>	Lower	46.12	41.41 (Green)	49.24	<p>For the period January - March 2015 1568 incidents of ASB were reported which equates to 8.47% per 1000 population. For the period April 2014 - March 2015 7666 incidents were reported which equates to 41.41% per 1000 population. There has been a sustained decrease from June 2014, with a 12% decrease in the past 6 months and Bury being the second most reduced borough in Greater Manchester for the past 6 months.</p>
<p>Percentage rate of repeat incidents of domestic violence</p> <p><b>CPR/NI032/EQDTZ/BS/14/15</b></p>	Lower	27.94%	25.51% (Green)	28%	<p>18 repeat incidents of domestic violence and abuse (equivalent to 30%) were recorded by MARAC (Multi Agency Risk Assessment Conference for high risk victims) in Q4. Between April 2014 – March 2015, a total of 63 repeat incidents (equivalent to 25.5%) were recorded by MARAC.</p> <p>Reducing repeat abuse is a key priority for the Community Safety Partnership (CSP). A full review of domestic violence and abuse is</p>

					currently being undertaken in Bury, and a new strategy and action plan is being developed to help reduce the number of repeat incidents in the future.
Number of empty properties <b>CPR/CWB014</b>	Lower	New indicator	1684 (White)	No target set	<p>The Figure given includes second homes. Not including second homes, there are 988 empty properties. The number of empty properties in Bury, according to Council Tax records, has reduced.</p> <p>Urban Renewal sent letters to owners of all empty properties when Council Tax bills for the new financial year were sent. This generated more calls and contacts regarding bringing empty properties back into use.</p>
Number of empty properties brought back into use <b>CPR/CWB015</b>	Higher	New indicator	413 (Green)	100	<p>115 properties have been brought back into use during Q3 and Q4, bringing the total to 413. This is more than four times the original full-year target of 100.</p> <p>Urban Renewal sent letters to owners of all empty properties when Council Tax bills for the new financial year were sent. This generated more calls and contacts regarding bringing empty properties back into use.</p>
Number of homeless acceptances per 1000 households	Higher	2.5	Data not available (White)	2.40	Figure for 2013/14 is 2.5 (per 1000 households). This indicator is published

<b>CPR/P/PHOF1.15i</b>					annually by Public Health England.  2014/15 data is likely to be available in November 2015.
Number of families turned around through SCIL programme (There are national and local criteria for a family to be considered complex. A family has turned around when they no longer meet these criteria)	Higher	179	313 (Green)	No target for March 2015	The target figure of 385 to May 2015 was achieved and submitted up to the final claim. 313 families were 'turned around' by March 2015.
<b>CPR/CWB017</b>					
Proportion of people who accessed debt advice that received a debt solution <b>CPR/RR018</b>	Higher	New indicator	65.25% (White)	No target set	The Council continued to work in partnership with Bury CAB and developed a corporate debt policy which helps customers who have several debts owed to Bury Council and Six Town Housing.

## **Project Updates**

### **Homelessness Strategy**

Work is currently underway to refresh the Homeless Strategy and a draft document is due to be submitted to the Cabinet meeting in September 2015.

### **Corporate Debt**

Our Corporate Debt Policy has initiated a partnership approach to make sure that those who have the means to pay do pay and those individuals or families in genuine crisis receive the targeted help and support they need to prevent increasing debts, promote personal capacity and create better life chances. This approach was adopted by the council in October 2013 and has since been integrated by Six Town Housing into their working practices. So far cases have been trialled with the corporate debt approach leading to a reduction of customer debt worth over £18,000.

### **Digital Inclusion**

Bury's Digital Inclusion strategy was approved in October 2013 and gained a pledge of support from members of the Bury Wider Leadership Group (BWLG). A steering group has been established involving representatives from key partners and the third sector. As a result, digital access points and additional available support across the borough have been mapped out and a central digital hub has been developed at Customer Support and Collections and is ready to go live.

