

Meeting: Governing Body			
Meeting Date	24 March 2021	Action	Approve
Item No.	7	Confidential	No
Title	Corporate Plan 2020-22 (2021 refresh)		
Presented By	Mrs Lynne Ridsdale, Director of Corporate Core Services		
Author	-		
Clinical Lead	-		

Executive Summary
<p>In autumn 2020 Bury Council and NHS Bury Clinical Commissioning Group (CCG) agreed a joint Corporate Plan for 2020-22 which set out the strategy for the partnership and delivery plans for the first year of the plan. Since then much has changed, including the ongoing impact of the emergency response and recovery planning for the Covid pandemic; the progression of budget planning for both organisations and the agreement of the Bury <i>Let's do it!</i> Strategy.</p> <p>The Corporate Plan is a key delivery vehicle to realising the Let's do it! vision and the 2021 refresh of the Corporate Plan reflects the local priorities through clear deliverables and measurable outcomes by:</p> <ul style="list-style-type: none"> • translating the strategic context for the Council and CCG, in particular Let's do it!, into operational delivery plans for 21-22; • providing a framework for the planning of “business as usual” activity within Council departments and the CCG, which is described in the separate, departmental business plans; and • setting the direction for the performance management of every manager and employee within the combined workforce. <p>The refresh continues to place the local response to the Covid-19 pandemic at its core, alongside the commitment to ensure that all our activities are inclusive of our diverse communities through the approved Inclusion Strategy.</p> <p>The Corporate Plan remains ambitious It will 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.</p> <p>The Corporate Plan will be approved by the Governing Body and Council (24th March 2021) respectively.</p> <p>Let's Do It!</p>

Recommendations
<p>The Governing Body is asked to:</p> <ul style="list-style-type: none"> Note that the refreshed Corporate Plan has been presented and approved by the Council on 17th March 2021; Approve the refreshed Corporate Plan on behalf of the CCG

Links to CCG Strategic Objectives	
<p>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</p>	<input type="checkbox"/>
<p>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</p>	<input type="checkbox"/>
<p>SO3 Budget To deliver a balanced budget for 2019/20</p>	<input type="checkbox"/>
<p>SO4 Staff Wellbeing To increase the involvement and wellbeing of all staff in scope of the OCO.</p>	<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:						
The Corporate Plan refresh embraces the objectives from the recently approved Inclusion Strategy.						
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						

Implications						
improvements and greater cohesion within and across communities.						
There is no adverse impact in respect to the protected characteristics of communities of interest.						
If no, please detail below the reason for not completing an Equality, Privacy or Quality Impact Assessment:						
Are there any associated risks including Conflicts of Interest?	Yes	<input checked="" 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 checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Risk / opportunity			Mitigation			
Lack of Ownership / delivery			Regular performance reporting against deliverables.			
Level of ambition exceeds resources			Regular review and refresh			

Governance and Reporting		
Meeting	Date	Outcome
Executive Team	Various	Corporate Plan shaped and informed
Council (full)	17/3/21	Approved



CORPORATE PLAN 2020-22 (2021 REFRESH)

Bury Council and NHS Bury CCG

The 2021 refresh of the Bury Council and Bury CCG Corporate Plan 2020-22 sets out delivery priorities and performance measures that will guide the work of the partnership over the next 12 months. This plan describes how the Council and CCG will deliver its contribution to the Let's do it! Strategy to support the Borough of Bury as it recovers from the local impact of the Covid-19 pandemic. This plan sets the partnership's strategic framework for delivery and describes how this aligns with culture and resources to build a better future for our residents, communities and businesses.

Contents

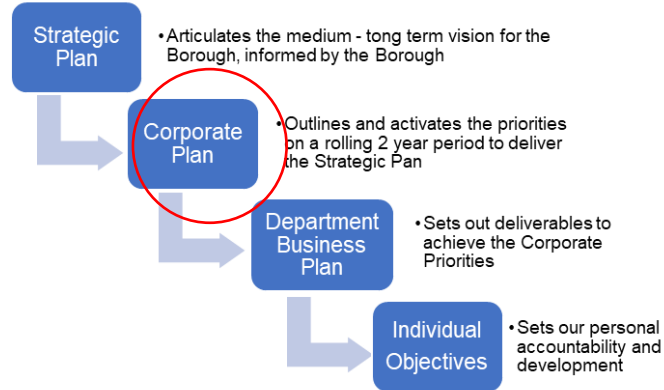
Introduction	2
Who we are	3
Inclusion at our Core	6
Our Inclusion Objectives	6
What we do	7
Covid-19 Emergency Response and Recovery.....	8
Where do we want to get to?.....	9
Organisation Development - How we will deliver	10
Local	10
Enterprise.....	10
Together.....	10
Strengths.....	10
Our Measures of Success	12
Our Corporate Plan 2020-22 – Refreshed Delivery Plans by Department	14
Business Growth and Infrastructure	14
Childrens and Young People	15
Department of Corporate Core Services	16
Finance	17
One Commissioning Organisation	18
Operations	20

Introduction

In autumn 2020 Bury Council and NHS Bury Clinical Commissioning Group (CCG) agreed a joint Corporate Plan for 2020-22 which set out the strategy for the partnership and delivery plans for the first year of the plan. Since then much has changed, including the ongoing impact of the emergency response and recovery planning for the Covid pandemic; the progression of budget planning for both organisations and the agreement of the Bury *Let's do it!* Strategy.

