

Meeting: Governing Body			
Meeting Date	25 November 2020	Action	Approve
Item No.	7	Confidential	No
Title	Corporate Plan		
Presented By	Mr Will Blandamer, Executive Director of Strategic Commissioning		
Author	Mrs Lisa Featherstone, Deputy Director		
Clinical Lead			

Executive Summary

Over recent months work has been underway to draft Bury 2030 Strategy which will drive and direct a common ambition, vision, delivery plan and improved outcomes for the Borough. A public consultation is currently underway.

The Corporate Plan, which is the first Corporate Plan for the CCG and Council under the single leadership and partnership structure, is a key delivery vehicle to realising the Bury 2030 vision and translates into tangible corporate and departmental plans and priorities the 2030 Strategy with clear deliverables and measures outcomes for the initial two-year period.

Drafted in the context of the current national Covid-19 pandemic and associated local response, with a specific strategic objective to ensure a sustained focus building further on the initial 10-point plan which was delivered pre-Wave 2, the Corporate Plan outlines core actions to enable and address recovery for the next 6 months. It is also informed by the recent Equalities Review and the need to strengthen Inclusion throughout all our activities.

As with the 2030 Strategy, the Corporate Plan also aligns to the Locality Plan and supports the delivery of the ambition to secure transformational improvement in population health so that residents are in control of their lives and enabled through a joined-up health and care system.

The Corporate Plan is ambitious and in defining a new way of working it is exciting, but will also demand tough decision-making, routine monitoring and constructive challenge so that we hold ourselves and each other to account in order that outcomes and experience is improved for our communities, citizens and patients.

Let's Do It.

Recommendations

The Governing Body is asked to:

- Note that the Corporate Plan has been presented to the Council cabinet on 24th November 2020 with a request to recommend to full Council;
- Approve the Corporate Plan on behalf of the CCG

Links to CCG Strategic Objectives	
SO1 People and Place To enable the people of Bury to live in a place where they can co-create their own good health and well-being and to provide good quality care when it is needed to help people return to the best possible quality of life	<input type="checkbox"/>
SO2 Inclusive Growth To increase the productivity of Bury's economy by enabling all Bury people to contribute to and benefit from growth by accessing good jobs with good career prospects and through commissioning for social value	<input type="checkbox"/>
SO3 Budget To deliver a balanced budget for 2019/20	<input type="checkbox"/>
SO4 Staff Wellbeing To increase the involvement and wellbeing of all staff in scope of the OCO.	<input type="checkbox"/>
Does this report seek to address any of the risks included on the Governing Body Assurance Framework? If yes, state which risk below:	
GBAF	

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Have any departments/organisations who will be affected been consulted ?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any financial Implications?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
If yes, has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
If yes, please give details below:						
<p>The Corporate Plan embraces the recommendations from the recent Equalities Review and reflects the requirement for further progress to be made in respect to the wider Inclusion agenda.</p> <p>Through the delivery of the Corporate Plan, whether as a whole or through individual departmental objectives and priorities, there will be improved outcomes and experience for the Borough, which will support demonstrable due regard as required by legislation, but also improvements and greater cohesion within and across communities.</p> <p>There is no adverse impact in respect to the protected characteristics of communities of interest.</p>						
If no, please detail below the reason for not completing an Equality, Privacy or Quality						

Implications						
Impact Assessment:						
Are there any associated risks including Conflicts of Interest?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are the risks on the CCG's risk register?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>

Governance and Reporting		
Meeting	Date	Outcome
Executive Team	Various	Corporate Plan shaped and informed
Informal Council Cabinet	11/11/2020	Supported
Council Cabinet	24 Nov 2020	tbc
CCG Governing Body	25 Nov 2020	tbc
Council (full)	tbc	tbc



CORPORATE PLAN 2020-22

Bury Council and NHS Bury CCG

Our Corporate Plan 2020/22 sets out key themes, principles and deliverables to support the Borough of Bury as it recovers from the local impact of the Covid-19 pandemic and builds a better and brighter future for our people, communities and businesses. Through this plan we set out the foundations from which new relationships, responsibilities and outcomes will emerge to support delivery of the Bury 2030 Strategy.

Contents

Introduction	2
Who we are	3
What we do	5
Where are we now	6
Where do we want to get to.....	7
Our Objectives	8
Inclusion at our Core	10
How we will deliver	11
Our Measures of Success	12
Our Delivery Framework	15
Our Corporate Plan 2020/22 – Delivery Plans by Department	16
Business Growth and Infrastructure	16
Children’s and Young People.....	17
Corporate Core	18
Finance	19
Operations	20
One Commissioning Organisation	22

Introduction

Welcome to our Corporate Plan 2020/22.

In 2015 NHS Bury Clinical Commissioning Group (CCG) and Bury Council committed to working closer together to integrate health and care services in Bury. The appointment of a single and joint Chief Executive of Bury Council and Accountable Officer for the CCG in 2018 cemented this commitment and enabled us to join up 'everything the Council does' with the CCG and, through shared objectives, to further improve the health and wellbeing of the people in the Borough and bring to bear the full powers, influence, resources and capabilities of both organisations.

The partnership is now working to deliver its role in the Bury 2030 Strategy – the 10-year vision for the whole Borough, which will improve life chances for everyone through:

- five clear commitments to make significant progress in carbon neutrality; healthy lives; economically strong; inclusive and digitally enabled by 2030
- the five delivery themes of the local industrial strategy: people, place, ideas, infrastructure and business environment; and
- four principles of ways of working from which we all operate to drive *inspiration; aspiration; participation* and *collaboration*

This plan describes how, through the joint working of the Council and CCG through the four departments and One Commissioning Organisation, the partnership will work together to contribute to the Borough Strategy over the next two years. It describes the work of our teams; the priorities we are working towards and the outcomes we are committing to achieve.

