

# BURY BEST VALUE PERFORMANCE PLAN

## *Contents*

	<b>Page</b>	
<b>1</b>	<b>Introductions by Councillor John Byrne, Leader of the Council</b>	
<b>2</b>	<b>Reading this plan</b>	
<b>3</b>	<b>Glossary</b>	
<b>4</b>	<b>The Big Picture</b>	
<b>5</b>	<b>Developing a stronger community spirit</b>	
<b>6</b>	<b>Improving the Quality and Availability of Council Services</b>	
<b>7</b>	<b>Improving Transport and the Environment</b>	
<b>8</b>	<b>Creating a Better Future for all Generations</b>	
<b>9</b>	<b>Developing a Competitive and Diverse Local Economy</b>	
<b>10</b>	<b>Making our Communities Safer</b>	
<b>11</b>	<b>Achieving Social Inclusion</b>	
<b>12</b>	<b>Resources</b>	
<b>13</b>	<b>Putting it all Together</b>	

- Appendix 1 – Delivering Corporate Priorities
- Appendix 2 – Planning and Performance Cycle
- Appendix 3 – Linking Bury’s Corporate Aims and Objectives
- Appendix 4 – Comprehensive Performance Assessment Improvement Plan
- Appendix 5 – Performance Management Framework
- Appendix 6 – National Performance Targets and Standards
- Appendix 7 – Local Public Service Agreement
- Appendix 8 – Revenue Budgets
- Appendix 9 – Capital Spending
- Appendix 10 – Trading Accounts
- Appendix 11 – Performance Indicators

# 1. Introduction by Councillor John Byrne

Welcome to the fourth Best Value Performance Plan for Bury Council.

We know that you expect, and we want to give you, the best possible public services that we can, delivered courteously within the money that is available to us. We're trying to improve all the time **and over the next 80 pages or so you will find out more about what we do, how well we do it and where we are aiming to make things better.**

A short summary of this document was sent to everybody in the Borough in March with the Council Tax bills and now you can see the full picture in much greater detail.

Over the past three years we have told you about 'Best Value'. This is the government's demand for Councils to keep services under review and publish the results in a Performance Plan like this for you to check on **our progress. This year another** initiative called the Corporate Performance Assessment (CPA) **was introduced. Drawing on information from inspections, performance indicators and government assessment of our plans,** the CPA looks at the council as a whole (rather than individual services). **The score we received following the CPA was disappointing. It placed us in the 'weak' category. However, with the help of the Audit Commission,** we have put together a strong improvement plan **and have confidence** that it will lead to tangible benefits for the people of the Borough.

Despite the CPA **result,** there's lots of good news about services from Bury Council. Education remains one of our jewels consistently being one of the best performers nationally in terms of school results. Our library services received top marks for their latest plans. Social Services received a positive inspection for children's services and are considered to be one of the fastest improving social services departments in the country. There have also been many actual and planned improvements as a result of the Best Value Reviews and these are reported throughout this plan. **When we use the government's own method to assess our performance we find ourselves well above average compared to other Metropolitan authorities.** All the work shown in this plan is achieved with low resources. Latest government comparisons place us in the bottom 25% of similar councils when it comes to having money to spend.

**In the latest independent report on how we work, the Audit Commission says that "whilst the council's financial position remains under pressure the current arrangements put it in a better position to be able to cope with future demands".**

Photo of the Leader of the Council

Improving services within our community is not, however, just about money. Neither is it just about the services the council provides. We work with all kinds of groups in the public, private and voluntary sector to make Bury a better place **in which** to live, work, study and visit. This vision of Bury is the basis of our Community Strategy. It comes from what you have told us you want **your** area to look like in the next 20 years. We are working closely with our partners to deliver the strategy and action plans for each township set out what we'll do in the next five years to get there. More details of this work can be found in Section 5 – Developing a Stronger Community Spirit.

## 2. Reading this plan

We want to make this Best Value Performance Plan easy to read but we also have to comply with a wide range of legal requirements about what should be included and the level of detail we provide. We thought it might help to explain what each of the main sections contains so that you can go straight to the part you want. The plan starts by setting out what we are trying to achieve, how we are managed, services we deliver, how we perform and how we are trying to improve.

Main heading	Page	What it contains
Glossary		An explanation of some technical terms we have to use
The Big Picture		A summary of what we are trying to achieve. This section sets out the main priorities for the Council, an indication of how well we are doing and what we want to achieve in the next year. It also sets out the influences on the council and how the priorities have been determined
Developing a stronger community spirit		Our work with other agencies and community groups to provide services that respond to the needs of local communities. What we are doing to implement the Community Strategy and link the various priorities, plans and needs within the council's decision making structure
Improving the quality and availability of council services		A summary of how we perform against national performance indicators, targets and standards. The result of the Comprehensive Performance Assessment (CPA) and other inspections reported in 2002/03 together with our improvement plans
Improving Transport and the Environment		Comments on the performance of highways, planning, refuse collection and parks together with what we are doing to implement LA21 and responsible environmental stewardship
Creating a Better Future for all Generations		How well we are doing with education, culture (including libraries) and social services
Developing a Competitive and Diverse Local Economy		Our performance around economic development and housing
Making Our Communities Safer and Healthier		Progress in delivering better services in the areas of community safety, environmental services, road safety and sports and recreation
Achieving Social Inclusion		How we will promote equal opportunities, social cohesion and reduce disadvantage in the Borough. Our performance on benefits is also included in this section
Resources		Details of the resources used by the council under the headings of people, property information and money
Putting it all Together		How the different strands fit together so that our efforts are concentrated on providing better services to you
Appendices		More detailed information and diagrams to support the topics above. Appendix 11 contains all the Best Value Performance Indicators (BVPis)

### 3. Glossary

These are the special words and phrases that you will find used in the plan:

Best Value	A means of getting the best possible services for the money available
Best Value Performance Plan (BVPP)	An annual plan that has to be published by 30 June each year. The plan must include details of how well we are performing and what we are doing to improve
Capital (money)	What the council borrows or is given to invest in the future on things like building improvements, vehicles and large items of equipment
Comprehensive Performance Assessment (CPA)	The Government's way of grading council performance
Local Agenda 21 (LA21)	Actions taken to implement 'sustainable development' in a local setting
Metropolitan councils	All purpose councils based around the major population areas of Greater Manchester, Merseyside, West Midlands, Tyne and Wear, West Yorkshire and South Yorkshire
Performance indicator (PI)	A measure used to judge how well we provide a service (or an important part of the service)
Performance standards	Special minimum performance targets set by Government
Performance target – local	Targets we set aimed at improving service performance and measured by performance indicators
Performance target – national	Targets set by the Government. We are expected to reach most of the targets within five years based on recent 'top quartile' performance although there are some exceptions. We must adopt these targets and show how we will get there within the time scale. Further details are provided in <a href="#">Appendix 6</a>
Public Service Agreement (PSA)	<b>A commitment made by the council to the Government to achieve higher performance in key services in return for more money. Bury has agreed its PSA setting a number of hard targets which if met will bring in an extra £4 million and deliver better services to local people. More details are set out in <a href="#">Appendix 7</a></b>
Policy framework	Special plans and policies that guides the work of the Council
Quartiles	Most national targets are set based on the best performing quartile ( <b>top 25%</b> ) of similar councils
Revenue (money)	This money is used for our day to day operating expenses and is based on annual budgets
Service Level Agreements (SLAs)	Agreements setting out what can be expected of providers and receivers of services. These are mostly used between different departments of the council
Similar councils	Bury is a metropolitan council, so similar councils for us are other metropolitan councils sometimes known as 'mets'
Social inclusion	An approach that sets out to ensure that everybody has access to the services they need without discrimination or unnecessary barriers being put in their way
Sustainability/ sustainable development	Development which meets the needs of the present without harming the ability of future generations to meet their own needs
Trading accounts	A record of income and expenditure that some services need to keep

## 4. The Big Picture

### WHAT ARE WE WORKING TOWARDS?

The 48 elected Councillors and 8,500 employees of Bury Council work for and represent the interests of over 180,000 people in the six townships of Bury, Prestwich, Radcliffe, Ramsbottom, Tottington and Whitefield. We do this by working towards the long term vision of making the Borough of Bury a great place in which to live, work, study and visit!

This vision means creating a Borough that is considered to be:

- A pleasant place to live
- A centre of excellence for education
- An excellent area for shopping and retailing
- A significant tourist destination, both in terms of environment and cultural opportunities
- Served by a first-class local authority

To organise our efforts, we have placed these aspirations into seven themes. These form our priorities for the next few years and include the issues that you tell us are important, government expectations, the work of our partners and areas where we want to improve:

- **Developing a stronger community spirit** – by creating confident communities and quality neighbourhoods. A key part of this process is the development of township structures to allow residents and Ward Councillors to review local services, plan for the future of their area and feed into the community strategy
- **Improving the quality and availability of Council services** – by delivering continuous improvement in all services and continuing to make best use of all the Council's resources. Our Comprehensive Performance Assessment (CPA) identified areas where we are weak. This year we will be putting greater emphasis on performance management and building capacity within the council to create the right conditions for better services in the future.
- **Improving transport and the environment** – by ensuring all development in the Borough is sustainable and that in meeting needs we enhance the quality of life for future generations. This is something you tell us is important.
- **Creating a better future for all generations** – by making the Borough a lifelong learning community supported by educational, cultural, recreational and sporting activities. A good education opens doors for the next generation and our objective is designed to build on the excellent results our schools already achieve.
- **Developing a competitive and diverse local economy** – by promoting sustainable regeneration and integrating social, economic and physical regeneration through targeted action. Employment is fundamental to sustainable communities and increasing employment opportunities for disadvantaged groups is a priority for our Local Strategic Partnership.
- **Making our communities safer and healthier** – by promoting and maintaining the safety and health of the many and diverse communities within the Borough. This is another area that is important to you and reducing crime, focusing on young people at risk, is a priority for the Local Strategic Partnership.
- **Achieving social inclusion** – by co-ordinating action to address the causes of exclusion of communities and individuals. Events over the past year have shown the cost to communities where people have felt excluded and we want to take steps to avoid similar activities happening in Bury.

In delivering these objectives, *YOU CAN EXPECT US TO:*

**Put people first**

- To ensure those who live, work and visit the Borough understand and have a real opportunity to influence the decisions that affect them

**Promote openness, honesty and social inclusion**

- To ensure equal access to services, buildings, information and employment opportunities

**Be responsive in the way we deliver services**

- To ensure we provide value for money and quality services that meet people's needs

**Encourage pride in the Borough**

- To ensure we build on our strengths and celebrate our successes

**Work with others**

- **to work effectively with all groups, agencies and organisations to achieve maximum** impact and benefit for the people of the Borough

## *ARE WE GETTING THERE?*

Although the Borough has the lowest population in Greater Manchester, it experienced the highest percentage population increase between 1991 and 2001. House prices are showing the 4<sup>th</sup> highest increase in Greater Manchester. These are both indicators of the popularity of Bury as a place to live.