This 2021 refresh of the Corporate Plan 2020-22:

- translates the strategic context for the Council and CCG, in particular Let's do it!, into operational delivery plans for 21-22;
- provides a framework for the planning of “business as usual” activity within Council departments and the CCG, which is described in the separate, departmental business plans; and
- sets the direction for the performance management of every manager and employee within the combined workforce in the context of the below model.



Delivery against this plan will be reported through a quarterly performance report, which will describe progress against strategic outcomes and internal Key Performance Measures.

Departmental plans are available for inspection.

Where are we now?

Over the last 12 months the focus of the partnership has been a tireless response to the local aspects of the national pandemic, to protect residents from the **Covid 19 impact**. We have provided public health advice; humanitarian aid; mass testing centres; rolled out mass vaccination and provided hardship support to residents and grants to businesses.

Throughout this time our wider work has also continued and is starting to pay off. Major **regeneration** initiatives are beginning to reach a positive conclusion - the strategic regeneration framework for Radcliffe has now been agreed and **a new high school for Radcliffe** has been approved by the Department of Education.

Bury has retained its status of being the first **Greater Manchester Town of Culture** throughout 2021 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, which the health and economic impacts of Covid will make harder. 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 and we have made a challenging commitment to be carbon neutral by 2038 which will require radical change across all aspects of our lives.

We are also mindful of the national transformation in respect to the health system and are keen to ensure that local Bury **place-based commissioning** and delivery is not disrupted. Local people deserve improvements in our local outcomes more than ever and the likely requirement to “live with Covid” for some time requires a relentless focus on economic recovery and community care and support.

To align **resources** with these local risks and opportunities the partnership has been instrumental to the development of a 10-year Borough Strategy, which this plan defines our contribution to **Let's do it!**

Who we are

The Council and CCG partnership is organised as five departments, which includes a One Commissioning Organisation:

The Business Growth and Infrastructure department leads:

- Statutory Planning functions, including the Borough's Development Plan/Local Plan and the determination of planning applications
- Town Centre masterplans and regeneration programmes;
- The Council's capital development programme in relation to development activity;
- Building control functions;
- Business support and inward investment;
- Council land management; and
- 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 and financial planning, providing strategic oversight and guidance on financial sustainability and resilience;

- Scrutinises, challenges and confirms the financial robustness and deliverability of investment and business cases;
- Commissions and contracts for health, care and public services provided to the local population;
- Delivers revenue, benefits and welfare services to our residents and businesses.
- Provides, contracts for, delivers and ensures effective payment mechanisms for staff, providers and suppliers;
- Provides the framework for identifying and delivering opportunities for improved service and financial outcomes;
- Provides stewardship over all financial activities across the Council and CCG;
- Delivers an internal audit function to support and report on governance specifically for the Council; and similarly contracts internal audit services for the CCG;
- Provides financial leadership, challenge and strategic direction in collaboration with partners across Greater Manchester with

the aim to ensure highest quality affordable health and care services for our local populations.

The **One Commissioning Organisation** 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.

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.

Inclusion at our Core

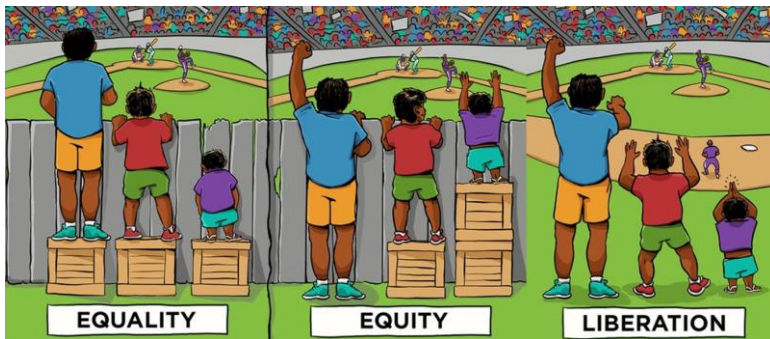
In 2020 the Partnership commissioned an independent equalities review and, as a result, agreed a fundamental new Inclusion Strategy which aims to

- establish inclusion at the core of our values;
- embed high quality practice in equalities and inclusion within all our practice as employers; and
- demonstrate leadership across the wider community network which inspires others to do the same.

The strategy builds on work in the Council and CCG including

- three former strategic objectives within the Council, for which a report against progress in 2019 set out the further work required; and
- four objectives within the CCG against which progress is reported in the Annual Equalities Publication.

Delivery of the inclusion strategy is managed by an internal working group comprised of staff group Chairs; partners and non-executive leaders. Every department reports its contribution to the strategy through the Departmental Business Plans and more robust arrangements for equality assessment of every decision / policy change are in place.