### **Supporting Communities, Improving Lives**

The purpose of the SCIL team is to implement the National Troubled Families agenda. It has identified families that meet the eligibility criteria for the project and is working to address their complex needs and dependencies. Phase 1 (from April 2012) of the programme identified 435 families and Phase 2 (from September 2012) has identified 194 families. The SCIL team has eight family co-ordinators and is currently supporting 76 families.

Some key elements of the programme are:

- Work with other partners to support families who have not had opportunities for employment - a staff member from the Department for Work and Pensions has been seconded to SCIL and the team is also working closely with Bury Employment

Support and Training (BEST). This activity aims to break down the barriers created by worklessness, including raising aspirations, mapping out ways to overcome obstacles and providing opportunities for family members to enter the labour market.

- Involvement with the Organised Crime Group (OCG) agenda - an OCG co-ordinator works within the SCIL team to focus specifically on the programme. This is a developing project and it is gaining momentum as more families are identified.
- Ongoing project with Butterstiles Primary School - Bury Council contributed towards funding for a 'nurture room' so that pastoral staff can work with families in need. A SCIL co-ordinator works with the School and staff to address wider problems which may affect pupils' families.
- Developing methods of capturing information about levels of family debt to help shape the programme.
- Awareness raising activities, including multi-agency workshops, information sessions with partner agencies, attending team meetings and general publicity.

The SCIL team has adopted a multi agency approach to supporting families and is keen to work alongside other projects to enhance the quality of life of households. The Government gave Bury a target to 'turn around' 385 families by May 2015. At the end of 2014/15, 313 families have been 'turned around'. It is a new project and, as it develops, the team hopes that more families will be able to benefit from the service.

### **Empty Properties**

These figures are solely based on Council Tax data. We have a range of tools available to bring empty properties back into use that range from an enforcement option to acquisition and more recently a leasing option.

### **Domestic Abuse Strategy**

A review of the partnership model to address Domestic Violence Abuse in the Borough has been undertaken and the findings have been presented to the Community Safety Partnership.

A refreshed Domestic Abuse Strategy and supporting action plan is currently been developed and will be presented to the Community Safety Partnership in July 2015.

Health and Wellbeing					
Measure	Higher/ lower is better	2013/14 Baseline	2014/15 Q4	Target	Commentary
Proportion of older people (aged 65 or over) who are still at home 91 days after discharge from hospital into reablement / rehabilitation services  <b>CPR/NI125/ASCOF/2B</b>	Higher	81.40%	88.97% (Green)	No target set	This indicator is now determined as part of the Short-and-Long-Term (SALT) Adult Social Care Guidance (not the ASC-CAR) and the methodology has changed slightly. This increased figure is in line with current guidance.
Rate of alcohol related admissions to hospital per 100,000 population  <b>CPR/CWB016</b>	Lower	642	Data not available (annual indicator) (White)	637	This indicator is available annually by Public Health England, 15 months after the year end. The data for 2014-15 will be available in June 2016.
Injuries due to falls in people aged 65 and over  <b>CPR/CWB018</b>	Lower	1755	Data not available (annual indicator) (White)	2011	1755 (rate per 100,000) is the figure for 2013/14 and is the latest available. The figure for 2014/15 is expected to be published in May 2016.
Proportion of carers with a completed assessment in the year  <b>CPR/CWB010</b>	Higher	New indicator	60.5 (annual indicator) (White)	No target set	2014/15 target and 2013/14 baseline data not available. Of the 919 carers that received a service (payment) 556 have received a review or assessment during this financial year. Work for the SALT adult social care (end of year return) has improved the accuracy of this indicator.
Permanent admissions of older people (aged 65 and over) to residential or nursing care homes	Lower	720.7	742.7 (White)	No target set	While this has increased from last year's figure of 720.7, that was an exceptionally low figure. Overall the trend is still going