**The standard of education and training in the Borough continues to be high.** Education results at Key Stage 2 and 4 consistently exceed the Greater Manchester and national averages. Bury also has a high level of residents with degree level qualifications holding good jobs. The demand for the level of skills held by our residents coupled with Bury's closeness to the city of Manchester may give an indication why some 40% of residents commute out of the Borough to work. Unemployment remains low and at January 2003 stood at 2.3% (the second lowest in Greater Manchester).

Sustainable communities rely on local facilities and money continues to be spent on upgrading shopping and town centre facilities. This includes the introduction of CCTV, most recently in Radcliffe and Prestwich, to help people feel safer when using these centres. The development of Bury town centre, under the watchful eye of the Bury Town Centre Partnership, will see investment maintained in our major shopping areas.

Bury market continues to be both a shopping and tourist attraction. The number of empty market stalls has reduced – contradicting the national decline in market popularity. Positive trends can also be seen in other tourist attractions with visitors to the East Lancashire Railway up 2% and the number of tourist days up by 13% on the previous year. Restoration of the Manchester, Bolton and Bury canal **and improvements to the public rights of way network, particularly in the West Pennine Moors fringe area** in coming years will add to the list of attractions and amenities available locally.

There is always room for improvement and there are a number of areas in which we could get better. In the past year the government introduced a way of comparing local councils called the Comprehensive Performance Assessment (CPA). CPAs

look at all aspects of the council and the way it operates. From this process of external inspection we learned some important lessons. These are set out in more detail in Section 3 but the main findings show:

- There are issues about our capacity to deliver all the things we want to do
- Whilst a lot of things are happening, we are not so good at assessing the impact of these changes on the community
- We need to improve the way we deal with the public and take their views on board to drive further improvement in our services

#### ***Best Value in Action – Corporate Governance Review***

As well as the external inspection, the council carried out **its own review of corporate governance functions last year**. Corporate governance is the system by which local authorities direct and control their functions and relate to their communities. This review revealed that Bury had robust and comprehensive arrangements in place but identified the need for improvements in several key areas including:

- (a) Performance management – using all the data available to us to monitor progress in service delivery
- (b) policy led budgeting – ensuring that our money is applied to our priorities and areas of greatest need
- (c) human resource strategy – valuing all our employees and deploying their skills to best effect

These areas for improvement have been built into our work plan for 2003 – 04.

### ***WHY HAVE WE WRITTEN THIS PLAN?***

All councils must publish details of their performance each year. Certain things must be included to satisfy audit requirements but we want to share with you:

- Our ambitions for services in the Borough and how we intend to achieve these goals
- An assessment of how well we are doing and to explain any shortfall
- Some of the influences that will affect the way services are delivered in the future

Setting out our performance and future intentions is part of our commitment to being open and honest. By outlining what we want to achieve, we are trying to involve as many people as possible in the improvement of our services. Reporting our performance also gives you a chance to judge for yourself what the **council** is up to and how well it is meeting your needs.

### ***WHERE DO WE GO FROM HERE?***

Key to good performance is ensuring 'best value'. Achieving best value or the best possible services for the money available comes from continually looking for ways of improving our services. Some changes are small scale and should be made as we go along but sometimes finding a better way of doing things is more complicated and takes time to plan and implement. As we cannot do everything at once choices have to be made. It is not always easy to balance competing demands within available resources but we have decided our priorities for 2003 – 04 will come from three main sources: the national shared priorities, the CPA improvement plan and actions to support the community strategy.

The shared priorities are seven themes agreed by the Government and local councils as areas for action. Councils play a large part in delivering the government's promises and under this initiative, targets have been set to focus the efforts of both government and councils on:

- raising standards across our schools;
- improving the quality of life of children, young people, families at risk and older people;
- promoting healthier communities by targeting key local services, such as health and housing;
- creating safer and stronger communities;
- transforming our local environment;
- meeting transport needs more effectively; and
- promoting the economic vitality of localities

These themes are very close to our own corporate objectives.

We have also been working **with** the Audit Commission to agree an improvement plan following the CPA. From an initial list of 33 action points, we have grouped our activity in the coming years under seven main themes:

- Performance management – implementing a corporate framework that uses best value, scrutiny and project planning techniques to drive improvement and manage risks
- Information and Communications Technology
- Customer contact – to improve customer care provision and raise public satisfaction with services
- Policy led budgeting – directing our money at **council** priorities
- Human Resources – developing a people strategy to meet the future needs of the **council** and secure a framework to secure effective change management
- Procurement of goods and services including joint working
- Performance reviews of services that have a major impact on the public

National influences are important to us but local councils also have to respond to local issues. We need to develop our Local Strategic Partnership and implement our Local Public Service Agreement (LPSA). Other things we want to do this year **arising from our annual strategic planning event** include:

- agreeing a way forward for council housing
- increasing the amount of waste we recycle
- action to improve the council's position on 40 priority performance indicators
- three thematic performance reviews (environmental stewardship, youth services and leaving care)
- speeding up benefit claims
- reducing the number of road accidents

Details on how we intend to respond to these challenges are set out in the sections that follow.



## **5. Developing a Stronger Community Spirit**

### *WORKING WITH OTHERS*

Bury Council is striving to develop its leadership role within the local community. This means improving the way we communicate with you and working in partnership with many other local service providers to deliver the services you want.

#### **Community Vision and Strategy**

The Local Government Act 2000 placed a duty on all local councils to promote the economic, social and environmental well-being of the area. Part of that duty was the development of a community strategy. We made a good start. We published a community strategy in October 2001 with the mission of making the Borough of Bury a great place in which to live, work, study and visit.

#### **The Partnership Framework**

Although the council is expected to take the lead in developing the strategy, we cannot solve many of the big issues affecting local communities on our own. To make a real difference, we need to work with other agencies, private and independent sector organisations and community groups to improve services in the Borough. **The way we bring these groups together is through the Local Strategic Partnership (LSP). The LSP provides a framework for identifying and addressing local priorities and co-ordinates the work of operational partnerships that deal with the detailed planning and delivery of services.**

#### **Figure 1 - Bury LSP Structure**

**\*\*\*INSERT LSP WHEEL\*\*\***

This co-operation can be seen in the successful bids that have been made for a Healthy Living Initiative in East Bury and the 'Community Cohesion' pathfinder scheme aimed at bringing the public and voluntary sectors closer together. An Inter Faith group has also been established to encourage a greater understanding between different faiths and reduce the potential for tension in the Borough. The closer working relationships have revealed **young people at risk** and employment opportunities for disadvantaged groups as common areas for concern. Actions to address these issues are built into our plans.

In the coming year we will continue to strengthen the links with partners **through** the formation of two new partnership groups to cover Health and Well Being and Children and Young People. Consideration will also be given to establishing a Children's Trust to provide opportunities for joint commissioning and funding of projects.

Because the Borough does not qualify for neighbourhood renewal funding, our partnership does not need to be accredited by the Government. We feel, however, that accreditation would be helpful in assuring the quality of our work and **it is something we want to pursue. So far we have had positive feedback about our partnership working. Government Office North West (GONW) has said "Bury benchmarks well in terms of LSP development in the North West and could have expected to receive accreditation were it on offer."**

## DECISION MAKING PROCESSES

A key challenge for us in the future will be our ability to deliver local needs as outlined in the community strategy alongside the national priorities that often dictate resources. The link between our partnerships and **Executive** portfolios will ensure community needs are reflected in our Corporate Plan and other plans whilst policy led budgets will see money being allocated to our priorities. The focus on corporate priorities coupled with policy led budgets and greater emphasis on performance management translates into Service Development and Delivery Plans that drive the work of our employees. Our framework is shown in Appendix 1 with the annual cycle for managing this process set out at Appendix 2.

All of what we do can be linked back to the corporate objectives. This includes the way Councillors make policy and scrutinise decisions. Having adopted a structure following public consultation that consists of a Leader of the Council **and an Executive**, we have organised the **Executive** jobs ('portfolios') to feed into each of the seven corporate objectives. The diagram at Appendix 3 shows how **the portfolios link with the community strategy, corporate objectives and policy framework.**

***Our ability to prioritise work according to our objectives, link resources to these priorities and maintain a clear focus on the key issues was identified as notable practice by the Audit Commission during the Comprehensive Performance Assessment.***

Not all Councillors can be on the Executive but those without portfolios have an equally important and valuable role to play within the council. Some serve on commissions that advise the Executive on policy issues. Others serve on Scrutiny panels that keep a check on performance and the way resources are used. In addition, all Councillors work for their local communities and provide a necessary link between the Council and its residents as shown in Figure 2.

### **Figure 2 - The Council's structure**

(Take in diagram 'Council Structures')

### **Area Boards**

Whilst it can be useful to have a broad strategy for the whole Borough, it is essential that plans are turned into action. We see the best way to achieve this is to involve local people in determining what happens in their area and to work with **them** to find solutions to specific problems. Some authorities have developed informal arrangements to bring local people together based on existing community groups or goodwill. Our approach has been to establish a network of six Area Boards – one Board for each of the six townships in the Borough (see Figure 3). In this way, decisions have become more integrated with the formal decision making processes of the council and have provided a useful means of feedback.

The work of the Area Boards is underpinned by local **community** plans for each of the six **townships**. These plans take the messages from the community strategy and relate them to local priorities. Covering a three year period, local plans set out **what** needs to **be** put in place to deliver the strategy for each area. It is anticipated that 70% of the actions originally identified will be complete by January 2004.

A major piece of work for the LSP in the coming year will be to review the working of the area boards and identify new targets for the future.

### Kickstart budgets\*\*\* details awaited

How to make contact with the area boards is given in the table below:

Figure 3 - Area Boards and contact points

Area	Co-ordinator	Contact
Prestwich	Carran O'Grady	Prestwich Library 0161-253 7245 c.o'grady@bury.gov.uk
Bury East	Michael Riley	Acorn House, 150Willow Street, Bury 0161-253 6349 <a href="mailto:m.riley@bury.gov.uk">m.riley@bury.gov.uk</a>
Bury West	John Slater	Elton Community Centre 0161-253 6845 <a href="mailto:j.slater@bury.gov.uk">j.slater@bury.gov.uk</a>
Ramsbottom and Tottington	Kim Griffiths	Tottington Library 01204 880457 <a href="mailto:k.griffiths@bury.gov.uk">k.griffiths@bury.gov.uk</a>
Radcliffe	Sofina Duloth Joy	School Street, Radcliffe 0161-253 7455 s.duloth@ bury.gov.uk
Whitefield and Unsworth	Rose De	Unsworth Library 0161-253 7344 <a href="mailto:r.h.de@bury.gov.uk">r.h.de@bury.gov.uk</a>

## HOW WE'LL IMPROVE

Key to “developing a stronger community spirit” is the ability to work with local people to find solutions to their problems and listen to what they have to say. All councils have a duty to consult people affected by what they do. We consult because we want to be sure that the services we provide now and in the future best meet the needs of local people within the resources available to us. Consultation is more than testing satisfaction with services. It involves communication, discussion and action. What this means is that more and more services are asking for your views on the services we provide and involving you in planning how to improve them now and in the future.