All of this work is required at a time of great national challenge and uncertainty because of the Covid-19 pandemic. At the time of writing the vaccination programme is in development; infection levels remain highly unstable and there are huge demands on the Council and CCG to lead the local public health response; protect the NHS and support the community in conjunction with private and voluntary sector partners. The economic and health impacts of Covid-19 remain unclear but there is no doubt they will make our mission to reduce inequalities harder and increase the challenges to achieving economic growth and improving the quality of life for local people.

Our response to the Covid-19 pandemic as a health and care system has generated a momentum that we must keep hold of whilst we strive for a safe and sustainable recovery from the emergency. This is a catalyst for change that will create new ways of receiving services, new ways of working and a different relationship with our residents and our communities. The learning from our experiences will help drive and deliver real improvements.

Our Corporate Plan sets out our priority deliverables for the next two years in this context, as a platform to harness the very best of our partnership. It is aligned to the Locality Plan and supports the delivery of the ambition to secure transformational improvement in population health so that residents are in control of their lives and enabled through a joined-up health and care system. There are exciting plans proposed but some tough decisions too. We will track our progress on this challenging journey through a new outcomes' framework and the delivery of our budget strategy.

Let's do it!

Who we are

The Council and CCG partnership is organised as four departments and a One Commissioning Organisation.

The Business Growth and Infrastructure department leads:

- Strategic development strategy and functions of the Council including the Local Plan;
- The Council's capital development programme;
- Town planning and building control functions;
- Housing strategy development including the relationship with the private rented sector.

The Children and Young People's department:

- Provides universal and targeted early help support for the Borough's children, including:
 - Supporting 1136 vulnerable children, including 358 for whom we are their Corporate Parent and a further 140 who are supported into adulthood after leaving care;
 - Providing dedicated support to early years settings and child minders who provide 5,550 places to the Borough's pre-school children;
 - Supporting the leadership of 80 schools across the Borough, enabling head teachers to delivery high quality education for 29,000 children;
 - Providing strategic leadership around inclusion and statutory support for children with additional needs and disabilities;
 - Delivering services targeted at supporting young people through provision of youth work and education, training and employment support.

The Corporate Core:

- Leads the corporate strategy functions across the Council and CCG and co-ordinates the Team Bury network of public, private and community partners;
- Provides professional enabling services including HR, communications, legal services and business support;
- Provides the partnership's governance and democratic functions, including support to the council's 51 Elected Members and the CCG Membership, Governing Body and committees.

Finance sits alongside the Corporate Core and

- Leads on the medium-term financial strategy, providing strategic oversight and guidance on financial sustainability and resilience;
- Provides stewardship over all financial activities across the Council and CCG;
- Provides and delivers effective payment mechanisms for staff, providers and suppliers;
- Delivers an internal audit function to support and report on governance specifically for the Council; and
- Delivers revenue, benefits and welfare services to our residents and businesses.

The **Operations** department is responsible for:

- All environmental services operated by the Council including waste management, street cleansing and grounds maintenance;
- Management of all highways, street lighting and engineering;
- Operation of the Council's leisure, civic and regulatory services;
- A range of commercial services including Bury Markets, Schools catering, caretaking and cleaning;
- Facilities management; and
- Refuse collection.

The '**One Commissioning Organisation**' (OCO) brings together all the health and social care commissioning functions of the CCG and Council into one structure. It is responsible for:

- The health of the Borough's residents through its public health functions and by leading a single strategy for health and care commissioning;
- Managing a pooled budget of all our combined health and care funding;
- Ensuring robust clinical leadership to enable delivery of a wide-reaching health and care transformation delivery programmes;
- Delivery of statutory requirements across primary, secondary and community commissioning, safeguarding practice and quality;
- Ensuring the services that we commission are of a high quality and people have a good experience of their local services;
- Ensuring the public are protected through integrated safeguarding practices and safe services.

What we do



Operate a significant number of individual services from a range of buildings across the Borough



provide leadership to 80 schools and education to 29,000 children



answer 228,075 calls into our services every year



registered 1736 births; 1955 deaths; and 436 marriages last year



receive 15000 contacts each year in relation to Adult Social Care leading to 5000 assessments; provide support to between 3500-4000 adult social care users at any one time



are parents to 358 Looked After Children



employ 5873 staff across all our services



a pooled budget for health and care spend of £0.4bn



manage 660km of carriageway, 300km of footpath, 19,000 street lighting columns, 36,500 street gullies and 400ha of green space



Collected waste from 83,500 households; and recycled 33,090.42 tonnes of waste last year



operate 118 healthcare contracts across the Bury area



purchase a range of health care and services for 190,000 people including 72,880 A&E attendance, 25,435 hospital appointments for planned care, 26,480 treatments on an emergency basis and 157,130 follow-up hospital appointments



own a stock of council houses

Where are we now

This is an exciting time for Bury Council and CCG.

Under the leadership of a new Executive team we have established system-wide leadership of the health and care system including a One Commissioning Organisation and a Local Care Organisation. Together, we have developed a Locality Plan which sets out an ambitious plan to guide this partnership over the coming years.

The Council and CCG have led the wider Borough partnership to develop a strategy and clear plan for the next ten years, **Bury 2030**, which describes the outcomes; activities and behavioural shift we want to achieve to drive life chances for all our residents.

Our hard work is paying off. Major **regeneration** initiatives are beginning to reach a positive conclusion - the strategic regeneration framework for Radcliffe has now been agreed and we are waiting to see if a new high school is approved by the Department of Education.