per 100,000 population <b>CPR/ASCOF/2Ai</b>					down. This measure is now determined from the SALT.
Proportion of people using Social Care who receive Self-Directed Support <b>CPR/ASCOF/1Ci</b>	Higher	79.7%	83.5% (annual indicator) (Green)	No target set	The definition has changed this year to only include long-term services in the denominator which will have contributed to the increased percentage. New definition from the SALT Adult Social Care Guidance.
Proportion of people using Social Care who receive Direct Payments <b>CPR/ASCOF/1Cii</b>	Higher	22.8%	23.0% (annual indicator) (Green)	No target set	The definition has changed this year to only include long-term services in the denominator which will have contributed to the increased percentage. New definition from the SALT Adult Social Care Guidance.
Proportion of children's social care assessments completed within timescales <b>CPR/CYPC009</b>	Higher	New indicator	70.6% (White)	No target set	As predicted last quarter, the number of assessments authorised in Quarter 4 was fewer than the previous quarter and timescales have improved. Of 696 Child and Family assessments authorised between January and March inclusive, 560 (80.5%) were authorised within 45 days of their commencement. 2014-2015: Of 2781 assessments completed, 1962 (70.6%) were authorised within 45 days.

## Project Updates

### **Affordable Warmth**

The project work continues to work closely with other agencies, the objective is to cut fuel poverty by assisting residents to improve the energy efficiency of their homes, maximise householder income, reduce energy consumption and, where possible, help reduce the cost of energy to the consumer.

### **Retrofit Energy Efficiency Measures**

During quarter three and quarter four 216 retrofit energy efficiency measures were installed attracting over £280,000 of investment from DECC and Energy Companies.

This has saved Bury residents an estimated £45,000 annually off their energy bills, ensuring that they are more likely to heat their homes adequately and therefore alleviating health conditions that can be exacerbated from living in cold damp homes.

### **Fuel Poverty**

A project has been developed to further assist those that are in fuel poverty where current schemes were unable to help e.g. householder was in fuel poverty and unable to access funding, or where there is a shortfall in the funding that the householder is unable to meet, to enable energy efficiency measures to be installed. A total of £159,450 was made available and the scheme will run till March 2016. To date 11 vulnerable fuel poor households have been assisted.

### **Solar PV Scheme**

In quarter 4 a study began on the possibility of installing Solar PV boroughwide at no cost to the householder in partnership with Keepmoat, incorporating both social housing and private sector properties. Initial investigations propose an assumed portfolio of 1,000 suitable Six Town Housing properties (social housing) attracting £3m investment from Macquarie Bank at entirely no cost to the Council. The panels would generate 2,050,000 kWh per year, saving £139,000 off fuel bills per year. The associated Government Generation Incentives and Feed-in-Tariff would finance the capital outlay and ongoing system maintenance for the next 20 years. The option of obtaining Solar PV would then be offered to surrounding private sector properties on this rent-a-roof basis, with Bury Council promoting the scheme to encourage take-up. The private sector properties can purchase the panels instead and retain the Feed-in-Tariff themselves should they wish. This investigation will continue in the new financial year.

## **Strategy Development**

Urban Renewal took part in the consultation of the new Fuel Poverty Strategy for England in October 2014. The new Strategy was published in March 2015 which has a new vision to cut bills and increase comfort and wellbeing in the coldest low income homes and to achieve a new Statutory target to "ensure that as many fuel poor homes in England as is reasonably practicable achieve a minimum energy efficiency rating of Band C by 2030". There are also proposed interim targets of achieving Band E by 2020 and Band D by 2025. Whilst the average Standard Assessment Procedure rating in private sector properties is Band E in Bury we do not know what proportion of these are classed as fuel poor homes. Another important feature of the strategy is the new emphasis on partnership. From local authorities to the NHS, from industry to local community and the third sector, DECC have recognised that an across Government and across society approach is required to succeed in meeting these targets.