Each year we consult thousands of people in many different ways – this includes adults, young people, tenants, young people, businesses and voluntary organisations. We use a range of methods including surveys, open days, allowing the public to speak at council meetings, public meetings, interactive web sites and service user groups. Listening days have been held by Area Boards to enable people to raise the local issues they want to see addressed when the community plans are reviewed later this year.

Complementing this work this year will be a Residents' Survey. The survey is carried out every three years and tells us what you think is important and how well you think we are meeting those needs. The length of time between surveys, however, can be a problem. We are considering how we can obtain more frequent feedback, such as annual surveys, so that we can be more responsive to your needs.

## 6. Improving the Quality and Availability of Council Services

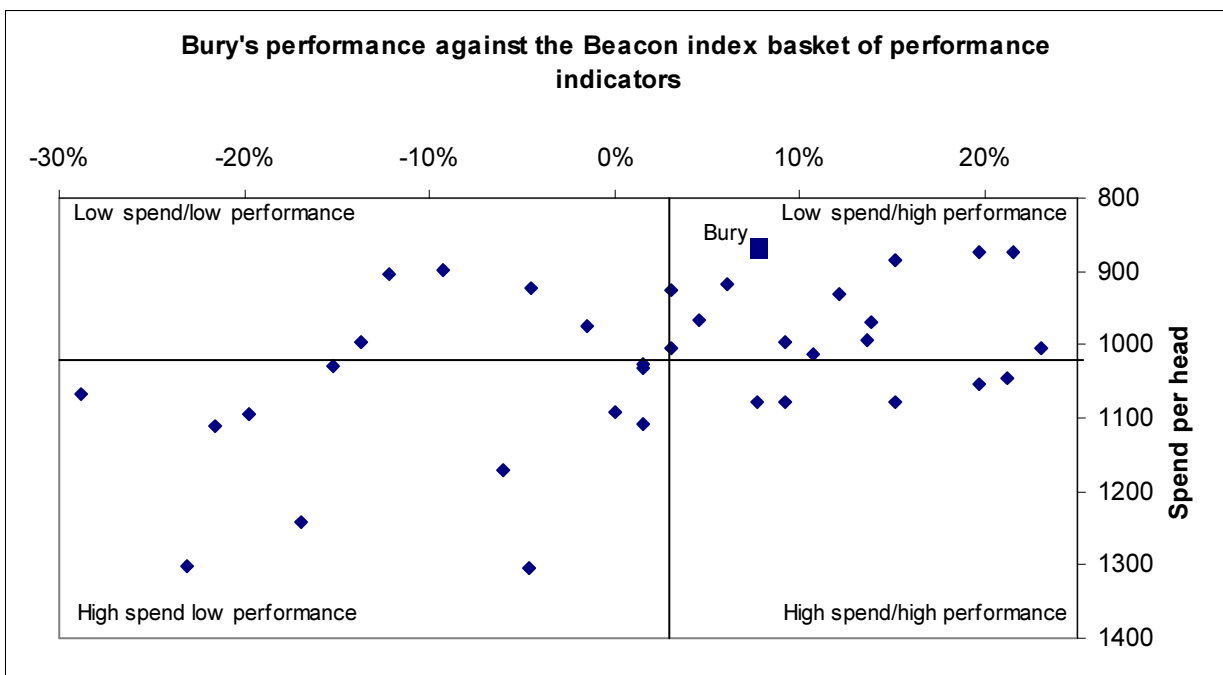
### HOW DO WE MEASURE UP?

#### Performance indicators

The government sets around 100 performance indicators (PIs) every year so that people can see how we perform and compare us with other Councils across the country.

To see the overall picture, the government and others often use an index or basket of PIs to produce a single measurement. We look at our performance in a similar way. Figure 4 shows our achievements against a Government index of 66 PIs and shows Bury to be in the most favourable quadrant on the graph. Taking spending into account we find fewer similar councils performing significantly better than us. Spending per head in Bury is low (see Figure 5) and so is staffing (Figure 6). What the graph does not currently show is the impact of deprivation. This is an area where further work is needed to refine comparisons with similar councils. We have asked the Audit Commission to take both cost and deprivation into account when the Comprehensive Performance Assessment (CPA) process is reviewed

Figure 4 - Bury's overall performance against a Government index of 66 indicators



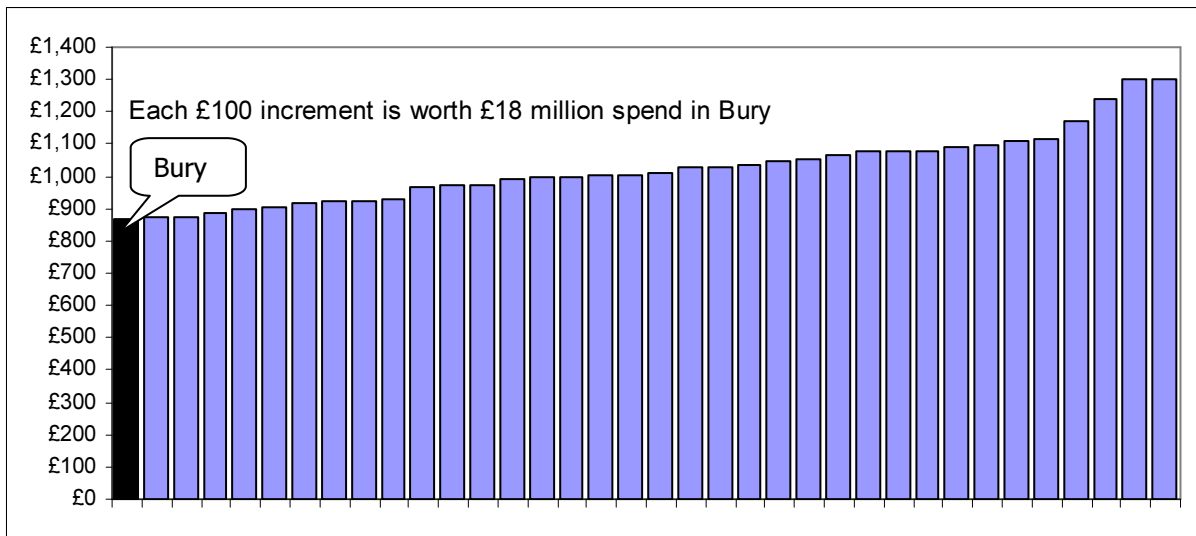
Government regulations say what we must put into this plan but we've included more to give you a fuller picture of what we do. Important indicators are shown throughout the text but a complete list is collected together at the end (Appendix 11).

Bury's overall spending per head of population is low. Using government spending statistics and 2001 census data, the money available to us per head of population during 20001/02 was the lowest of all 36 metropolitan councils.

Each line on the graph in Figure 5 represents an extra £100 per head spending – that's more than £18 million for Bury Council! If we had the same resources as the

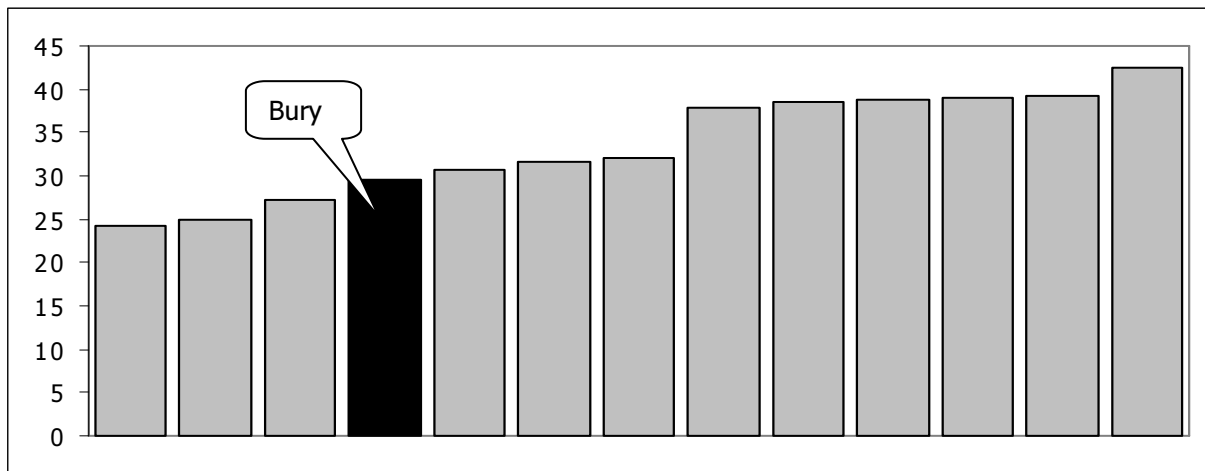
top spender we would have millions of pounds extra every year to spend on local services. We have put this case to the government and hope to receive extra money in years to come to improve services to you.

**Figure 5 - Spending per head in 2001/02**



Source: ODPM (taken from the updated BR1 form 2001/02) and Office of National Statistics population data

**Figure 6 - Full time employees per 1000 population compared to other councils in the Association of Greater Manchester Authorities**



Source: Greater Manchester Association of Metropolitan Treasurers Facts Figures and Finance 2002/03

## INSPECTIONS AND AUDITS

The council is subject to a range of independent, external inspections. The results of the major inspections that took place last year are set out below.

### Comprehensive Performance Assessment (CPA)

In last year's plan we told you that we had just started preparing for government's CPA. The CPA is the Government's way of comparing local councils by measuring performance in eight different **service areas**:

- Education
- Social Services
- Benefits Administration

- Housing
- Environmental services
- Cultural services
- A corporate assessment of the council and auditor judgements on financial management

CPA combines information from Best Value inspections, performance indicators and government assessment of our plans. From this information and on-site visits, they form a view of each service and make an overall judgement of the council. This work has now been completed and we received our results in December 2002.

Overall the outcome was disappointing. We were judged as ‘weak’, fourth on a five point scale. More detailed analysis of the scores shows significant variation across services as indicated in the table below:

Education	3 out of 4
Social Care – Children’s services	3 out of 4
Social Care – Adult services	2 out of 4
Environment	1 out of 4
Housing	1 out of 4
Libraries and Leisure	3 out of 4
Benefits	2 out of 4
Use of Resources	3 out of 4

Whilst Education, libraries and leisure, children’s services and our use of resources received good marks, areas such as adult social care, environment, housing and benefits require further attention. Public satisfaction with services could also be improved. The inspectors noted that “*the council is ambitious*” but identified weaknesses in the way we monitor performance. Further recommendations advocate building capacity in the council to achieve change and extending procurement and partnership working to deliver better services. Full details of our improvement plan are attached at Appendix 4.

Good progress is being made on a number of fronts to deliver the improvements identified in the CPA improvement plan:

- A corporate performance management framework has been introduced (Appendix 5) to monitor the work of the council. Regular reports to Councillors show how services perform, indicate progress on a range of initiatives and discuss ways of improving areas of lower performance.
- Approximately £250,000 has been allocated this year to upgrade information and communications technology. This is part of our commitment to improve the effectiveness and efficiency of services and provide more choice in the way people deal with the council
- Policy led budgeting – where resources are linked to council priorities came into effect with **the 2003/04** capital programme. **We plan to apply this process** to our revenue spending from 2004/05 onwards
- A Human Resource Strategy is being prepared
- Work is underway on revising our Procurement Strategy to ensure we get the best value from the goods and services we buy

## **Local Education Authority Inspections (LEA Ofsted)**

The LEA was inspected in January 2003. The Inspector's commented that Bury is ***"is a good, improving LEA. The Comprehensive Performance Assessment, published in December 2002, gave the education service two stars for performance. This reflects the high standards in schools and strong leadership by the LEA"***.