This year Bury was awarded the accolade of being the first **Greater Manchester Town of Culture** and the quality of our parks and public spaces continues to be recognised through our reaccreditation of **Purple Flag town centres** and **12 Green Flag parks**.

There are, however, significant **challenges** ahead. The gap in healthy life expectancy between those who live in the most and least affluent parts of our Borough is, after decades of improvement, starting to widen; the measure of deprivation in our towns is stagnating and our educational attainment is not as good as it was. We have also made a challenging

commitment to be carbon neutral by 2038 which will require radical change across all aspects of our lives.

The resources we have to be able to tackle these issues also continue to be challenging. Council and CCG budgets have reduced year-on-year and the forecast for the next two years is no less difficult. This is further exacerbated by the impact of Covid-19 and the lack of any certainty around future funding.

Based on the latest information:

- savings of c£70m will be required by the Council over the next 4 years, and
- the CCG began 20/21 with a financial gap of £20m and requirement to save c£40m over the next 4 years – the ongoing national changes to financial and contracting frameworks and funding methodologies puts a great deal of uncertainty on these original forecasts, but it is clear that the impact of Covid-19 will result in greater financial pressures to the system

These challenges all become much harder to address in the context of the **Covid pandemic**, of course. Sadly, we expect the health and economic impacts of the emergency to be far-reaching and the practical stretch in Council and CCG capacity between leading the local response and maintaining our focus on wider services and policy work is a challenge

This is the year to tackle these issues, however this requires major transformation of the way we deliver our services and manage our resources.

Local people deserve improvements in our local outcomes and the likely requirement to “live with Covid” for some time requires a relentless focus on economic recovery and community care and support.

Where do we want to get to

This plan explains how the Bury 2030 strategy will cascade into the practical delivery priorities of the Council and the CCG, through **four clear objectives** which have been defined for delivery by the partnership during 2020/22. These are to:

- Support the Borough through a robust **emergency response** to the Covid-19 pandemic
- Deliver our role in the Bury 2030 **local industrial strategy** priorities and recovery
- Lead a programme of **transformation** to establish the capabilities required to deliver the 2030 vision and embed the principles of *Inspiration, Aspiration, Participation* and *Collaboration* in all we do
- Secure financial sustainability through the delivery of the agreed **budget** strategy

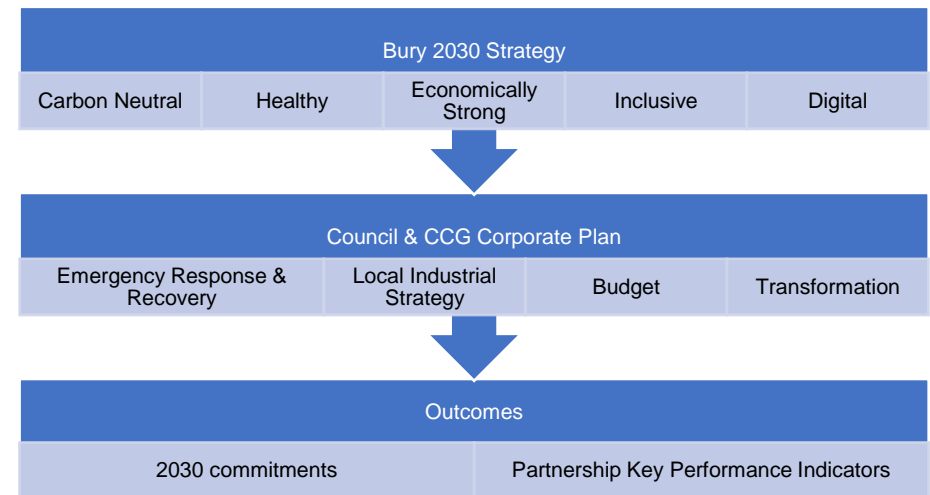
Underpinning the priorities are the **equality** objectives which have been set by the partnership; are reviewed annually and driven by the Strategic Commissioning Board.

A high-level delivery plan against all priorities is provided, together with the key measures against which we will track our progress. We will measure:

- demonstrable **outcomes** which contribute to the Bury 2030 commitments to:
 - Carbon neutrality
 - Healthy Communities
 - Economic growth/recovery
 - Equalities and inclusion
 - Digital-first

- Improving **outputs**, measured through a new internal performance dashboard to monitor the performance of partnership organisations themselves

Whilst we have set a clear objective in respect to our **emergency response**, we recognise that all of our work, not only in the short and medium term but also the longer term, will need to take account of the local situation and will require careful prioritisation of all activity across the partnership.



Details of our four Corporate Plan objectives are described overleaf.

Our Objectives

Emergency Response and Recovery

We could never have predicted the scale or impact the Covid-19 pandemic. We responded promptly, with a focus on protecting the health and care system and delivery of an initial “ten point” recovery plan. We have now defined four clear priorities for the rest of 2020/21, to take us to the point of a vaccine. These are:

Containing COVID by managing:

- Infection prevention control including outbreak management
- Restrictions, including enforcement
- Tiers of intervention
- Test, trace and supporting self-isolation
- Mortality Planning
- Plans for the vaccination programme

Supporting our Health and Social Care System

- Planned, Urgent & Community based Health & Care
- Support for children in need of help and protection
- Population Health including mental health
- Strategic Finance

Mitigating the impacts by supporting

- children and families deemed vulnerable, to reduce the risks of widening inequalities;
- schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 on learning;
- establishing the Neighbourhood Model of integrated, early help, including community safety and cohesion;
- Business and town centres including local jobs.