The Affordable Warmth Strategy will be converted into a new Fuel Poverty Strategy for Bury in line with this in the new financial year and we will engage all stakeholders in developing and delivering this.

The Home Energy Conservation Act requires all English LAs to report to the Secretary of State for Energy and Climate Change every 2 years from 2013 outlining the measures we deem to be practicable, cost effective and likely to result in significant improvements in the energy efficiency of residential accommodation. Measures such as taking advantage of financial assistance from central government for energy efficiency schemes to retrofit properties using area based roll out and targeting. The 2013 report was submitted and we have submitted a new report on the 31<sup>st</sup> March 2015 outlining the progress we have made since the last report and setting out what we plan to do for the next 2 years.

## **Early Help Strategy**

The Early Help Strategy has now been signed off.

A Network Event took place in March 2015 to look at some of the priority areas of work with partners, and work is underway in developing an action plan to develop some of the themes within it. This is being worked on in the Children's Trust Operational Group, and reports to the Children & Young People Trust Board.

## **Integrating Health & Social Care**

An update to be provided at the next quarter, quarter 1 2015/16.

### **Early Years New Delivery Model**

Bury Local Authority have received a FFF (Further, Faster, Funding) Grant and are using it to recruit a Project Lead who can take forward some of this work in a more co-ordinated way. The interviews for this post take place early June 2015.

### **Health and Wellbeing Strategy**

The Health and Wellbeing Strategy has now been refreshed following a priority by priority refresh over recent months. This has been complimented by a review of governance for each priority area.

The Priority Refresh reports and Governance Framework reports for all five priorities are due to be signed off at the 11<sup>th</sup> June 2015 Health & Wellbeing Board.

The final refreshed strategy including governance framework is due to be presented at the July 2015 Health & Wellbeing Board and followed by the Health Scrutiny Committee. Six sub groups of the Health & Wellbeing Board will have responsibility for bi annual updates to the board in September 2015 and March 2016 on progress against each priority.

### **SEND Reform**

The SEND reforms continue to be implemented and there have been significant developments since September 2014, including the introduction of new thresholds for Education, Health and Care assessments; the introduction of new SEN funding streams for schools and early years settings to reduce the reliance on Educational Health Care (EHC) plans; a new EHC assessment process; person centred training is being rolled out to all schools and the Local Offer has been launched and continues to develop. The transfer of statements and LDA's to EHC plans has commenced and approximately 250 will be transferred this year.

Bury has made a lot of progress in the implementation of the reforms, however there continue to be significant challenges that have to be addressed. These include joint commissioning between the LA and CCG and the identification of gaps in provision; the joint assessment of children and young adults between all agencies; the significant transitions for all children and young people with SEND and particularly those from school to college and college into adulthood; the development of personal budgets; and the ongoing involvement of young people and their families in all the changes.

From January 2016, Ofsted will be charged with inspecting LA's and CCG's in relation to the implementation of the reforms.

## One Council, One Success, Together

### Finance Summary

Department	Budget	Outturn	Variance
	£000s	£000s	£000s
Communities & Neighbourhood - Residual	258	191	(67)
Children, Young People & Culture	40,997	42,149	1,152
Communities & Wellbeing	72,260	73,341	1,081
Resources & Residual	6,352	6,048	(304)
Non Service Specific	23,893	21,936	(1,957)
<b>TOTAL</b>	<b>143,760</b>	<b>143,665</b>	<b>(95)</b>

The underspend of **£0.095m** represents approximately **0.07%** of the total net budget of £143.760m.