The report went on to say that the education service ***"continues to be an effective organisation. It is very well led, has a distinctive ethos and clear principles, and has developed very good relationships with its schools and other partners. The quality of planning is good and monitoring and evaluation are strengths of this LEA. The quality of data produced by the LEA is excellent. This underpins the LEA's strategy to develop self-evaluating schools and is a model of good practice"***

It was noted that the LEA does most things very well with particular strengths in:

- The formulation and implementation of school improvement strategy;
- The strategy for social inclusion;
- The allocation of resources and priorities;
- The support for primary literacy and numeracy strategies;
- The monitoring, challenge and intervention in schools;
- The support for schools causing concern;
- The support for school leadership, management and governors;
- The support for early years;
- The support services for special educational needs;
- The work on school places;
- The support for catering and grounds maintenance;
- The support for attendance;
- The leadership by senior officers and elected members; and
- The contribution to partnerships and multi-agency work."

Some below average performance was highlighted particularly in the area of looked after children, provision for information and communication technology (ICT) and in completing assessments for pupils with special educational needs. Other comments indicate that the LEA has not sufficiently helped schools to become discerning customers and more work is required to challenge the high number of exclusions in Bury secondary schools.

The council was aware prior to the inspection report that of the need to improve many of these areas. Improving qualifications for Looked After Children forms part of our PSA whilst the completion of special educational needs assessments were given greater scrutiny due to these being within the 40 priority performance indicators.

A Post-Inspection Action Plan to address these and other concerns is being written and will be implemented over the coming year, once agreed with government (DfES).

## **Social Services Inspectorate (SSI) Inspection of children's services**

An inspection of our children's services was carried out in November 2002 to check if we were working to national and local objectives and what impact this had on local people. Previous reviews had found the council in need of modernisation but this inspection paints a different picture. The final report is very positive **saying** Bury is "a

council working hard to modernise services, working across traditional boundaries". The quality of the work, positive feedback from **service users** and better management practices led the Inspectors to judge the service as serving most people well (**gaining 2 out of a possible 3 stars**) with promising prospects for improvement.

We intend to learn and improve from the inspection. Our post-inspection action plan will see:

- The Children’s and Young People’s Partnership becoming the vehicle for integrating and co-ordinating the various plans for children’s services
- Greater consistency in the information we provide and better handling of complaints that are received
- More training being given to employees
- Changes to procedures to strengthen our systems and safeguard service users

A similar inspection will take place in Adult Services **commencing in July 2003** and we will let you know the outcome in next year’s plan.

### Best Value Inspections

When a service is inspected, the inspectors ask two important questions: *Is it a good service? and: Is it likely to improve?* Based on the answers to these questions, the inspectors award a simple star rating, ranging from zero to three stars. The results of inspections are made public and can be viewed on the Audit Commission’s website [www.audit-commission.gov.uk/](http://www.audit-commission.gov.uk/). A summary of Bury’s inspection results for 2002-03 is shown in Figure 7 below. Details of individual reviews, the actions taken or planned and the improvements delivered can be found throughout the plan **or by clicking on our website: [www.bury.gov.uk/](http://www.bury.gov.uk/) and following the links to Best Value.**

**Figure 7 - Bury's Best Value inspection results 2002/03 – Number of reviews in each category**

Prospects for improvement	<b>Excellent</b>				
	<b>Promising</b>	2	1		
	<b>Uncertain</b>	2	1		
	<b>Poor</b>				
		<b>0 stars Poor</b>	<b>1 star Fair</b>	<b>2 star Good</b>	<b>3 star Excellent</b>
		How good is the service?			

The best place to be is in the top right hand box. Bury’s scores in the past year have been mainly in the one star or ‘fair’ category with half showing promising prospects for improvement. Our aim is to get 50% of reviews consistently in the top right hand box.



## External Audit

Our external auditors publish a 'Management Letter' at the end of every year. This is an official report **giving their opinion on how we use the resources available to us.** The latest Management letter covered the 2001/02 financial year together with their comments on our approach to the CPA. Overall the letter was positive. The auditors were satisfied with financial management in the council and the CPA improvement plan. Other comments - on the ICT strategy, social services spending, human resources strategy and reducing rent arrears have been taken on board. How we will address these issues can be found later in this plan.

The same external auditors must also pass as opinion on **the annual** Best Value Performance Plan and the work that goes to produce it. A copy of last year's plan **for 2002/03 can be found** on our website at [www.bury.gov.uk](http://www.bury.gov.uk) following the links to Best Value. The audit produced no statutory recommendations although a number of suggestions were made for improving the content of our Performance Plan. As a **result, we** have placed greater emphasis this year on outlining our priorities, commenting on our performance and showing how services interact to deliver corporate priorities.

## HOW WILL WE IMPROVE?

### National Priorities and Targets

As we started to explain in **Section 4**, our priorities for improving performance are heavily influenced by national priorities, standards and targets. The government has set challenges for all councils in the coming years including:

- **Shared Priorities** – seven themes agreed by the Government and local **councils** for action. Full details can be found at [www.odpm.gov.uk/news/0207/0033.htm](http://www.odpm.gov.uk/news/0207/0033.htm).
- **Corporate Health PIs** – a small set of performance indicators designed to provide a snapshot of how well the whole Council is doing.
- **National Targets** – that all councils should aim to reach within five years. Most are based on how the best 25% of similar councils (in our case **Metropolitan councils or 'mets'**) perform. We have set targets to meet all of them on time but some will be very difficult to achieve.
- **National Performance Standards** – the minimum level of performance that local councils must reach by a specified date.

Our priorities and targets for the next three years are set out in Appendix 6.

### Future Review Programme and Improvement Priorities

When it first started in April 2000, Best Value required us to review everything we did over a five year period. This is no longer the case. We don't have to include everything in the Best Value Review programme – just concentrate on the priorities. In consultation with our auditors and inspectors, we have agreed a set of overall priorities for this year and identified how audit and inspection can help. In some cases the normal inspection of services will continue, in others the inspectors will be helping us as we go along.

**For 2003-04 we will conduct three reviews** that will follow Best Value principles:

- Environmental Stewardship – how we care for the environment and protect natural resources for the benefit of future generations

- Youth services – to maximise the potential of young people and reduce anti social behaviour
- Leaving care – giving the best possible chance to young people leaving care

This means that will be investigating the way the councils and its partners carry out these functions in terms of economy, efficiency and effectiveness. Every Best Value review must be ‘fundamental’ and:

- **Challenge** what we do and how we do it
- **Compare** our services with others to see how we can improve
- **Consult** the people affected by what we do; and
- **Compete** to make sure that the best supplier provides your services

These are called the 4C’s of Best Value.

Best Value reviews provide opportunities to implement other initiatives – such as risk management, social inclusion, ‘sustainable development’ and equal opportunities for people to access our services. Implementation of these measures within reviews has been mixed. We want to get better at taking those opportunities and our guidance to review teams in these areas will be strengthened.

The ten local authorities in Greater Manchester are all purpose metropolitan councils. We have co-operated for many years through the Association of Greater Manchester Authorities (AGMA). AGMA was expanded to include Blackburn with Darwen, Blackpool and Warrington after those three became all purpose councils.

We are all working together to share experiences of Best Value. The AGMA councils share benchmarking information and operate a scheme to develop local performance indicators across a range of services. We will also be working together on the 2003 residents’ survey to provide comparative data across Greater Manchester.

We have also taken action on the suggestions made by our auditors to improve the collection and accuracy of PIs and provide a broader commentary on **performance**. **40 PIs have** been singled out for particular attention. Action plans have been prepared to ensure target performance is reached in each of these areas with additional corporate support being given to managers where required.

### **Performance Management Learning**

Part of this support comes in the form of workshops with some 50 managers at a time coming together to share experiences and discuss issues around performance management. This has been successful in raising the profile of performance management and exploring some of the barriers to change. In the coming year we want to build on this work by developing a training programme with external training consultants based on the Audit Commission’s ‘Performance Breakthrough’ model. Through this training we intend to increase the skills of over 130 managers **and Councillors in the principle techniques of** performance management.

### **Local Public Service Agreement**

Local PSAs are agreements between the council and the government to deliver **services in line with** ‘stretch’ targets. A grant is available to cover start up costs and achievement is rewarded by a Performance Reward grant that will be worth about £4 million to us if we achieve everything. A copy of our local PSA is in Appendix 7. This includes a general target to contribute to national cost effectiveness savings of 2%

every year. In Bury cost effectiveness is achieved through Best Value and the annual budget round. Every year we make substantial savings whilst meeting increasing demand and new duties within the resources allowed to us by the government. There is no agreed way of measuring cost effectiveness just yet although the government is seeking to introduce a common formula in the next year.

### **Improving through 'scrutiny'**

Part of the modernised political management in the council is the role of scrutiny. Non-executive members (**Councillors** not in the **Executive**) look at the effectiveness of services and policies and have the right to 'call in' decisions made by the **Executive**.

In Bury, we are using scrutiny as a way of improving services. Three scrutiny 'commissions' take a thematic approach based on the council's corporate objectives. Two other scrutiny panels are more inward looking **concentrating on** the way the council operates. One looks specifically at performance issues whilst the other investigates the way the council uses its resources.

From January 2003 we took on the role of scrutinising local health **services**. **Partnerships** are now developing with the three local health trusts to ensure this work runs smoothly.

### **Democratic Arrangements**

An Audit Commission report produced in December 2002 found that the democratic arrangements were working well in many areas. The report pointed to clear links between portfolios and the corporate aims, member structures for performance management and changes made to recording and reporting procedures. It also highlighted areas for further action and as a result of these comments we have:

- Developed a protocol to ensure health scrutiny focuses on the issues rather than individual health bodies
- Introduced a 'Scrutiny Pack' to raise awareness and give guidance on the process
- Devoted additional resources to support the scrutiny function

Work continues on other recommendations as we continue to raise awareness of the new arrangements and seek to clarify relationships between scrutiny and other areas of the council.

## 7. Improving Transport and the Environment

### HOW DO WE PERFORM?

#### Keeping the Borough on the move

It takes a lot to keep a Borough like ours on the move. To ease the free-flow of traffic we maintain nearly 600 kilometres of roads – whatever the weather, 550 bridges, 18,000 street lamps and over 300 kilometres of public footpaths and bridleways.

\*\*\*Commentary on BVPI performance and local indicators awaited\*\*\*

The council has developed its own set of local PIs in conjunction with colleagues from other AGMA authorities. These indicators measure performance in areas not covered by Best Value or other national PIs. Our position on each of these indicators is set out in the table below.