Supporting Our Communities including

- Communications and engagement
- The provision of humanitarian aid; a network of volunteers; support to the lonely and those facing hardship through our Community Hubs.

Bury 2030 Local Industrial Strategy

We will drive the delivery of the Bury 2030 vision, with an initial focus only on those activities which drive recovery from the present emergency. This will include:

- the health, wellbeing and connectedness of our **people** through a new physical activity strategy; mental health review and embedding progress with community healthcare; children’s school readiness; early help and educational attainment
- Developing **Place** regeneration plans to the point of business case within Radcliffe, Prestwich and Bury town centre, including a One Public Estate
- Harnessing **Ideas** by implementing our inclusion strategy; strengthening the Youth Cabinet; a refresh of the Armed Forces’ Covenant and new strategy for the voluntary & community sector
- **Infrastructure** improvements including 5G roll out; progression of the Highways Investment Strategy and the creation of more cycling and walking routes. We will implement the housing strategy, including homelessness prevention
- Local **Business** will benefit from large-scale land release in the Northern Gateway; a skills strategy and a Covid-19 economic recovery strategy, with a focus on local spend

'Business Excellence' Transformation

To deliver improved outcomes and secure financial sustainability, an internal and external transformation programme will begin, according to the principles of business excellence:

Investment in **Leadership** will include Elected Member and senior officer development strategies; the development of a clear joint vision and identity and staff engagement plan;

Partnership resources will be corralled in a neighbourhood model within each township, to mitigate demand and take pressure off statutory services through joined-up, all-age “early help” and mainstreamed community hubs;

Our **workforce** will be developed including a refreshed induction; apprenticeship strategy and updated core skills programme to maximise our resources and target our work in the right places; and

All **processes** will be reviewed to establish integrated and efficient business processes which enshrine the five Bury 2030 Commitments, in particular a digital-first approach.

Financial Sustainability

The Council is facing a forecast financial gap of c£21m by 2022 as a result of Government spending restrictions; demand increases for statutory services and additional pressures as a result of Covid pressures not covered by Government grants. The forecast for the CCG will be determined when national announcements are made.

In balancing our budget, we will look to:

- Make changes and efficiencies to our services which are aligned with the Bury 2030 pledges, to ensure decisions on resources match policy commitments as far as possible. Proposals for the next 12 months are described below;
- use our reserves to balance the need to support short-term funding gaps whilst recognising the need to deliver ongoing savings; and
- Introduce a new operating model that will increase the time we spend on delivery by removing duplicated and fragmented systems and processes.

Carbon Neutrality	Healthy Communities	Economic Growth	Equalities and Inclusion	Digital First
<ul style="list-style-type: none"> • reduction in the Council's fleet ; • more efficient waste collection rounds; • streetlight dimming; • introduction of district parking charges 	<ul style="list-style-type: none"> • development of community-based health model to keep people well for longer and reduce demand for and provision of statutory social care packages; • a review of all children's social care services to take every opportunity for efficient provision 	<ul style="list-style-type: none"> • creation of opportunities for all Bury people to access the wealth that economic growth brings and thereby reduce demand for reactive services 	<ul style="list-style-type: none"> • review of the provision for vulnerable people including all-age learning disability • deliver efficiencies by transforming our offer, targeting resources and continuously improving what we do 	<ul style="list-style-type: none"> • number of office locations will be reduced and staff enabled to work flexibly; • Full use of digital technologies to maximise the efficiency of our operations • extended reach into the community to reduce the costs of our processes and communication

Inclusion at our Core

Between 2016 – 2020 the Council has been working to the equalities objectives of taking action to 1) tackle unwanted behaviour; 2) reduce the proportion of unknown workforce data and 3) work to digital include more of our employees. A report against progress was produced in 2019: “Three years on” which set out the further work required.

The CCG has been working to 1) Improved equality monitoring data collection across all NHS services; 2) Develop an effective partnership approach to delivering robust responsive Services; 3) Being an employer who embraces the concept of work life balance and 4) Being an Inclusive Leader.

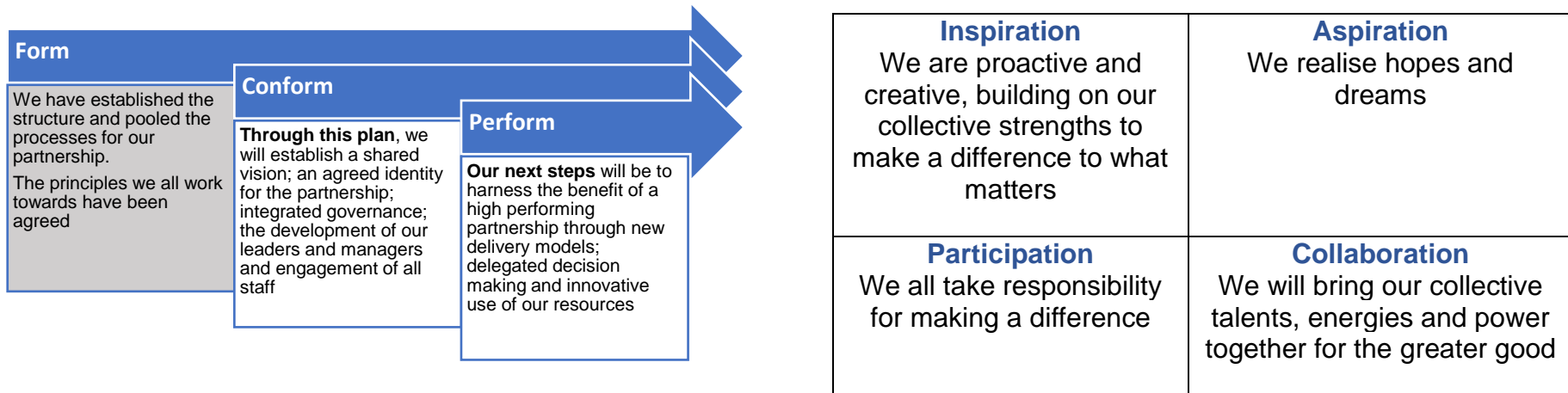
Both partners recognised that there is more to do to make progress to fulfil these objectives. A joint, independent equalities review was therefore undertaken in 2020, from which an Inclusion strategy was agreed, and the following equalities objectives have been set as required by the Equalities Act 2010. Detailed actions are included in the action plan appended:

1. **Performance and Scrutiny:** establish effective governance arrangements in order to ensure there is a robust performance and scrutiny function;
2. **Equality Data and Information:** To use data more effectively to promote equality in all decisions made by the Council and the CCG and to help ensure they give due regard to the general equality duty;
3. **Community Engagement:** develop inclusive community engagement structures in order to strengthen community engagement opportunities for the Borough’s diverse communities;
4. **Representative Workforce:** to take steps towards having workforces that are representative of the diversity of the local population;
5. **Training and Learning:** to raise awareness of people’s rights and responsibilities and to aid the delivery and embedding of the Inclusion Strategy;
6. **Improve user access and experience:** by seeking effective assurance from providers, where appropriate and embedding EDHR into commissioning;
7. **Framework Delivery:** take action to adopt and ensure real progress is made on the implementation of Workforce Race Equality Standard (WRES), the Workforce Disability Equality Standard (WDES), Equality and Delivery System2 (EDS2) and Equality Framework for Local Government (EFLG)

How we will deliver

The Bury 2030 strategy sets out a clear set of principles which will be the basis of all work across the partnership: **Inspiration, Aspiration, Collaboration and Participation**.

The Council and CCG will lead by seeking to lead by example in demonstrating these principles in all work to deliver this plan. A phased programme of organisation development (OD) will be designed to determine what this really means and to equip leaders, managers and staff with the skills and understanding to adopt the new approach. A multi-year programme of change across our people, systems and processes is proposed to *form* the partnership, establish and *conform* to a corporate approach and then achieve high *performance* through optimised processes, systems and structures.

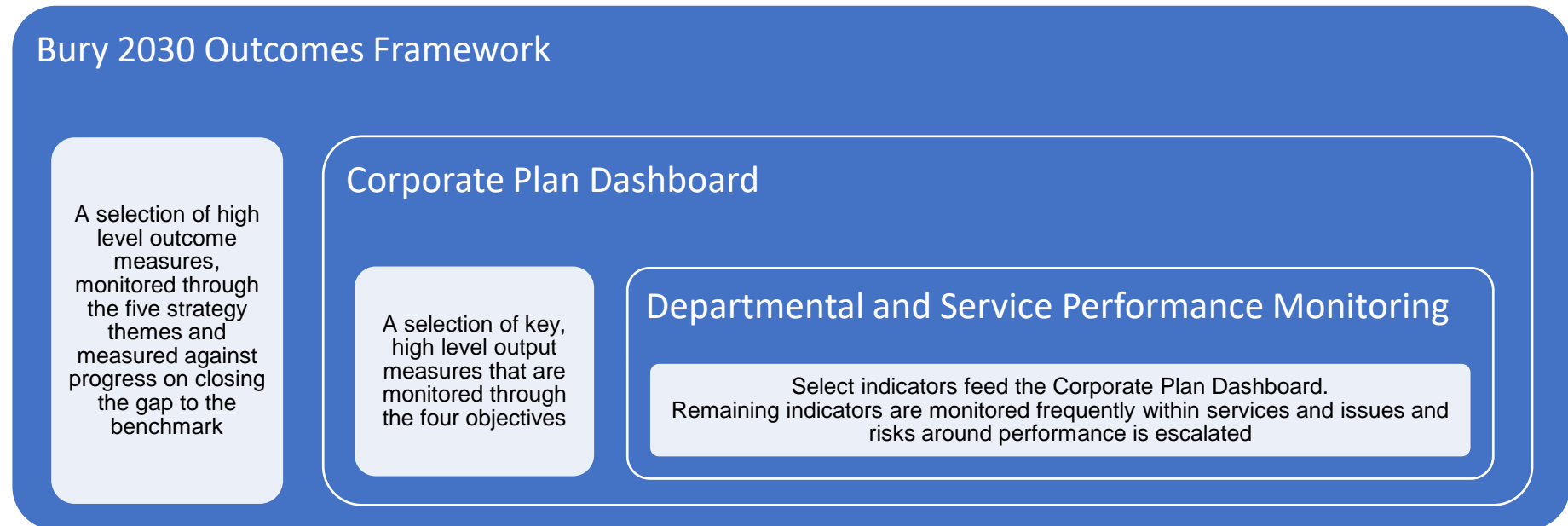


The journey to **high performance** begins as this plan is set, with a series of expectations about how we will work including:

- The performance management of all staff, led from the top, which evaluates behaviours as well as outputs
- Effective governance that ensures transparent decision making and management of delivery
- Evidence-based investment only
- An evidence-led understanding of risk and impact to ensure the right intervention at the right time
- Business cases for savings or investment tracked, delivered and evaluated
- Improvement targets monitored and achieved

Our Measures of Success

A **Corporate Performance Dashboard** will be implemented with this plan, which also follows the business excellence model and evaluates the result of the plan on people; society; customers and the organisation. Outputs and outcomes will be monitored quarterly and reported to the Council's Cabinet and CCG's Governing Body.