Our Inclusion Objectives

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)

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

Covid-19 Emergency Response and Recovery

We could never have predicted the scale or impact of the Covid-19 pandemic. The Partnership responded promptly, with a focus on protecting the health and care system and delivery of an initial “ten point” recovery plan. We also defined four clear priorities for the remainder of the planning period:

- Containing COVID** by managing Infection prevention control including outbreak management, restrictions, including enforcement, ensuring clear tiers of intervention, enabling test and trace arrangements, supporting self-isolation, mortality planning and preparing plans for the vaccination programme. We have established 4 vaccine centres in addition to administering first dose vaccines to all care homes in the Borough, and over 41,000 registered patients
- Supporting our Health and Social Care System** through Planned, Urgent & Community based Health & Care, providing support for children in need of help and protection, addressing Population Health including mental health and Strategic Finance
- Mitigating the impacts** by supporting children and families deemed vulnerable to reduce the risks of widening inequalities, enabling 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 and Business and town centres including local jobs.
- Supporting Our Communities** through clear and consistent communications and engagement and providing humanitarian aid through a network of volunteers, supporting the lonely, those facing hardship and **OVER 13500** Clinically Extremely Vulnerable residents through our Community Hubs.

The table below further outlines the national requirements placed on the local partnership to ensure an appropriate and consistent response, which sit alongside the additional but related requirements to maintain and reshape primary care, community and acute health services to ensure the local system remains efficient, effective, responsive and cohesive during these challenging times:

<i>Delivery of a new service</i>	<i>Increase in volume / complexity of an existing service</i>	<i>Changes to an existing service in response to Covid-19 / Transition</i>
Covid-19 Testing: Community, Employer/ Institution, School and Home testing	Covid-19 Excess death management	Covid-19 related business enforcement
Vaccines deployment: Role in phase 2 likely to increase then move to annual	Adults Social Care changes: Increased number and complexity of referrals	Covid-19 Secure public spaces
Covid-19 Shielding response	Children's Social Care: Increased number and complexity of referrals	EU Transition: trade, business advice, social housing & homelessness
Covid-19 Local track and trace partnerships	Education: School closures, free school meals, EHCP complexity, attendance	Covid-19 secure home to school transport
Administering Covid-19 business & self Isolation support payments	Early years settings: attendance monitoring and reporting	Adults Social Care changes: Implementing actions in DHSCs Social Care Winter Plan
Covid-19 self isolation support	EU Transition related Infrastructure, regulatory services and potential disruption mitigation for LAs with ports	Closure of services e.g. culture & leisure facilities, wedding registrations etc.
Activity on new variants of the virus		

It is anticipated that the four emergency workstreams defined will be continue to be required throughout 2021-22, with their priorities and focus remaining dynamic, according to infection levels and national strategy.

The emergency response is managed and reported separately to the Corporate Plan and governed through Borough-wide emergency structures, aligned to the Greater Manchester Contain cell. The emergency is, however, central to the delivery context for 2021-22 and has a direct bearing on available capacity and wider priorities.

Where do we want to get to?

The partnership has been a key architect in the development of the Bury *Let's do it!* **vision for 2030**. The strategy defines an ambition for the Borough to achieve faster economic growth than the national average, whilst at the same time lower than average levels of deprivation. This will be achieved by:

- taking a **Local** approach to engaging with people how and where they live;
- encouraging **Enterprise** to drive inclusive economic growth through our business community; the education & skills sector; spatial development plans and spirit of our people;
- working **Together**, between communities; through joined-up public services, inclusive decision making and digital connectivity; and
- taking a **Strengths-Based** approach to recognise the assets and strengths of communities and target resources at areas of greatest need.

The Council and CCG **mission** is to make a direct and robust contribution to *Let's do it!* by aligning all our services, resources and culture to the vision., Specifically, by 2022 we will have made significant progress towards:

- an **economic recovery** strategy including the statutory development plan and **regeneration** plans in Radcliffe; Ramsbottom; Whitefield, Prestwich and Bury town centres
- Progress towards carbon neutrality with particular progress in **decarbonising** public buildings
- Expanding our integrated **neighbourhood teams** in health and care and with wider public services, to support our children, families and communities; maximise the untapped

potential of the Voluntary Community and Faith Alliance (VCFA) and orientate towards prevention and a personalised “whole person” approach to building on strengths and assets

- Delivering our **inclusion** strategy to ensure every community has a voice, is embraced and celebrated.
- Delivering on key priority areas for **health and care** transformation: urgent care, planned care, community-based services, mental health and well-being and learning disabilities and a greater emphasis on prevention
- **Educational** improvement and employment, pre-employment and apprentice opportunities for young people, including targeted work for school age and school leavers who have been disaffected because of the emergency and delivery of the new high school in Radcliffe and Special School in the borough.

The high-level departmental delivery plans appended, set out the activity planned by quarter to deliver these objectives and the wider strategy,

This is, however, a bold and ambitious vision and, to be successful, requires:

- a completely new mindset from staff and commissioners, which must be reinforced through the processes, systems and values of the partnership
- investment in the skills, infrastructure and organisational capabilities to deliver.