**Figure 8 - Bury's position on a range of AGMA local PIs relating to highways**

Indicator Definition	Bury Actual 2001/02	Bury Actual 2002/03	Bury Target 2003/04	Bury Target 2004/05	Bury Target 2005/06	AGMA Top 25%
Average time to repair street lamps that are not working (calendar days)	4.4					
Customer response time (calendar days)	8.7#					
The annual weed index rating of public highways (% efficiency of treatment)	88.93					
Number of successful claims against the authority per kilometre of highway network	0.17					
% of gullies running freely	88.00%					
Number of reports of blocked gullies per 1000 gullies (number per 1000)	13.42					
The total number of actionable defects on roads and pavements per km of highway safety inspected	10.77					
The number of days delay due to any road works on busy roads, per km of traffic sensitive streets	0.47					
% of waste materials from major road maintenance works which go to land fill	24.06%					
% of materials used on sites which are primary	79.26%					

The following authorities contributed to these comparisons for 2001/02: Blackburn, Bolton, Bury, Manchester, Rochdale, Stockport and Wigan.

#Although Bury's performance against this indicator was the highest of the other authorities sampled, Bury's result of 8.7 days was well within the Council's response target of 20 days. However Bury will be actively benchmarking with other authorities to improve their performance.

We consult communities on a regular basis so that service schedules reflect local priorities for road maintenance and safety schemes. We also ask people their opinion on the quality of our work. Latest results show almost 70% satisfaction with highway refurbishment schemes (we improved 64 streets last year) and 80%

satisfaction with the new levels of lighting following the introduction of 14 street lighting improvement schemes.

At the end of your journey you **may park** in one of the 4,000 parking spaces available in the 65 car parks around the Borough. **If you take a chance and park where there are waiting restrictions, you may have received one of the 14,000 penalty charge notices we issued in the first six months of taking over responsibility for parking enforcement.**

Taking capital and revenue budgets together, we expect to spend about £24 million on highways and transport in the coming year. The best way to use our resources is to invest as much as we can in planned maintenance. Knowing in advance where and when money will be spent enables us to operate more efficiently. Since 2001/02 we have allocated over 70% of the capital budget to planned schemes **through the use of a computerised Pavement Management System. This spending pattern will continue through the** Local Transport Plan until at least 2005/06. The Audit Commission considers 70% to be a reasonable level **because the council needs to retain some funding to** react to complaints and emergency situations.

An important part of our work is to balance the needs of the various road users. **34% of car users surveyed on European Car Free Day indicated that they would consider using an alternative means of transport.** Integrated transport has long been encouraged through the Bury interchange from where the Metrolink and frequent bus services provide an efficient means of travel. We support efforts to get people out of their cars **and onto public transport.** Our quality bus corridor (QBC) initiative has seen new bus lanes and improvements to dozens of bus stops being introduced in the **last year. In** keeping with the Local Transport Plan, 100% of organisations with more than 50 employees within 400 metres of QBC stops have been approached to adopt travel plans. A draft travel plan has been produced for Prestwich Hospital and various initiatives are being investigated to put the plan into practice.

Cyclists have benefited from new cycle lanes both on and off the street and the signing of the national cycle network through the Borough. We have also speeded up the number of drop crossings at junctions to make it easier for pedestrians with mobility problems or prams to cross the road. From an average of 10 annually before 2001, we are now carrying out around 90 per year. **Over 60 of these 'dropped' crossings were implemented in response to requests from individuals or interest groups.**

**These projects not only improve our environment but also contribute to our efforts on road safety in the Borough (see Chapter 10).**

## **Planning**

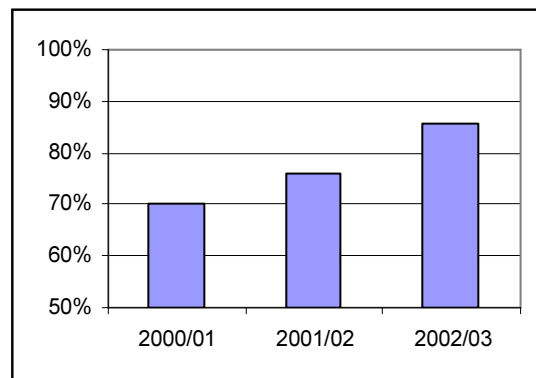
Local planning is about making appropriate use of land in the Borough and encouraging developments that blend in with the character of the area. We publish plans and guidance to help developers meet these requirements and back this up with regulatory powers to maintain planning standards, building control and conservation work. In addition to dealing with planning applications last year, we're protecting everyone's natural heritage through greenways, nature reserves, sites of biological interest and wildlife corridors. There are nine conservation areas and over 300 listed buildings in the Borough.

The major performance indicator for planning is the speed with which applications are processed. Although our performance did not warrant attention from government last year, we did not meet the national development control targets. Speed of application processing has therefore been included within the list of 40 priority performance indicators singled out for attention during 2003/04.

As well as dealing with planning applications, we spend a lot of time preparing for the future. For example:

- Protecting the greenbelt is important to us but in recent years our performance has been affected by a Public Inquiry decision in 1997. This allowed new developments to be *built* on greenfield and it has taken several years for these applications to come through the system. The trend is now more positive and the indications are that in the future around 90% of new building will take place on previously developed (brownfield) land as fewer applications to build on the greenbelt are being approved.

**Figure 9 - Percentage of new homes built on previously developed land**



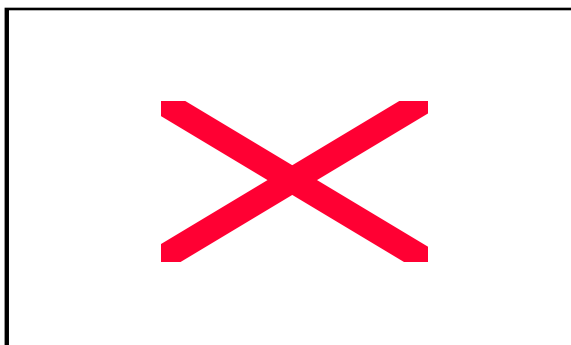
- Money has been spent upgrading sites for the East Lancs Paper Mill, Burrs Showground and the Longfield Centre (Phase 1)
- A vision for Bury Town Centre has been prepared and a partnership established to oversee its development

**Figure 10 - Bury's position on a range of local PIs relating to planning**

Ref No.	Indicator Definition	Bury Actual 2000/01	Bury Actual 2001/02	Bury Actual 2002/03	Bury Target 2003/04	Bury Target 2004/05	Bury Target 2005/06
110	Average time to determine all planning applications (in weeks)	10.17	9.8wks				
112	Score against checklist of enforcement best practice	33%	40%				

## Environment

- **Refuse collection**



Every week we collect waste from some 76,000 homes and 1,500 businesses. **That's nearly four million bins each year!** In addition, we collect and dispose of bulky material such as furniture, freezers and fridges (free of charge) and remove over 70 abandoned vehicles every month.

**Figure 11 - Missed bins per 100,000**

- **Protecting our children's future**

Our aim is improve transport and the environment by making sure that all development in the Borough is 'sustainable'. Sustainable development means development that meets the needs of the present without harming the quality of life for future generations. The main way we promote sustainability is through our Local Agenda 21 strategy (LA21).

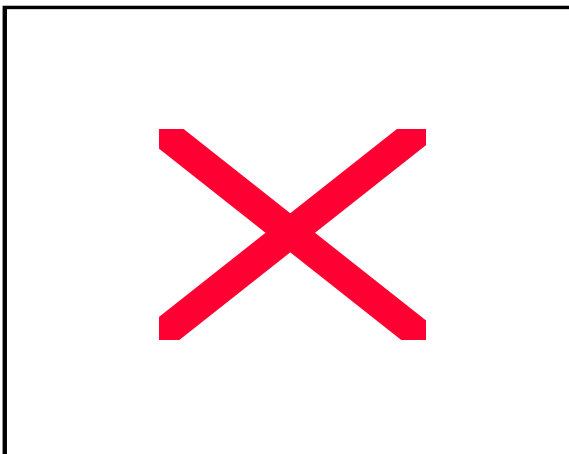
LA21 is a product of the 1992 Earth Summit where world leaders pledged to instruct local communities to draw up plans to tackle economic, environmental and social problems and create a more sustainable future. Our strategy was published well within the time scale set and followed extensive consultation. It also prompted the establishment of the Bury Environmental Forum to encourage community involvement.

During the last year we checked progress against the LA21 strategy. This revealed some improvement in improving waste management **and** bringing brownfield sites (land that has been previously built on) back into use. **We also opened an energy efficiency show house in December 2002 to give advice on energy conservation. This hands on approach has generated significant interest with 150 general enquiries being received, 48 people attending presentations and over 300 contacts made through displays and exhibitions in the first three months of 2003. Although we are making progress in this area, much has still to be achieved. We therefore plan to set time aside this year to review progress and update the strategy. We know that we need to reflect the changing expectations of local communities and provide better linkages between environmental initiatives.**

- **Recycling**

Over \*\*\* tonnes of glass bottles, newspapers and metal cans are recovered every year through the Borough's public recycling facilities. We still put more than 90% of our waste into landfill sites so there is still a lot of scope to increase recycling locally. We increased recycling from 5.6% to \*\*% in 2002-03 and are aiming for 10% in 2003-04 **in line with national targets.**

**Figure 12 - Percentage waste recycled**



We can all help to reduce the amount of waste. Every household in the Borough has had the chance to buy a home composting bin at reduced prices.

Other successes this year have included involving 30 schools and community groups in the Yellow Pages recycling scheme, 12 new recycling facilities and working in partnership with Greater Manchester Waste Ltd to collect paper from all domestic properties and many offices.

In addition to the three civic amenity sites, there are now 22 other multi material recycling centres located in convenient places. These banks, situated at shopping centres, car parks and local businesses, encourage the public to recycle a wide variety of materials.

Education plays an important part in increasing awareness about litter, recycling and waste minimisation with competitions and prizes encouraging children to take part in campaigns. Following the Yellow pages recycling scheme and production of a school video about paper recycling in Bury, several schools have also set up small-scale recycling initiatives.

- **Street Cleaning**

Our current priorities for street cleaning are:

- Township centres and high use target areas. These are now swept weekly or even more frequently as a result of investment in new machinery
- Principal roads, residential areas and industrial estates are tackled at least every 6 weeks

We also service over 600 litter and dog fouling bins as well as the collection of 'sharps' – discarded hypodermic needles and syringes.

This part of the service has undergone major change in the last year with better employee training (through NVQ accreditation) and new machinery. The introduction of electrically powered trucks to empty town centre litter bins, small ride-on street sweepers and a chewing gum removal machine have led to noticeable and immediate improvements in street cleanliness. Special 'hit squads' tackle the more serious 'hot spots' responding rapidly to remove fly tipping and offensive graffiti. We have increased our responsiveness in this area so that all town centre subways are inspected every Monday. In the last year, the squad responded to \*\* complaints.

One of our major problems is that many unsightly areas of the Borough are privately owned and so not covered by our cleaning contracts. In these circumstances we try to persuade the landowner to tidy up. Where this does not work we can take legal action against the owner though this can be slow and expensive and is only considered in very bad cases.