We will monitor our success against a range of metrics which have been presented against our four objectives overleaf.

Emergency Response and Recovery

- 1) Monitoring R number and Infection levels
- 2) Number of rough sleepers currently being supported
- 3) Number of rough sleepers moving into suitable accommodation
- 4) Visits to libraries and archives
- 5) Number of Kickstart placements
- 6) Attendance at targeted youth support groups
- 7) Numbers of children using fit and fed clubs
- 8) IMC Bed Occupancy
- 9) Residential and Nursing Care Bed Occupancy
- 10) Number of referrals to Adult Social Care
- 11) Number of Looked After Children
- 12) Number of Children In Need
- 13) Number of Child Protection Plans
- 14) Medically Optimised Awaiting Transfer
- 15) Number of Clinically Extremely Vulnerable supported through Community Hubs
- 16) Numbers accessing self isolation £500 benefit scheme

Bury 2030 Local Industrial Strategy

Infrastructure

- 1) Annual housing completions
- 2) Highway repairs completed on time
- 3) Street lighting faults completed on time

People

- 1) Breastfeeding prevalence at 6-8 weeks
- 2) School Readiness
- 3) Smoking prevalence in adults (18+)
- 4) Emergency hospital admissions due to falls
- 5) Dementia diagnosis rate (65+)
- 6) Live Well Services including BEATS referrals
- 7) Flu immunisation uptake high risk

Ideas

- 1) % parks and recreation grounds with friends of groups
- 2) New Personal Health Budgets
- 3) Numbers of volunteers engaged through the VCFA
- 4) Number of local offers on TBD

Place

- 1) Carbon emissions from council vehicles
- 2) All materials sent for Recycling, Composting and reuse
- 3) Green flags ?
- 4) Number of ASB complaints received by the council
- 5) Number of residential burglaries
- 6) Total number of violent crimes by young people

Business

- 1) Net business growth rate (start-ups minus dissolutions)
- 2) Number of business contacted through the Workplace Health
- 3) Number of individuals who have stayed in work or found a new role due to accessing the support of the Workplace Health Programme

'Business Excellence' Transformation

- 1) % Invoices paid within 10 and 30 days
- 2) Payment days for SMEs
- 3) Average time taken to repair street lighting
- 4) Average number of days in temporary accommodation
- 5) Number of housing complaints completed within 20 days
- 6) Number of empty properties brought back into use
- 7) High and medium food standards inspections completed
- 8) % uptake of primary school meals per school
- 9) Sickness absence: average number of days lost per FTE per year
- 10) Staff turnover
- 11) Employee engagement: overall satisfaction with Bury Council as an employer
- 12) FOIs completed on time
- 13) SARs completed on time
- 14) Complaints responded to within timescale / escalated to ombudsman
- 15) Contact centre – number of contacts
- 16) Prevent – Volume of Training for Council and CCG Staff

Financial Sustainability

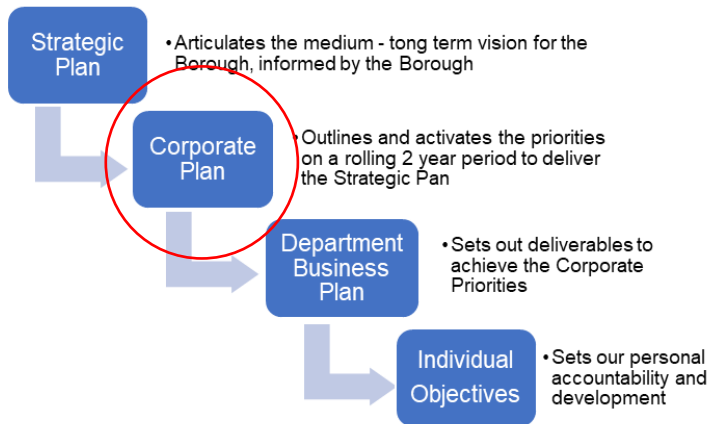
- 1) PCN collection rates
- 2) Council tax collection
- 3) Business rate collection
- 4) Debtor days above 30 days
- 5) Capital projects completed
- 6) Capital slippage
- 7) Departmental savings achieved
- 8) Total amount cashable savings from Health and Care Recovery schemes
- 9) Actuals against plan: CCG, Council, Pennine Care, Pennine Acute

Our Delivery Framework

This corporate plan drives the cascade of strategic objectives into tangible delivery. It translates both the Bury 2030 vision and operational priorities into detailed corporate and departmental plans and performance objectives for every member of staff to help us to:

- Clearly articulate our priorities and desired outcomes
- Prioritise what gets done within the resources available
- Provide and demonstrate value for money
- Provide good services and satisfaction for users and the local community
- Improve performance
- Motivate and manage our staff

The process begins in February each year when the Corporate Plan is presented for approval alongside the annual budget. The approval of strategic objectives forms the basis of the annual performance review of the Chief Executive/Accountable Officer, following which all other performance reviews can begin on the basis of cascaded objectives.



During the year the progress and impact of the Corporate Plan will be managed through quarterly reports to the Council's Cabinet and CCG Governing Body. Reports will:

- **track delivery** to confirm plans are being delivered; consider new priorities and revise work plans
- **report on outcomes** to evaluate the impact of our work on in improving the lives of our residents

“Deep dive” challenge on particular work plans will be welcomed through the Scrutiny function and CCG Sub Committee structure.