Organisation Development - How we will deliver

Our *Let's do it!* strategy defines the attitudes and behaviours which must be harnessed across the Borough for our strategy to succeed. These are

<p>Local</p> <ul style="list-style-type: none"> • Engaging with people where and how they live • Hearing all voices and learning from them • Trusting and helping each other, always working together • Listening when others talk, helping and enabling • Supporting development and growth and removing barriers to collaboration 	<p>Enterprise</p> <ul style="list-style-type: none"> • Demonstrating pride in our achievements and place • harnessing and nurturing all talents • Championing innovation • Being courageous and stepping out of our comfort zone • Opening doors at every opportunity
<p>Together</p> <ul style="list-style-type: none"> • Committing to making a positive, practical difference • Valuing and developing people and communities • Empowering residents to take decisions and harness resources • Strength through cultural diversity • Growing relationships and new connections across boundaries • Demonstrating dignity, kindness and respect 	<p>Strengths</p> <ul style="list-style-type: none"> • Really listening to understand each other and our shared potential • Being flexible and putting our energies into where we can make the most positive difference; asking 'what matters to you?' • Being open to trying new things and doing things differently • Valuing the skills, strengths and successes of individuals and communities

The Council and CCG will develop an internal "organisation development" strategy to determine what these principles mean for the partnership and to lead by example in demonstrating them in everything we deliver. A phased programme 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, as follows:

<p>Q1 April – June</p> <ul style="list-style-type: none"> • Staff engagement strategy • Wellbeing offer evaluation • Leadership networks • Staff performance reviews 2021 • Workforce agile strategy 	<p>Q2 July – September</p> <ul style="list-style-type: none"> • Internal inclusion plan • Values/behaviours model • HR policy refresh & management development 	<p>Q3 October – December</p> <ul style="list-style-type: none"> • Leadership development specification • Staff training review • Staff survey 	<p>Q4 January - March</p> <ul style="list-style-type: none"> • Staff survey action plan • Performance policy review
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Internal Transformation

In 2019 a commitment was made to a fundamental internal transformation programme across the partnership, to deliver financial sustainability and a response to increasingly challenging outcomes.

A programme of work has been underway since that time, to establish the partnership and create the conditions for change including:

- an integrated partnership structure across the Council and CCG including a shared Corporate Core with centralised performance, communications, ICT and HR teams, as well as the integrated Local Care Organisation;
- a governance refresh, specifically within the council;
- development of a Medium-Term Financial strategy, including capital and revenue budgets; detailed budget and savings plans for departments; the Housing Revenue account and a strategy to stabilise the Dedicated Schools Grant; and
- investment in and stabilisation of the Council's digital platform.

Now that the *Let's do it!* Strategy is complete and the future vision is articulated, the focus of 2021-22 transformation is creation of future capabilities for delivery. In particular:

A **community engagement** strategy to drive the "Together" principle, which will involve:

- establishing the Community Hubs network for the next two years, including the development of the VCFA and the role of Ward Members to operate as Community Connectors;
- create and report on ward-level neighbourhood data, to truly understand the needs of local communities;
- a series of community participatory budget rounds to pass power to local groups to identify and action local priorities;
- exploring a new "front door" for statutory services through the Community Hub infrastructure and development of assistive technology within adult social care.

Expediting the roll out of the **Council's digital platform** including:

- M365 roll out at pace;
- new telephony platform;
- upgrade of priority systems and associated self-serve including i-Trent and Controcc;
- ongoing cloud migration to reduce costs and maximise resilience;
- customer channel shift to maximise on-line communications which reduce cost and extend community reach.

Delivery of an **agile working strategy** for all office-based staff which, with the benefit of digital investment, repositions work as "something you do, not somewhere you go". Through an agile strategy the partnership will:

- progress the "Local" principle and locate staff in offices near the communities they serve and/or at a place that optimises their personal effectiveness;
- make a direct contribution to carbon neutrality through reductions in staff travel;
- secure savings from buildings rationalisation and offset capital receipts in the development of residual office space to a high standard, equipped as collaborative space; and
- reduce the cost associated with maintaining fixed office bases, physical meetings and 'silo' information systems.

Through the **transition of the CCG** into one Greater Manchester ICS strategic commissioning function by 2022, we will seek to:

- secure the necessary place-based resources and funding to continue its Bury 2030 journey;
- ensure greater collaboration with health and care service providers aimed to improve outcomes whilst making best use of total resources;

Delivery of the **financial strategy** and individual savings plans within departments, including a strategic assessment of options and opportunities for further improvements and savings delivery during 2022/23.

Our Measures of Success

We have identified 7 strategic outcomes in our Let's do it strategy which we will report against on an annual basis. We have also developed a **Corporate Performance Dashboard** which as part of our wider performance management framework will enable us to monitor and report the impact of our operational delivery on our local communities and our contribution to the overall strategy through quarterly reports.