## **Parks and Open Spaces**

The Borough has a wealth of green areas for rest and relaxation. We are responsible for 480 hectares of recreational green space (including formal parks, countryside sites and playing fields, 25 woodlands covering 177 hectares, 55 play areas and other youth facilities.

The maintenance of such spaces contributes significantly to our aim of working in partnership with others to improve the quality of life for everyone. Whether taking pleasure from the quarter of a million bulbs and bedding plants **displayed** each year or actively using the football pitches, tennis courts, bowling greens, **fishing waters or public rights of way** there is something for everybody in Bury.



Due to an absence of national performance indicators for most of these services, we have developed local measures with other authorities in Greater Manchester. Performance details are shown in the table below:

Indicator Definition	Bury Actual 2001/02	Bury Actual 2002/03	Bury Target 2003/04	Bury Target 2004/05	Bury Target 2005/06	AGMA Top 25%
% of parks and recreation grounds that are staffed in order to help create the perception of a safe environment	7%					
% of survey respondents who are satisfied with cleanliness on parks and open spaces	60%					
% of parks and recreation grounds with "Friends of" Groups	25%					
Number of events (days) on parks, recreation grounds and open spaces. (Events Days per 1000 population)	0.46					
% of parks and recreation grounds that are staffed in order to help create the perception of a safe environment	7%					
% of survey respondents who are satisfied with cleanliness on parks and open spaces	60%					
% of parks and recreation grounds with "Friends of" Groups	25%					
Number of events (days) on parks, recreation grounds and open spaces. (Events Days per 1000 population)	0.46					
% of survey respondents who are satisfied with Parks and Open Spaces	60%					

These comparisons for 2001/02 include data from Blackburn, Blackpool, Bolton, Bury, Halton, Manchester, Rochdale, Salford, Stockport, Tameside, Trafford, Warrington and Wigan.

\*\*\*Commentary on performance required\*\*\*

## HOW WE'LL IMPROVE

The environment element in the CPA only scored 1 out of 4 with our results on performance indicators scoring particularly poorly. We recognise that budget cuts over a number of years have had a detrimental effect on environmental services and this is something we will address in the coming years.

Our environmental priority this year is recycling and sustainability issues. Following a successful bid, the Government has given us £600,000 to collect recyclables (garden waste, glass, cans, paper and textiles) from 28,000 properties on alternate weeks. This will be a major initiative (one of the largest in the UK) and is expected to have a significant impact on refuse collection by more than doubling the amount of recycling in Bury.

To support this initiative the council is developing and expanding the scope of monitoring systems and procedures. The aim is to increase the quality of data available to residents and encourage operational staff to become more involved in

day to day decision-making and service development. We will also be heavily involved with joint educational programmes on recycling in association with Groundwork (Bury), Global Action plan and the Government funded Waste Awareness Action Plan programme (Jan 2003 – Mar 2004).

***Best Value in Action – Street Scene***

Bury's low overall resources has had a big impact on our environmental services – the things people see when they walk out of their front door. For a long time, we have been limited in what we can spend on overall maintenance of our streets, parks and open spaces.

Following a Best Value review of street scene services we took a close look at how services link together, how they perform, how we can learn from others and what we can do to improve.

One of the significant outcomes will be greater co-ordination in the delivery of the Street Cleansing, Highways and Grounds Maintenance services.

Through our planning service we will also see an increase in the proportion of new homes built on 'brownfield' sites as current decisions are put into practice. A design guide for domestic extensions is to be published later in the year to improve the quality of residential neighbourhoods.

The council will also be looking closely at sustainability issues through the Environmental Stewardship review. This work will play a key part in determining the future direction of the LA21 strategy and set new targets for our work – and that of our partners – in improving the quality of life within the Borough.

## 8. Creating a Better Future for All Generations

### HOW WE PERFORM

Creating a better future for all generations means providing all our citizens with the chance to get the most out of life. In Bury this includes having access to quality education, cultural opportunities and the right level of support to promote independence. In other words we want to encourage the most **creative, whilst** looking after the most vulnerable in our society.

### Education and Lifelong Learning

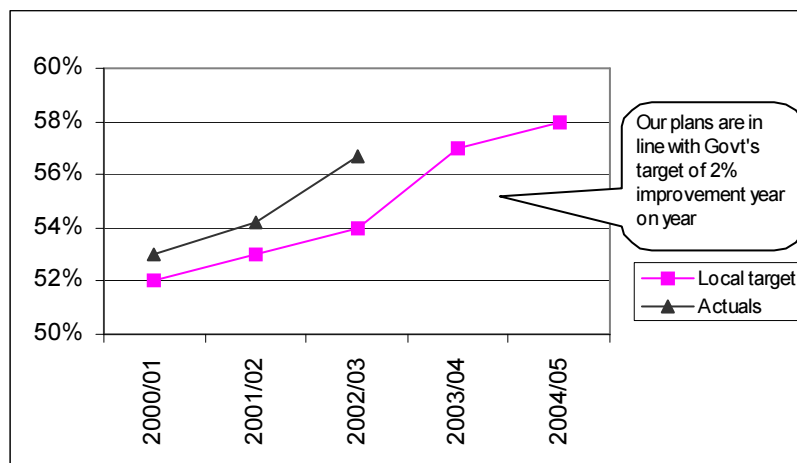
- **Education Development Plan**

The main plan for raising educational standards is the Educational Development Plan (EDP). Our latest plan – EDP2 was approved in March 2002 and was judged by the government to be “a good plan with some areas of best practice”. Ofsted said “the Plan was well structured and clear in aim and intention”. Whilst a positive view of our planning process is welcome, the real test is whether it achieves the desired results. Evidence gathered locally in what Ofsted considered to be a “robust and thorough” evaluation of EDP1, showed our plans to be cost effective in improving educational standards. The measure of progress is most pronounced in the school results.

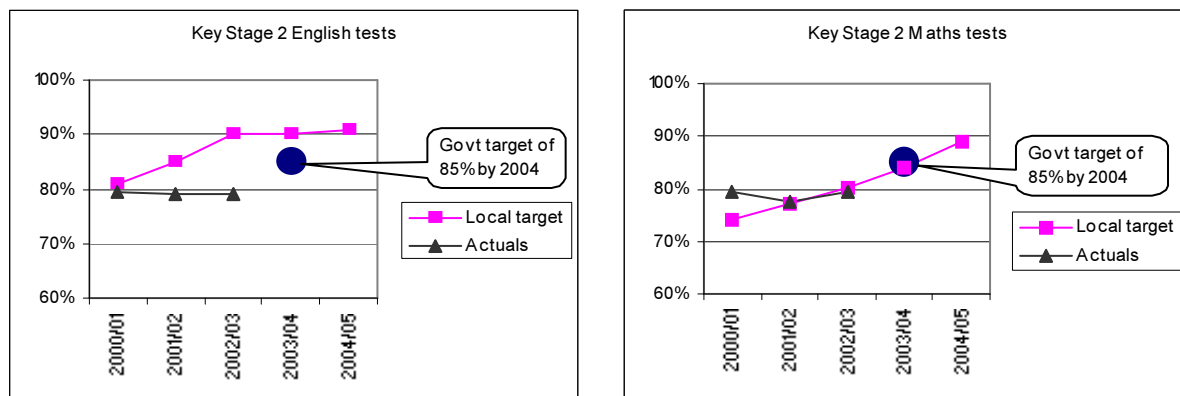
- **Results**

Education is one of Bury’s jewels turning in top quartile performance in GCSE and Key Stage 2 results year on year. Education in Bury is amongst the best in the country ranking 15<sup>th</sup> in the 2002 national league tables for primary schools and 28<sup>th</sup> for secondary schools. Providing good education is important to us and this is reflected in our spending plans. **With a net revenue budget of £98.9 million,** education is the single largest element and accounts for **over 50%** of the council’s budget. As in previous years, all the additional money received from government (£10 million in 2003/04) has been passed on to schools. Even at this level, spending per pupil is low compared to other Mets highlighting the achievement of our schools in establishing Bury as a centre of educational excellence. The council believes it has secured very good value for money overall in education.

Figure 13 - % Pupils achieving 5 or more GCSE s at grade A\* - C or equivalent



**Figure 14 - % Pupils achieving Level 4 or above in Key Stage tests**



Although our results have been excellent, we are not sitting on our laurels. We want pupils in all age groups to reach their potential. **Achieving continuous improvement will not be easy. Performance at Key Stage 2 is showing signs of sticking around the 80% mark despite a range of literacy and numeracy strategies being in place.**

**Key Stage 3 will also be a focus for our work in the coming years.** As part of our local PSA we have undertaken to increase pupil attainment at Key Stage 3 by 1% point in English, Maths, Science and ICT by the 2005 exam season. To achieve this we plan to spend £160,000 on additional staff, summer schools and more resources to support boys' learning.

Our commitment to good quality education extends to all pupils. **However**, one area where we are less successful is in the qualifications attained by children in public care. Last year **31.8%** of children in care obtained one or more grade A\*-G GCSEs. **This is lower than recent years and is** significantly below the 98% success rate of other pupils. We have plans to close the gap through another part of our local PSA bid. £93,000 is being earmarked for dedicated teaching and counselling support with the aim of 70% of children leaving care with one or more grade A\*-G GCSE. **Since the PSA was agreed the government has announced new national targets for the educational attainment of children in care covering both primary and secondary provision. We will be studying the full implication of the announcement and identify what action needs to be taken to meet the new targets by 2006.**

- **Special Educational Needs (SEN)**

Other children can also experience difficulties with learning. Over 1100 children in Bury have Statements of Special Educational Needs. These 'statements' provide extra help and support to enable **an individual child to access appropriate education and make progress.** Monitoring the attainment of pupils with SEN over the past year indicates the majority of pupils are making good progress. Problems in the system meant that our performance **in completing statutory assessments of SEN within the timescale** dipped last year. New procedures have now been put in place and as a result the number of statements processed on time has increased from 30.1% (including exceptions) to **51%.** The figure is even better if the exceptions are discounted showing **79%** of assessments are now completed on time compared to **52.9%** at this time last year.

### **Best Value in Action – Pupil Support**

The Council provides a range of services to support children with special educational needs or who are at risk of social exclusion. These services are designed to ensure that everybody has access to the curriculum and assist schools in raising educational attainment for these groups. The government has set a challenging agenda for raising exam results and attendance in schools.

The review concentrated on the way services were structured. As a result the main improvements are expected to come from:

- The creation of an 'Access and Inclusion Services' function bringing together learning support, sensory support and the children's disability team to focus on the needs of service users
- Grouping services to focus on the needs of pupils at risk of social exclusion
- Increased joint working across Education and Social Services
- Better communication between services and with service users
- Defining the services that users can expect
- Improved performance management

### • **School Places**

Most children in the Borough are taught at one of our 86 schools.