Our Corporate Plan 2020/22 – Delivery Plans by Department

Business Growth and Infrastructure

Priorities	Timeframe	Our Commitments					Our Objectives			
		CN	HC	EG	IN	DF	ER	FS	TR	IS
Growth Strategy	Q3 2020/21			✓				✓		
Council Strategic Asset Management Strategy	Q4 2020/21									
Housing Strategy (including review of affordable housing)	Q3 2020/21		✓	✓					✓	
Private Rented Strategy	Q4 2020/21		✓						✓	
GMSF	Q3 2020/21			✓						✓
Northern Gateway	Q3 2020/21			✓						✓
Preferred option in respect to Bury Interchange to be approved	Q3 2020/21			✓						✓
5G network	Q4 2020/21			✓						✓
Economic Recovery Plan including Barclays Thriving Local Economies programme	Q2 2020/21			✓			✓			
Town Centre Recovery Boards	Q2 2020/21			✓						✓
Ramsbottom Town Centre Development	Q2 2020/21		✓	✓						✓
Prestwich Village Regeneration	Q4 2020/21		✓	✓						✓
Bury Town Centre Masterplan	Q4 2020/21		✓	✓						✓
Radcliffe SRF	Q4 2020/21			✓						✓
Estates Strategy	Q3 2020/21								✓	
Investment proposition approved to improve performance of the commercial estate	Q4 2020/21			✓				✓		
Proposals approved in respect to One Public Estate programme	Q4 2020/21			✓						✓
Complete feasibility study of Uplands	Q3 2020/21			✓						✓
Approval of enhanced disposal programme	Q3 2020/21		✓	✓					✓	
Identification of suitable council space for business incubators	Q3 2020/21			✓						✓
Business relationship and engagement function	Q3 2020/21				✓					✓
Inward investment approach	Q3 2020/21			✓						✓
Working Well programme	Q3 2020/21		✓				✓			

Children's and Young People

Priorities	Timeframe	Our Commitments					Our Objectives			
		CN	HC	EG	IN	DF	ER	FS	TR	IS
Support for children in need of help and protection through the period of Covid-19 restrictions	Q3 2020/21		✓				✓			
Support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 on children and young people's learning	Q3 2020/21		✓				✓			
Focused support children and families deemed vulnerable to reduce the risks of widening inequalities and narrowing of life chances	Q3 2020/21		✓				✓			
Development of early help support for children and families via a neighbourhood management model of delivery integrated with social care and community health teams	Q3 2020/21		✓	✓						✓
Preparation for SEND	Q3 2020/21				✓				✓	
Support to the Star Academy Trust to deliver a new secondary school in Radcliffe or deliver on a contingency plan Free School Presumption application to the Department for Education	Q4 2020/21				✓				✓	
Education Improvement Strategy to rebase the performance profile of each Key Stage in Learning in mitigation of the impact of Covid and Focus on the imperatives of a Schools-Led improvement programme.	Q4 2020/21		✓	✓						✓
Improvements to children's social care practice and partnerships in response to the findings of the September 2020 Ofsted focused visit and preparation of ILACS inspection	Q4 2020/21				✓				✓	
Delivery of 4 million of savings and robust management of the Dedicated Schools Grant recovery plan	Q3 2021/23						✓			
Leadership of the Borough's contribution to delivery of the Greater Manchester Children's Plan	Q3 2020/23		✓							✓
Establish the principles and practice of co-production in the areas of special educational needs and community safeguarding prevention	Q3 2020/22		✓							✓

Corporate Core

Priorities	Timeframe	Our Commitments					Our Objectives			
		CN	HC	EG	IN	DF	ER	FS	TR	IS
Corporate Plan & departmental business planning process launched	Q3 2020/21				✓				✓	
Homeless Strategy 2020/21 (No rough sleepers ABEN 2020/21)	Q4 2020/21				✓		✓			
HR policy review	Q3 2020/21				✓				✓	
Joint Equalities Review and Strategy agreed	Q3 2020/21				✓				✓	
i-Trent/transactional HR review	Q3 2020/21				✓				✓	
Boundary Commission Review	Q3 2020/21			✓						✓
Development of VCFA requirements including volunteer strategy	Q3 2020/21		✓		✓				✓	✓
Microsoft 365 rolled out	Q3 2020/21					✓			✓	
Council constitution updated inc. member Development Plan	Q3 2020/21				✓				✓	
Transformation partner commissioned & planning begins	Q3 2020/21					✓	✓	✓		
Brexit Planning	Q3 2020/21			✓			✓	✓	✓	
Agile working strategy	Q3 2020/21					✓	✓	✓	✓	
Health & Safety Strategy (inc centralised resource)	Q3 2020/21				✓				✓	
Talent Strategy including Apprenticeships	Q3 2020/21				✓				✓	
Business support review	Q4 2020/21				✓				✓	
IG strategy review	Q4 2020/21				✓				✓	
Culture Strategy (inc events and blue plaques)	Q4 2020/21		✓	✓						✓
Joint Communication Strategy updated	Q4 2020/21				✓				✓	
Performance data dashboard & reporting begins	Q4 2020/21				✓				✓	
Armed Forces Covenant Refresh	Q4 2020/21				✓				✓	
Social Value Policy and Procurement Review	Q4 2020/21			✓						✓
Local Election Planning and Delivery	Q4 2020/21				✓					✓
Digital Strategy	Q4 2020/21					✓			✓	
Neighbourhood Model defined and programme plan developed	Q1 2021/22			✓				✓		
Domestic Violence Strategy	Q1 2021/22		✓		✓				✓	