<b>Performance Indicators</b>					
<b>Measure</b>	<b>Higher/ lower is better</b>	<b>2013/14 Baseline</b>	<b>2014/15 Q4</b>	<b>Target</b>	<b>Commentary</b>
Percentage Council Tax collected <b>CP/BV004</b>	Higher	96.97%	96.97% (Green)	96.5%	The last quarter saw an improvement in the comparison for last year, as more instalments are now being paid up to March which affects cash flow.
Percentage of business rates collected <b>CPR/B/BV010</b>	Higher	94.23%	95.08% (Green)	96.00%	Collection during Quarter 4 was good, with % collection being up by 3.31% on Quarter 4 for 2013/14. The target of 96% has not been reached but % collection is up by 0.85% compared to 2013/14.
Average time taken in calendar days to process Housing Benefit/Council Tax new claims. <b>CPR/B/BV078a</b>	Lower	22.6	22.6 (Green)	26	Excellent performance for quarter 4 ensuring target for the year was exceeded.
Forecast outturn (Revenue) (Council –wide) <b>CPR/406</b>	Lower		See finance summary above (Green)	No target set	£95,000 underspend against budget.
Forecast outturn (Capital) (Council –wide) <b>CPR/405</b>	Lower		See finance summary above (Red)	No target set	£72,000 overspend against budget.

<p>Number of FTE days lost due to sickness absence</p> <p><b>CPR/BV012/14/15</b></p>	<p>Lower</p>	<p>9.82</p>	<p>9.67 (Amber)</p>	<p>9.20</p>	<p>This is an improvement on last year's Q4 - which was 9.82 and a little higher than Q3 which was 9.31. Ongoing changes to managing attendance policy are continuing into Q1 of 2015/16.</p>
<p>Percentage of employees satisfied with Bury Council as an employer</p> <p><b>CPR/410</b></p>	<p>Higher</p>	<p>60.4%</p>	<p>Data not available (annual indicator) (White)</p>	<p>75%</p>	<p>The employee survey took place in May and June 2015. Responses are being collated and analysed and the results will be available at the end of Quarter 2.</p>

## **Project Updates**

### **Departmental Restructures**

Work has been, and will continue to be, undertaken to determine appropriate structures and working practices to meet the challenges going forward. Over the past year, the Council has approved changes to Children's Centres and the development of a LA Trading Company to manage a range of in-house social care provision. Further proposals can be expected in the coming years as the Council seeks to manage demand, address needs and maintain jobs within the resources available.

### **Partnership, Governance & Accountability**

The new streamlined architecture for Team Bury is now operational with work well underway to focus partnership bodies on the three key priorities of stronger economy, stronger and safer communities and health and well being.

Training has been provided on Outcome Based Accountability to encourage a fresh look at improving performance and to support partners to focus on those areas that will make a positive difference to local people.

### **Digital By Default**

The project has now been defined in several stages. During quarter 2, we negotiated a contact with Socitm to provide consultancy support during the lifetime of the project. This will include overseeing the development of the new website and transformation to transactional on-line services. During quarter 2, the governance and scope of the project was signed off and structures put in place to take forward the operational work. The design templates have been produced and work is proceeding with recasting the content in a test system.

### **Medium Term Financial Strategy**

The current Medium Term Financial Strategy extends to 2016/17. The strategy will be refreshed following the Chancellor's July 2015 Budget, and any subsequent funding announcements from The Department for Communities and Local Government.



## **Employee Engagement Strategy**

Employee engagement is a useful measure of how satisfied employees are within their organisation. Engagement influences the performance and commitment of the workforce. Higher levels of engagement are linked to improved productivity, which in turn helps organisations deliver their outcomes. An Employee survey was conducted in May 2015 and is currently being analysed. The results will be available at the end of Quarter 2, 2015/16.

## **LGA Peer Review Action Plan**

Many of the key elements within the Peer Review have been completed or have made significant progress including:

- Development of the post 2015 landscape
- Review of partnership governance (see above)
- Defining priorities and reflecting these in budgets
- Promoting investment and stimulating growth
- Stakeholder engagement

Other themes remain work in progress:

- Improvement to the website/on line services
- Developing the role of scrutiny
- Developing a corporate landlord approach

## Risk

Risk management is a systematic approach to assessing risks and opportunities surrounding achievement of core strategic, departmental and operational objectives. The council has a well established approach to risk management which assesses the likelihood and potential impact of a wide range of risks & opportunities. Risk Registers are compiled for all activities and projects, and are subject to review on a quarterly basis. Risk Registers are reported to all levels of management, and to elected members.