The below list is not exhaustive, and may be added to as we monitor, develop and reflect on feedback to inform our continued improvement and delivery of meaningful outcomes, improvements and experience for our population.

Business Growth and Infrastructure	Children and Young People	Corporate Core
<ul style="list-style-type: none"> • Number of JSA and UC Claimants • Net business growth rate • Number of housing units completed in the borough which are affordable • Number of entries on housing waiting list • Number of housing complaints completed within 20 days • % housing completions on brownfield land • Annual housing completions 	<ul style="list-style-type: none"> • % of children achieving a good level of development – pupils with SEN • Average attainment 8 score – pupils with SEN • % of 16-17 years in education, employment or training (EET) • Rate of hospital admissions caused by deliberate or unintentional injuries in children • % of children achieving the expected level in personal-social skills at 2-2.5 years 	<ul style="list-style-type: none"> • Rate of all crimes • Proportion of residents who feel safe • Sickness absence: average number of days lost per FTE • Sickness absence: average number of days lost per FTE • Staff turnover • % of FOIs completed on time • % annual PDRs completed • % of SARS completed on time • % of complaints responded to within timescale • Contact centre – number of contacts • Number of rough sleepers currently being supported • Number of children using fit and fed clubs • Number of Clinically Extremely Vulnerable people supported through community hubs • Total number of VCFA volunteers

Finance	Operations	One Commissioning Organisation
<ul style="list-style-type: none"> • Numbers accessing self isolation £500 benefit scheme • % of invoices paid within 10 and 30 days • Payment days for SMEs • Penalty Charge Notice Collection Rates • % Council Tax collected • % Business rates collected • Debtor days above 30 days • Capital slippage • Departmental savings achieved • Total amount of cashable savings from health and care recovery schemes • Actuals against plan: CCG, Council, Pennine Care, Pennine Acute 	<ul style="list-style-type: none"> • Highway repairs completed on time • Average time taken to repair street lighting • Number of high and medium food standards inspections completed • Capital projects completed • Number of missed bin collections per 100,000 • Licence applications completed within timescales • Proportion of household waste recycled • Number of potholes reported and repaired 	<ul style="list-style-type: none"> • 7-day average COVID infection rates per 100,000 • % of intermediate care beds occupied • % of residential and nursing beds occupied • Number of referrals to adult social care • Patients in hospital medically optimised awaiting transfer • Referral to treatment total waiting list entries • Referral to treatment total number waiting in excess of 52 weeks • IAPT waiting times % 6 weeks or less from referral • Total number of local offers on The Bury Directory • % of 10/11-year olds who are a healthy weight • Under 75 mortality rate from cardiovascular diseases considered preventable • % of physically active adults • % of physically active children and young people

Our Corporate Plan 2020-22 – Refreshed Delivery Plans by Department

Business Growth and Infrastructure

	Activity	Delivery Date
<i>Local</i>	<ul style="list-style-type: none"> Working Well programme Empty Homes strategy Town Centre Recovery Boards 	Q3 Q3 Q4
<i>Enterprise</i>	<ul style="list-style-type: none"> Bury Local Industrial Strategy (Economic Recovery Plan including Barclays Thriving Local Economies programme) Approval of Accelerated disposal programme (various stages) Investment in Council owned Commercial estate Full Fibre Rollout (5G network will follow) Housing Strategy (including review of affordable housing) Ramsbottom Place Management Plan Prestwich Urban Village Plan Radcliffe Strategic Regeneration Framework Bury Town Centre Masterplan 	Q4 Q4 Q4 Q3 Q3 Q4 Q4 Q4 Q4 22/23
<i>Together</i>	<ul style="list-style-type: none"> Uplands 	Q2-Q4
<i>Strengths-Based</i>	<ul style="list-style-type: none"> One Public Estate programme Inward investment strategy 	Q4 Q3
<i>Other</i>	<ul style="list-style-type: none"> Development Plan / Local Plan (new Planning Policies) 	Q4

Children's and Young People

	Activity	Delivery Date
<i>Local</i>	<ul style="list-style-type: none"> • Development of early help support for children and families via a community partnership model • Whole system leadership of School improvement to transform outcomes for all children and young people at each key learning stage 	<p>Q3</p> <p>Q4</p>
<i>Enterprise</i>	<ul style="list-style-type: none"> • Delivery of a balanced budget, including £1.2m savings and robust management of the Dedicated Schools Grant recovery plan • Support for children in need of help and protection through the period of Covid-19 restrictions • Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 • Whole system leadership of improvements to the Bury local offer for children and young people, with additional and SEND needs • Development of excellent social work practice, focused on interventions which will have most impact for children and families 	<p>Q4</p> <p>Q4</p> <p>Q4</p> <p>Q3</p> <p>Q4</p>
<i>Together</i>	<ul style="list-style-type: none"> • Leadership of the Borough's contribution to delivery of the Greater Manchester Children's Plan 	<p>Q4</p> <p>Q4</p>
<i>Strengths-Based</i>	<ul style="list-style-type: none"> • Support to the Star Academy Trust to deliver a new secondary school, as part of the wider Radcliffe regeneration • Support to develop a new special free school based in Unsworth, in partnership with Shaw Education Trust • Whole system leadership of the skills and youth opportunities offer to deliver the white paper and GM priorities 	<p>Q4</p> <p>Q3</p> <p>Q4</p>