Finance

Priorities	Timeframe	Our Commitments					Our Objectives				
		CN	HC	EG	IN	DF	ER	FS	TR	IS	
Risk Registers and Risk Maturity Assessment	Q3 2020/21				✓				✓		
Procurement Strategy	Q4 2020/21			✓					✓		
Financial Procedures and Policies	Q4 2020/21				✓				✓		
Capital Strategy	Q4 2020/21			✓					✓		
Medium Term Financial Strategy and Delivery	Q4 2020/21			✓					✓		
Treasury Management Strategy	Q4 2020/21			✓					✓		
Making Tax Digital	Q4 2020/21					✓			✓		
Council Tax Support Scheme	Q4 2020/21		✓	✓				✓			
Finance Service Offer	Q4 2020/21				✓				✓		
Financial Management Code of Practice Compliance	Q4 2020/21				✓				✓		
Section 75	Q4 2020/21				✓			✓			
Contracts Register refresh	Q3 2020/21				✓				✓		
Anti-poverty Strategy	Q2 2020/21		✓		✓		✓				
Capital Programme review	Q3 2020/21			✓					✓		
Commercial Strategy (Including Traded Services)	Q3 2020/21			✓					✓		
Income and Debt Management Review and Write-off Policy	Q3 2020/21			✓					✓		
Six Town Housing VFM Strategy	Q4 2020/21			✓				✓			
Community voucher scheme	Q2 2020/21		✓		✓			✓			
Housing Revenue Account Strategy	Q3 2020/21			✓				✓			

Operations

Priorities	Timeframe	Our Commitments					Our Objectives				
		CN	HC	EG	IN	DF	ER	FS	TR	IS	
Accommodation Review <ul style="list-style-type: none"> Develop Asset Rationalisation plan Town Hall Maintenance and Repairs COVID secure buildings FM Strategy and Structure 	Q4 2020/21 Q3 2021/22 Q3 2020/21	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	
Bury Markets investment and improvement	Q3 2021/22	✓	✓	✓				✓	✓	✓	
Civic Venues Review	Q4 2020/21			✓				✓			
Clean Air and Minimum Licensing Standard Consultation	Q3 2020/21	✓	✓						✓		
Climate Change Strategy <ul style="list-style-type: none"> Produce Carbon Footprint Report Recruitment of additional resources Develop strategy for consultation Deliver the Housing Strategy action plan in relation to Carbon Management 	Q3 2020/21 Q3 2020/21 Q4 2020/21 Q3 2021/22	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	
Environmental Quality <ul style="list-style-type: none"> Reduce contaminated bins and maximise recycling Strategy in respect of community ownership – keeping the Borough clean and tidy 	Q3 2021/22 Q3 2021/22	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	
Green Space Strategy <ul style="list-style-type: none"> Implement the playing pitch strategy, including 3G pitch plan Play areas strategy Green Flag improvement programme Accessible allotments strategy Promoting our physical strategy in green spaces Tree planning in conjunction with City of Trees Country parks sustainability projects 	Q3 2021/22 Q3 2021/22 Q3 2021/22 Q3 2021/22 Q3 2021/22 Q3 2021/22 Q3 2021/22	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓	
Highways and Engineering											

<ul style="list-style-type: none"> Highways Investment Tranche 2 Cycling and Walking Infrastructure Transport plan with 'on the shelf' schemes 	Q3 2021/22							✓	✓	
	Q3 2021/22	✓	✓		✓			✓	✓	
Leisure Review										
<ul style="list-style-type: none"> Determine options re: the viability of a facility as part of the Bury Town Centre Masterplan Determine options re: the viability of a facility as part of the Strategic Regeneration Framework plans in Radcliffe Determine the options re: the viability of a facility as part of the Ramsbottom Town Centre development 	Q3 2021/22	✓	✓	✓	✓			✓	✓	
	Q3 2021/22	✓	✓	✓	✓			✓	✓	
	Q3 2021/22	✓	✓	✓	✓			✓	✓	
Waste and Transport										
<ul style="list-style-type: none"> 3 Year Vehicle Replacement Programme 12 new refuse collection vehicles ready for use Waste collection review including optimisation and balancing 	Q4 2020/21	✓								✓
	Q3 2021/22							✓	✓	

One Commissioning Organisation

Priorities	Timeframe	Our Commitments					Our Strategy			
		CN	HC	EG	IN	DF	ER	FS	TR	IS
Urgent Care System Transformation	Q2 2020/21		✓						✓	
Primary Care Programme including Primary Care Network Development	Q2 2020/21		✓						✓	
Children's Integrated Health and Care Commissioning including SEND	Q2 2020/21		✓						✓	
Health and Care System Recovery into Transformation	Q2 2020/21		✓						✓	
Local Outbreak Plan	Q2 2020/21		✓						✓	
Physical Activity Strategy	Q3 2020/21		✓						✓	
Community Health Service potential re-procurement	Q3 2020/21		✓						✓	
Adult Social Care Transformation Programme	Q3 2020/21		✓						✓	
Learning Disabilities Commissioning - Transformation	Q3 2020/21		✓						✓	
Discharge to Assess arrangements	Q3 2020/21		✓							✓
Clinical and financial led rationalisation of secondary care services	Q3 2020/21		✓							✓
Tackling loneliness	Q3 2020/21				✓					✓
Population health and health inequalities	Q4 2020/21		✓						✓	
Mental health reform and integration	Q4 2020/21		✓						✓	
Planned Care System Transformation	Q4 2020/21		✓						✓	
Quality and Assurance Frameworks review	Q4 2020/21		✓						✓	
Health and Care System Enabling Frameworks - Estates, Workforce, Digitalisation,	Q4 2020/21				✓					✓
Governance Review of OCO	Q4 2020/21				✓				✓	
Community Based Health and care integration including LCO form and function	Q4 2020/21				✓				✓	
DFG, Aids & Adaptations Strategy	Q3 2021/22		✓		✓					✓
Extra care/community care	Q1 2021/21		✓		✓					✓