**Figure 15 - The number of pupils educated by Bury Council**

	<b>No of schools</b>	<b>No of Pupils</b>
Nursery schools	1	1482*
Primary schools	68	15367
High schools	14	11945
Special schools	3	250
Total Bury schools	86	29044
Pupil Referral Unit	1	61

\*This figure includes pupils in the 36 maintained nursery classes attached to primary schools. It relates to both full and part time pupils

The details relate to schools and pupil numbers as at January 2003.

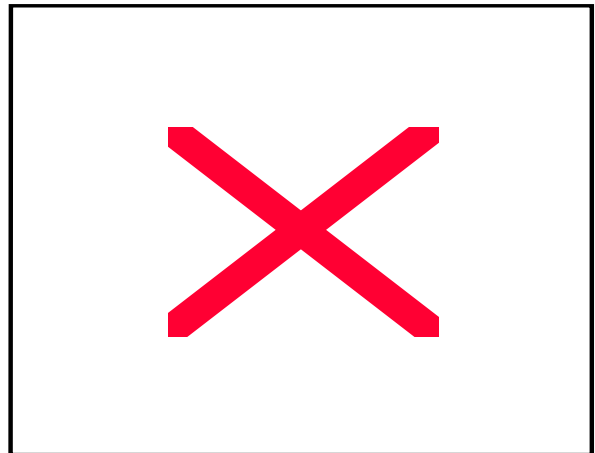
The number of pupils, however, is falling. Primary schools have seen the number of spare places grow from 7% in 2000/01 to 9% in 2002/03. Whilst some spare capacity is needed to cope with people moving or changes to family circumstances, too many spare places are costly. We have responded by completing a review of primary school places in the last year, balancing efficiency with local sensitivity. This will see the number of surplus places being reduced although any savings will be retained within the education service.

### • **Attendance**

Young people can only develop their potential if they go to school. Our Education Welfare Service makes special efforts to tell young people and their parents about the dangers and effects of truancy. Welfare staff visit schools on a regular basis and conduct up to three truancy sweeps each year in co-operation with the local police. In extreme cases, we do prosecute parents for failing to ensure their child attends. By 2004, the Government expects us to reduce the number of unauthorised absences by 10% compared to the level in 2002 and improve overall attendance levels thereafter. Delivering on this target will be tough and requires the co-operation of both schools and parents. Our plans for the coming years include spending £90,000 to run a publicity campaign and fund additional staff to target specific schools.

- **Early Years**

For the younger age group the Early Years Development and Childcare Partnership is working hard to improve the quality of services offered to children and their families. Bringing together the various agencies, private and voluntary sector providers and parents the number of 3 year olds with access to a free early years place has risen by over a third in the past two years.



**Figure 16 - Increasing numbers of free early years places for 3 year olds**

***Bury Children's Information Service (CIS)***

The CIS provides quality, accessible and impartial information and advice on the full range of childcare services, resources and issues. Led by the needs of children and their families, carers, employers, professionals and local and national government, information is available on:

- Childcare Vouchers (Busy Bees – Bury Metro employees)
- Childminders
- Crèches
- Family Centres
- Holiday Playschemes
- Leisure Activities
- Local Clubs & Organisations
- Nurseries
- Parent & Toddler Groups
- Play & Activities
- Pre-school Playgroups
- Schools

If you need information or advice on any of the above

Call - Freephone telephone helpline: **0800 731 4611**

Fax: 0161 253 5942

Email: [childinfo@bury.gov.uk](mailto:childinfo@bury.gov.uk).

The Partnership is on target to meet its strategic goal of 2,279 childcare places by 2004. Some difficulty has arisen getting more childminders because of the long registration process. To remove this barrier we are working closely with Ofsted to see if there are ways to streamline the process without affecting child safety.

It's not just the numbers that count. We are looking to promote social inclusion by creating 390 places in the more disadvantaged parts of the Borough. £3 million has been allocated to help groups set up including an early excellence centre at Hoyle Children's Centre.

As well as creating new childcare places, we also work to keep the existing places open. We cannot stop childminders needs changing or groups having to close because of falling demand but advice, support and training is on offer to

minimise the closure rate. Latest figures in the Partnership's Implementation Plan (2002/03) show continued growth in the number and choice of places available.

In terms of quality, the government has set a target of 94% of early years settings to make satisfactory or better progress in delivering Early Learning Goals. Of the 70 early years settings inspected by Ofsted as at 2002, 100% had achieved satisfactory or better.

- **Adult Education**

At the other end of the age spectrum, seven centres including a mobile information unit deliver approximately 700 adult education courses for about 5,000 students. Changes to working practices in recent years through early enrolment, monitoring class sizes and closer partnership working with Bury College has improved efficiency. This has enabled new services such as adult education activities for older learners in residential accommodation to be introduced.

## **Cultural Services**

Learning is not just about formal education. Cultural Services is made up of public libraries, the Art Gallery and Museum and Arts Development Service. There are 11 libraries in total, four of which are small outreach centres, offering books and other media for loan, providing information and acting as a gateway to the council. Specialist support to schools and the housebound take the library service beyond the buildings and into the community.

2002/03 has been a busy and successful year for the service. As well as achieving Investors in People (IIP) and Chartermark re-accreditation, the Annual Library Plan received top marks from the government. Library services were also enhanced by:

- the introduction of a new library management system that allows all day, every day access to the catalogue of books held and allows people to renew or reserve books on-line
- £330,000 being spent to extend internet access at all libraries (the 'People's Network'). Users now have access to 108 computers free of charge with broadband connections.
- Disabled access computers are available at each library
- Computer access for Urdu speakers
- Establishment of a toy library in conjunction with the Early Years Development Partnership
- Development of the reminiscence service and an extensive programme of sessions carried out in Residential Homes and Day Centres

### **Best Value in Action – Cultural Services**

A review of Cultural Services took place in 2000/01. It was our chance to look afresh at the service and brought together many of the improvements listed above. As well as better services to the public the review led to:

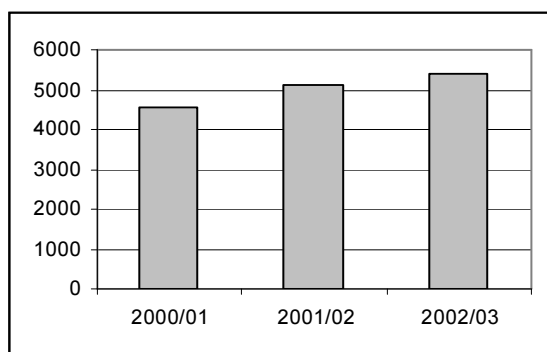
- Changes in procurement arrangements. A longer contract with our main book supplier is producing savings as is the outsourcing of the book selection process
- Joining the Greater Manchester Library Stock Purchasing Consortium to take advantage of greater buying power. The specification for the contract will be available by October 2004
- Establishment of a Community Languages Consortium in partnership with neighbouring councils to improve the Asian language/Urdu book stock. Shared buying power has also led to significant discounts from suppliers
- An increase in the book stock by £20,000 in 2002/03 and £80,000 in 2003/04

The subsequent inspection judged cultural services to be a **Fair Service with Uncertain Prospects for Improvement**. This rating was rather disappointing given the service's level of performance, public satisfaction and number of improvements that were being put in place. The Audit Commission is coming back in 2003/04 to see how we are getting on and we shall be showing them the improvements that have been made.

On the wider cultural front, we saw the Cultural Industries Development achieve maximum takeup of its workshops by local artists, the creation of a Trust to protect

the Irwell Sculpture Trail and a successful Lottery bid for a new Museum and Archive Study Centre. The Art Gallery programme also met with critical acclaim and the Turner/Schober exhibition received 6,000 visitors.

**Figure 17 - Library visits continue to rise (Visits per 1000 population)**



Services continue to find favour with the public. Visits to libraries are up by nearly 1,000 since 2000/01 whilst people continue to say they are satisfied with services. Although based on a smaller number of replies than usual (810) 99.6% of library users found staff to be helpful, 99.5% were happy with the level of staff knowledge and expertise whilst over 82% said that they found the opening hours convenient.

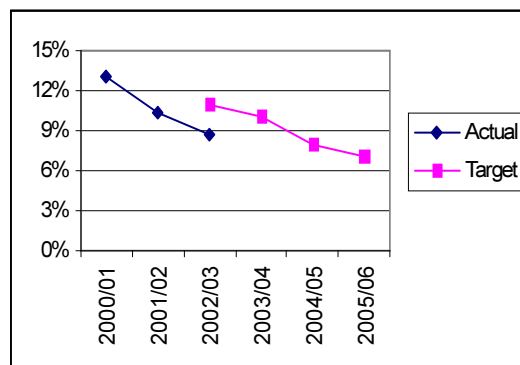
We are looking to extend the take up of our services and have set ourselves the extremely challenging target of reaching 6,000 visits per 1,000 population in future years.

### Social Services

As the primary social care department within Bury Council, the Directorate of Social Services, Health and Housing has a major role to play in creating a better future for some of the most vulnerable people in our community. Employing over 1300 employees and a budget of £39 million, the department deals with requests for help every year from:

- Children, young people and their families – we provide care for children with complex or social needs as well as protection for children who may be at risk of neglect or abuse. We also help with adoption and fostering where our aim is to increase the stability in these children’s lives. Our performance in this area is improving. The percentage of children with three or more placements is showing a reducing trend and continues exceed targets.

**Figure 18 - % children in care with 3 or more placements**

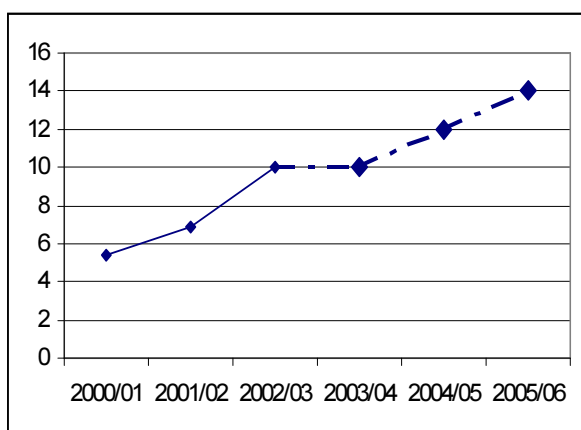


- Adults with physical, sensory and learning disabilities or mental health problems – supporting individuals to live independently, offering support an care at home, assisting people to access education, training, employment and leisure opportunities
- People who are in need because they are in pain, have a chronic illness or are terminally ill – by arranging home care an respite breaks as well as access to palliative care or bereavement services
- People who experience problems associated with ageing – through home, respite and day care to help them live independent lives and enable them to stay active and healthy, for as long as possible.
- Promoting and protecting the independence, choice, rights and social inclusion of learning disabled adults.



- Providing assistance and support to Asylum seekers and their families

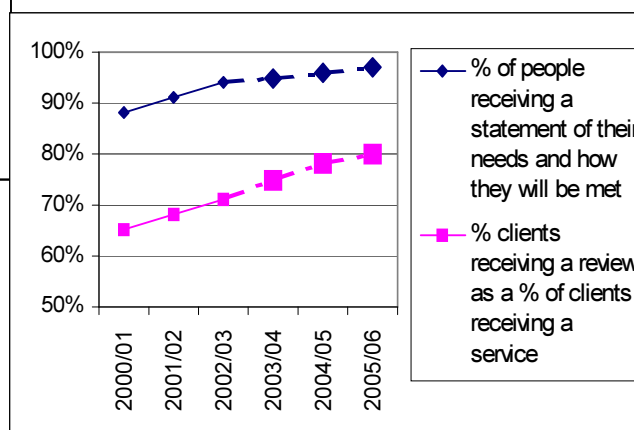
**Figure 19 - Households receiving intensive home care**



Households receiving intensive home care are continuing to rise..