Department of Corporate Core Services

	Activity	Delivery date
Local	• Community engagement: neighbourhood summit pilot; Hub structure; neighbourhood data; community champions	Q1-4
	• Neighbourhood model development including public service hubs & INT alignment	Q1-4
	• Domestic abuse strategy	Q2
Enterprise	• Community recovery – participatory budget schemes	Q1-2
	• VCFA review & volunteer strategy	Q1-4
	• Apprenticeship strategy	Q3
Together	• ICS strategy	Q1-4
	• Agile strategy: overall programme; digital; business support; health & safety review; hybrid meetings; customer channel shift; evaluation	Q1-4
	• Let's thank volunteers	Q1
	• Digital strategy including M365 roll out at pace	Q1-4
	• Inclusion strategy delivery including EA roll out & training	Q1-4
	• HR Policy review & manager training	Q2
	• Community Safety strategy refresh	Q3
	• Staff engagement Strategy & survey	Q1-3
Strengths	• Culture strategy including micro grants & culture pass	Q1-4
	• Happy festival	Q1
	• Performance framework including ED appraisal	Q1 & 4
	• Organisation development – values; leadership; skills & engagement	Q2
Other – operational priority	• IG strategy	Q1
	• Corporate brand guidelines	Q1
	• Cloud migration strategy	Q1-4
	• I-Trent development & data cleanse	Q1-4
	• Housing service restructure including mental health capacity	Q1
	• Modern.gov roll out	Q1-2
	• Scrutiny review	Q1
	• Boundary commission review	Q1-3
	• Local election planning	Q1

Finance

	Activity	Delivery Date
Local	<ul style="list-style-type: none"> • Develop new Council Tax Support Scheme • Medium Term Financial Strategy and Recovery Plan (CCG, including provider view) • Develop the Medium-Term Financial Strategy (Council) • Prepare Financial Plan and set budgets; amend as advised nationally (CCG) • Strengthen budget management arrangements • Finalise Finance Structure and Responsibilities • Agree commissioning intentions and contracts • Contracts Register development • PCN network developments • Resolve GP premises issues • Resolve community transfers remaining issues • Provider Transactions work 	<p>Q4</p> <p>Q2-4</p> <p>Q2</p> <p>Q1-4</p> <p>Q1-2</p> <p>Q1-4</p> <p>Q4</p> <p>Q2</p> <p>Q1-4</p> <p>Q2</p> <p>Q2</p> <p>ongoing</p>
Enterprise	<ul style="list-style-type: none"> • Contracts Register refresh • Development of a Commercial strategy • Review of S75 Pooled Fund and OCO, agree deliverables and reflection of wider NHS changes 	<p>Q1</p> <p>Q4</p> <p>Q1-4</p>
Together	<ul style="list-style-type: none"> • Implement Breathing Space for Debt Management • Refresh and Implement Debt Management Strategies • Robust savings programme and delivery • Risk Registers/ Risk Maturity • Deep dives into core activities, including CHC and Mental Health • Scrutiny & Approval of Business cases and Investments • Formalise working relationships (NCA/LCO/GM) 	<p>Q1</p> <p>Q1</p> <p>Q1-4</p> <p>Q1</p> <p>Q2-4</p> <p>Q1</p> <p>Q1</p>
Strengths-Based	<ul style="list-style-type: none"> • Financial policies and procedures • HRA strategy • Staff engagement and development programme 	<p>Q1 and Q2</p> <p>Q4</p> <p>Q2</p>
Other	<ul style="list-style-type: none"> • Rationalisation of Cash Office – Prestwich • Implement new Contract Procedure Rules • Transform financial processes eliminating inefficient processes and maximise use of technology • CCG transition to ICS 	<p>Q4</p> <p>Q1</p> <p>Q4</p> <p>Q1-4</p>