The following risks / opportunities have been identified that the council faces in meeting its own priorities and in contributing towards the council's corporate priorities and community ambitions:

### Corporate Risk Register January 2014 – March 2015

Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status	Jan – Mar 15	Measures
01	The <u>potential</u> liability facing the Council in respect of Equal Pay significantly weakens the Council's financial position	Tracy Murphy	1	1	1	1	1	1		Risk remains low as most cases have now been settled. To remain on register till exercise complete.
										The Council received the final 2015/16 settlement information in February 2015, this was broadly as

	effectively the significant funding reductions that the Council faces.									<p>expected.</p> <p>Bury's reduction was higher than the national average, whilst funding per head is lower. Response to consultation submitted outlining this.</p> <p>Clarity about the 2016/17 settlement is unlikely to be until the Spending Review / Summer Budget later in 2015 following the General Election. MTFS to be updated at this point.</p> <p>Likelihood score raised from 3 to 4 to reflect level of uncertainty in Government funding.</p>
Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status	Jan - Mar 15	Measures

04	The budget strategy does not reflect, or respond to, national policy developments, e.g. Council Tax Support scheme and changes to the Business Rates regime	Steve Kenyon	4	2	<b>8</b>	<b>8</b>	<b>8</b>	<b>8</b>	New arrangements have been in place now for nearly 2 years, however, risk remains high given volatility, and influence from factors which are beyond the control of the Council (e.g. appeals).
05	The Council's asset base is not operated to its maximum effect to deliver efficiency savings and ensure priorities are fulfilled. Ineffective use of assets presents both a financial and a performance risk.	Alex Holland	2	2	<b>2</b>	<b>2</b>	<b>4</b>	<b>4</b>	The asset management strategy has been approved and will consider the usage and cost of all assets; taking appropriate action where necessary; e.g. invest, change of use, or disposal.

Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status Jan - Mar 15	Measures
08	The Council fails to manage the expectations of residents, service users & other stakeholders in light of funding reductions	Mike Owen	3	3	6	6	6	9	<p>Programme of Budget consultations has taken place throughout the borough at Township Forums. A letter from the Leader has also been sent out to inform residents about the level of uncertainty that remains with the impact of current and future financial cuts.</p> <p>Likelihood risk raised from 2 to 3 to reflect uncertainty of funding going forward.</p>

	changes to Council Tax Benefit impact adversely upon the Public / Vulnerable People. Also budgetary risk to the Council in the event of claimant numbers rise	Jenkins								
10	Changes resulting from the wider Welfare reform agenda impact adversely upon the public / vulnerable people.	Claire Jenkins	3	3	9	9	9	9		Welfare Reform Board coordinating action plan with partner organisations (e.g. Six Town, CAB).  Whilst impact on individuals can have significant implications, this is being mitigated where possible.
Ref	Risk that.....	Risk Owner	Impact (New)	Likelihood (New)	Quarter 1 Status	Quarter 2 Status	Quarter 3 Status	Quarter 4 Status	Jan - Mar 15	Measures
	That the scale and pace of Public Sector reform									The Workforce Development Plan is in place, the mutual settlement scheme has

	<p>key Council Services, compounded by the loss of capacity following staff leaving the Council (420+ since 2010)</p>								<p>been launched, and individual service workforce plans are being developed to ensure continuity / succession planning.</p> <p>Loss of capacity / experience remains a major concern.</p> <p>Risk will be closely monitored as the Council-wide restructure takes effect, and further voluntary retirements take effect.</p>
--	---	--	--	--	--	--	--	--	---