One Commissioning Organisation

	Activity	Delivery Date
<i>Local</i>	<ul style="list-style-type: none"> Community Health Service Commissioning. Secondary Care Service Reconfiguration: Hospital Transformation Adult Social Care - Improved Housing Options (delivery for 22/23) Primary Care Programme including Primary Care Network Development Neighbourhood Team development Interim CHC arrangements 	<p>Q2</p> <p>Q3</p> <p>Q4</p> <p>Q2</p> <p>Q1</p> <p>Q2-Q4</p>
<i>Enterprise</i>	<ul style="list-style-type: none"> Urgent Care System: Implementation of Urgent Care Transformation Strategy Urgent Care System: Recovery and Transformation to the new operating model Adult Social Care - Development of Assistive Technology (delivery for 22/23) Elective Care Framework New vehicles for mandated and system wide clinical leadership 	<p>Q2</p> <p>Q1</p> <p>Q4</p> <p>Q2</p> <p>Q1</p>
<i>Together</i>	<ul style="list-style-type: none"> COVID response: Outbreak Management Plan COVID response: Response Management across Health and Care System COVID Response: Mass Testing mobilisation COVID Response: Vaccination Management COVID Response: Contact Tracing Adult Social Care - Innovative Commissioning Adult Social Care Effective and Efficient Commissioning Adult Social Care Review of Care packages Mental Health Programme Implementation Population Health: Physical Activity Strategy Population Health: Starting Well Population Health: Bury Food Strategy Population Health: Primary and Secondary Prevention of LTC (including MSK and HIV) Population Health: Adverse Childhood Experiences (ACES) and Mental Wellbeing Population Health: Health related behaviour change Population Health: Sexual Health Strategy and procurement Population Health: Health protection Population Health: Tackling Loneliness Management of Urgent care System (command and control) 	<p>Q1-Q4</p> <p>Q4</p> <p>Q3-4</p> <p>Q2</p> <p>Q1-4</p> <p>Q1-4</p> <p>Q3</p> <p>Q4</p> <p>Q1-4</p> <p>Q4</p> <p>Q4</p> <p>Q4</p> <p>Q4</p> <p>Q3-4</p> <p>Q1-4</p> <p>Q1-4</p> <p>Q3</p> <p>Q3</p> <p>Q2</p> <p>Q1-2</p>

Strengths-Based	<ul style="list-style-type: none"> • Children's Integrated Health and Care Commissioning including SEND • Health and Care Enabling: Estates • Finance, accountability and governance arrangements • Quality and Assurance Frameworks arrangements • Quality Assurance Social Care • Safeguarding Arrangements • Health and Well Being Board Reform leadership • Strengths Based Strategy 	Q1 Q4 Q4 Q4 Q1-3 Q3-4 Q1 Q1-4
Other	<ul style="list-style-type: none"> • Review of CHC arrangements in context of Pool • Develop the System Architecture arrangements in shadow form • North East sector working • Connection to GM construct • CCG Staff Landing points • White Paper Transition: CCG Staff HR Guidance implementation 	Q2-4 Q2 Q4 Q1-4 Q3 Q1

Operations

	Activity	Delivery Date
<i>Local</i>	<ul style="list-style-type: none"> • Street Light Dimming • Environmental Quality: Reduce contaminated bins and maximise recycling • Environmental Quality: Strategy in respect of community ownership – keeping the Borough clean and tidy • Green Spaces: Implement the playing pitch strategy, including 3G pitch plan • Green Spaces: Play areas strategy • Green Spaces: Green Flag improvement programme • Green Spaces: Accessible allotments strategy • Green Spaces: Promoting our physical strategy in green spaces • Green Spaces: Tree planning in conjunction with City of Trees • Green Spaces: Country parks sustainability projects • H&E: Highways Investment Tranche 2 • H&E: Cycling and Walking Infrastructure • Waste and Transport: Waste collection review including optimisation and balancing • Waste and Transport: 3 Year Vehicle Replacement Programme 	<p>Q1</p> <p>Q2</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q4</p>
<i>Enterprise</i>	<ul style="list-style-type: none"> • Civic Venues Review • Bury Markets investment and improvement • Leisure Review: Determine options re: the viability of a facility as part of the Bury Town Centre Masterplan • Leisure Review: Determine options re: the viability of a facility as part of the Strategic Regeneration Framework plans in Radcliffe • Leisure Review: Determine the options re: the viability of a facility as part of the Ramsbottom Town Centre development 	<p>Q2</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p>
<i>Together</i>	<ul style="list-style-type: none"> • Building Compliance: FM Strategy and Structure • Building Compliance: COVID secure buildings • Building Compliance: Town Hall Maintenance and Repairs 	<p>Q4</p> <p>Q1</p> <p>Q4</p>
<i>Strengths-Based</i>	<ul style="list-style-type: none"> • Climate Change Strategy: Develop strategy for consultation 	<p>Q4</p>

Equality Analysis Form

The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

1. RESPONSIBILITY

Department	Corporate Core	
Service	Governance and Assurance	
Proposed policy	Corporate Plan 2020-22 (2021 refresh)	
Date	5 th March 2021	
Officer responsible for the 'policy' and for completing the equality analysis	Name	Lisa Featherstone
	Post Title	Deputy Director – Governance and Assurance
	Contact Number	07812 669764
	Signature	<i>L Featherstone</i>
	Date	5 March 2021

2. AIMS

What is the purpose of the policy/service and what is it intended to achieve?	<p>The Corporate Plan is a key delivery vehicle to support delivery of Bury 2030. It sets out the priorities of Bury Council and CCG, under the single leadership and departmental structure, for the period 1st April 2020 – 31st March 2022.</p> <p>The 2021 refresh reflects on the updated priorities for 2021-22 to support delivery of the Let's do it! strategy.</p> <p>Through focused delivery of the objectives within the plan improvement in services, experiences and outcomes will be achieved for the population of the Borough.</p>
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Who are the main stakeholders?	<p>Primarily the Corporate Plan is an internal document, however in addition to the respective departments who will facilitate its delivery, the key stakeholders are the wider citizens, residents and patients of the Borough.</p>
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3. ESTABLISHING RELEVANCE TO EQUALITY

3a. Using the drop-down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics.

If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	Yes	No	<p>The Corporate Plan sets out a commitment for Inclusion to be at the Core of all that we do through the delivery of seven objectives following the recent independent Equalities Review.</p> <p>Additionally, specific priorities seek to ensure Inclusion is further embedded and that positive outcomes are delivered for all, which will have a positive impact in this area.</p>
Disability	Yes	No	<p>The Corporate Plan sets out a commitment for Inclusion to be at the Core of all that we do through the delivery of seven objectives following the recent independent Equalities Review.</p> <p>Additionally, specific priorities seek to ensure Inclusion is further embedded and that positive outcomes are delivered for all, which will have a positive impact in this area.</p>
Gender	Yes	No	<p>The Corporate Plan sets out a commitment for Inclusion to be at the Core of all that we do through the delivery of seven objectives following the recent independent Equalities Review.</p> <p>Additionally, specific priorities seek to ensure Inclusion is further embedded and that positive outcomes are delivered for all, which will have a positive impact in this area.</p>

Gender reassignment	Yes	No	<p>The Corporate Plan sets out a commitment for Inclusion to be at the Core of all that we do through the delivery of seven objectives following the recent independent Equalities Review.</p> <p>Additionally, specific priorities seek to ensure Inclusion is further embedded and that positive outcomes are delivered for all, which will have a positive impact in this area.</p>
Age	Yes	No	<p>The Corporate Plan sets out a commitment for Inclusion to be at the Core of all that we do through the delivery of seven objectives following the recent independent Equalities Review.</p> <p>Additionally, specific priorities seek to ensure Inclusion is further embedded and that positive outcomes are delivered for all, which will have a positive impact in this area.</p>
Sexual orientation	Yes	No	<p>The Corporate Plan sets out a commitment for Inclusion to be at the Core of all that we do through the delivery of seven objectives following the recent independent Equalities Review.</p> <p>Additionally, specific priorities seek to ensure Inclusion is further embedded and that positive outcomes are delivered for all, which will have a positive impact in this area.</p>
Religion or belief	Yes	No	<p>The Corporate Plan sets out a commitment for Inclusion to be at the Core of all that we do through the delivery of seven objectives following the recent independent Equalities Review.</p> <p>Additionally, specific priorities seek to ensure Inclusion is further embedded and that positive outcomes are delivered for all, which will have a positive impact in this area.</p>

Caring responsibilities	No	No	
Pregnancy or maternity	No	No	
Marriage or civil partnership	No	No	

3b. Using the drop-down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty. If you answer yes to any question, please explain why.

General Public Sector Equality Duties	Relevance (Yes/No)	Reason for the relevance
Need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	Yes	Through the delivery of the Corporate Plan, which includes underpinning work programmes to establish and support communities in a different way through building trust, relationships and strong networks there will be positive steps taken to eliminate discrimination and advance equality of opportunity.
Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs)	Yes	Through the delivery of the Corporate Plan, which includes underpinning work programmes to establish and support individuals and communities in a different way through building trust, relationships and strong networks there will be positive steps taken to remove and minimise disadvantages experienced within and across our population.
Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)	Yes	Through the delivery of the Corporate Plan, which includes underpinning work programmes to establish and support individuals and communities in a different way through building trust, relationships and strong networks there will be positive steps taken to foster good relations through promotion of understanding, improved experiences and outcomes.

If you answered 'YES' to any of the questions in 3a and 3b

Go straight to Question 4

If you answered 'NO' to all of the questions in 3a and 3b

Go to Question 3c and do not answer questions 4-6

3c. If you have answered 'No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.

4. EQUALITY INFORMATION AND ENGAGEMENT

4a. For a service plan, please list what equality information you currently have available (including a list of all EAs carried out on existing policies/procedures/strategies), **OR** for a new/changed policy or practice please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

Details of the equality information or engagement	Internet link if published	Date last updated
<p>The Corporate Plan is a delivery vehicle for the Let's do it! (Bury 2030) Strategy which has recently been approved.</p> <p>The Corporate Plan has been refreshed in the context of feedback on the strategy and updated to include new priorities.</p> <p>At the core of this Corporate Plan sits Inclusion and each programme of work outlined within the documents will also be required to demonstrate completion of and consideration to wider Inclusion requirements.</p>	N/A	N/A

4b. Are there any information gaps, and if so, how do you plan to tackle them?

No

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

What will the likely overall effect of your policy/service plan be on equality?	Positive
If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?	N/A
Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.	No
What steps do you intend to take now in respect of the implementation of your policy/service plan?	Following approval of the Corporate Plan, the departmental plans will be approved for delivery in year. Performance and outcomes against the deliverables and supporting KPIs will be monitored regularly and reported quarterly.

6. MONITORING AND REVIEW

If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.

Monitoring Reports will be provided on a quarterly basis.

COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO YOUR DEPARTMENTAL EQUALITY REPRESENTATIVE FOR RECORDING.