.. as is the percentage of people receiving a statement of how their needs will be met and the number of clients receiving a review of their needs.

**Figure 20 - Clients receiving a statement of their needs together with clients receiving a review**



Not all requests require us to take action or assess people's needs directly. In some cases we simply supply the necessary information or refer people to other helping agencies. We collaborate with a range of agencies to supply a responsive system that offers value for money. Recent examples include the delivery of mental health and drug and alcohol services through the new Pennine Care NHS Trust, joint services for disabled children and for children in public care with the Directorate of Education and Culture as well as a new joint learning disability service. Services are geared to ensuring health and social care needs are met in away that maximises potential for independence, minimises risk and promotes quality of life and social inclusion.

On 30 May 2002, the Department of Health published the first set of Social Services 'star' ratings. The system rates all councils with Social Service responsibilities in England from zero stars to three stars using historical performance indicator and inspection results available at the time. We received a one star rating in Bury. This means that our services were judged to be serving some adults and most children well but the prospects for improvement in both these areas was considered to be uncertain. Subsequent star ratings will be published in the autumn each year. We expect our score to improve as a result of the recent positive inspection of children's service. An assessment of our Adult Services is also due during 2003/04 and we will report the outcome in next year's plan.

The improvement in perception of Social Services comes from a combination of sources. 2002/03 has seen continuing improvement in many\*\*\* of the BVPIs for Social Services, better outcomes for local people and a continuing emphasis on making best use of resources.

Whilst BVPI data shows trends in performance, other qualitative changes can be seen in the way social care is delivered in the Borough. Better outcomes for users are emerging either through our own work or in collaboration with our partners:

- Bury has become a National Pathfinder for Family Group Conferences. The SSI recognises our work in this area. They consider that the use of family group meetings and the establishment of formal planning and review meetings have made a significant impact on the quality of services
- Integration of Mental Health Services and the establishment of key improvements such as Streetwise, a service for young people with mental health needs. We have been successful in a bid for £71,000 to pay for a worker over 3 years
- A joint housing and social care service for homeless teenagers that the SSI consider to be innovative and has reduced to nil the number of young people sleeping on the streets
- A Women Only provision from Day Services
- Catering training for service users at Parsons Lane has seen the first student gain an NVQ
- The Third Route to Learning (joint initiative between Bury College and Mental Health Day Services) continues to develop 70+ students and promote social inclusion
- The opening of Moorview House, a frail elderly supported living scheme
- Carers breaks being highlighted as an example of good practice

Management practice is also leading to improvements. Setting up the Children and Young People's Strategic Partnership and the Learning Disabilities Partnership Board will provide greater strategic direction for those services across agencies. Integration of housing and social care services is leading to more efficient delivery of home care, supported housing, wider intermediate care and Step Down. **We are also addressing the skills needs of our employees through our partnership with Salford University to deliver NVQ training.**

**Continuity of services has been helped by reducing the budget overspend. Action taken following a statutory recommendation by the District Auditor in 2000/01 has seen a range of initiatives being implemented to change the balance of the service, improve monitoring and reduce the reliance of services on temporary employees.**

Not everything has gone according to plan. As we explained last year, one of our **proposals was to remodel residential care and increase home care provision.** We proposed the closure of four homes, the conversion of the remaining six homes into "resource centres" for intermediate and specialist care and an increase the level of support given to vulnerable people so that they can stay in their own homes for longer. The closure, however, was opposed by many and a High Court ruling found our consultation processes in need of improvement. Whilst closing residential establishments is an emotive issue, we believe the move away from high dependency, council run homes in favour of more care in the community is the right thing. We will therefore try again this year to reshape residential care and release the resources needed to improve our home care and specialist support for those in need.

We will also learn from the comments about our consultation processes as we are committed to taking account **of** the views of service users. We conduct extensive surveys both during and outside of Best Value reviews. Young people have access to an advocacy service and a number of services conduct exit interviews with service users so that we can learn from their experiences.

### ***Best Value in Action – Community Care and Commissioning***

In 2001/02 we reviewed the assessment and care management procedures for adult services and following on from this work has come:

- Joint working with Community Mental Health Team
- Streamlining assessment procedures for home care
- Plans to create more of a one stop shop ideal for adults including
  - Attaching or linking named social workers to GP practices
  - The creation of a specialist learning disability team to take all learning disability cases
  - Establishing an older people's mental health team from April 2003
- New computer equipment to streamline processes in home care billing, reduce paperwork and improve management information
- Closer links to carers and involving them more in services
- An extension of volunteering opportunities with an extra 18 volunteers already recruited

To deliver these improvements, a new organisational structure for Adult Services came into effect on 1 April 2003.

### ***Best Value in Action – Supporting and Protecting Children in Need***

During 2002, we carried out a review to improve the economy, efficiency and effectiveness of services that protect the well being of children in need. The review concentrated on priorities for improvement, where developments were needed to raise performance, promote good communications with service users and their parents and enhance cost effectiveness. The review challenged the service to improve outcomes by working in partnership with other agencies to:

- Develop outcome measures for services in line with local and national performance indicators and government priorities
- **Define and understand the cost of services for supporting and protecting children in need**
- **Investigate** issues relating to the employment and training of staff and foster carers to meet the needs of all potential users of the service

The improvement plan includes proposals that will see:

- Better sharing of information and decision making in child protection
- Changes to systems for monitoring the effectiveness and compliance with statutory requirements
- Encouraging the views of service users and carers in formulating and developing forward planning at both operational and strategic level. This includes raising the level of awareness among ethnic communities
- Closer working and joint commissioning between Social Services, Health and Education to pool resources and meet priorities and needs
- A three year commissioning cycle to introduce more certainty into service planning
- Ways of improving the retention, recruitment and effectiveness of foster carers being identified

### ***Best Value in Action – Supporting and Improving the Quality of Life of People with Disabilities***

Another Social Services review in 2002 was concerned with improving services to adults with a sensory, physical or learning disability. Following consultation about all aspects of a disabled person's life, the improvement plan sets out actions to:

- To reduce waiting lists for assessment
- Improve access to day time opportunities for young disabled people
- To improve the delivery of welfare rights
- To ensure that communication is made accessible to people who are disabled
- To improve transition services and communication between adults and children
- To involve people with disabilities and their carers in the planning of all services
- To review the direct payment scheme
- To modernise the equipment services
- Improve access to people from ethnic minorities

## HOW WE'LL IMPROVE

Education and Social Care are key elements within both national and local priorities. We have recognised the need to continually improve in these areas by making educational attainment a major part of our **local** PSA. Attainment is not just what happens in school. By addressing unauthorised absence, **extending** homework clubs **and encouraging greater use of our libraries**, we aim to improve by providing a wider package of learning support. Our targets are set out in Appendix 7.

Ambitious plans are also in place to improve the quality of social care in the Borough as set out in Figure 21 below:

**Figure 21 - Social Care Aims and Targets (2003/04?)**

<b>Key National Priorities</b>	<b>Our Future Plans</b>	<b>Aims and Targets</b>
<ul style="list-style-type: none"> <li>Improving waiting times</li> </ul>	<ul style="list-style-type: none"> <li>Increasing number of older people supported at home</li> </ul>	<ul style="list-style-type: none"> <li>85% of initial assessments within 7 days</li> </ul>
<ul style="list-style-type: none"> <li>Increasing number of older people supported at home</li> </ul>		<ul style="list-style-type: none"> <li>To increase the proportion of older people receiving support to remain at home by 10%</li> </ul>
<ul style="list-style-type: none"> <li>Reducing delayed hospital discharges</li> </ul>		<ul style="list-style-type: none"> <li>To reduce emergency admissions of older people to hospital</li> </ul>
<ul style="list-style-type: none"> <li>Improved outcomes for children in public care</li> </ul>	<ul style="list-style-type: none"> <li>Expand family placements and accommodation options for children in and leaving public care</li> <li>To expand the multi-disciplinary team for Looked After Children</li> </ul>	<ul style="list-style-type: none"> <li>65% of children receiving one or more GCSE</li> <li>27% of children receiving 5 or more grade A-C GCSEs</li> <li>60% of care leavers in education, training or employment</li> <li>80% of looked after children reaching the health criteria</li> </ul>
<ul style="list-style-type: none"> <li>Increasing take up of services by ethnic minority users</li> </ul>	<ul style="list-style-type: none"> <li>Improving information and access to services</li> </ul>	<ul style="list-style-type: none"> <li>*****</li> </ul>
<ul style="list-style-type: none"> <li>Improving support for disabled children and adults</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Children's Fund in Bury</li> <li>Establishment of new mental health services for children and adults via Pennine Care NHS Trust</li> </ul>	<ul style="list-style-type: none"> <li>To reduce mental health re-admissions to hospital</li> <li>To increase the proportion of people with mental health problems supported to live independently</li> </ul>
<ul style="list-style-type: none"> <li>Reducing teenage pregnancy and youth crime</li> </ul>	<ul style="list-style-type: none"> <li>*****</li> </ul>	<ul style="list-style-type: none"> <li>*****</li> </ul>
<ul style="list-style-type: none"> <li>Improving services for people with learning disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Further developing the joint working of the Learning Disability Partnership Board to deliver the objectives of the Valuing People White Paper</li> </ul>	<ul style="list-style-type: none"> <li>To increase the proportion of people with learning disabilities supported to live independently</li> <li>50% more disabled people to receive specialised equipment to enable them to live more independently at home.</li> </ul>

## 9. Developing a Competitive and Diverse Local Economy

### HOW WE PERFORM

#### ECONOMIC DEVELOPMENT

Regeneration and job creation is crucial to making the Borough a more attractive place to live and work. In terms of economic development, Bury Council and its partners have a good track record with a series of successful bids bringing extra resources into the Borough. Investment in European and the Single Regeneration Budget (SRB) schemes is estimated at around £115 million since 1997 – over half of which has come from the private sector – creating hundreds of jobs every year and transforming run down areas. This achievement has to be set against the Borough being ineligible for many sources of funding because it is not one of the most deprived parts of the country.

Whilst relative affluence excludes Bury from Neighbourhood Renewal Funding and some other programmes, we make the most of what we have. We currently manage a number of projects and have been successful in:

- Allocating 70% of the resources under Objective 2 European Action plan to projects. This represents £6.1 million of the £8.3 million available
- Securing £77,000 from Europe to support Early Years and Childcare development
- Attracting £65,000 to support an online learning project using broadband technology to improve the skills of people in East Bury and Radcliffe.
- Bidding with Bolton council for a scheme worth £60,000 to promote and implement broadband technology in micro-businesses
- Achieving the targets within SRB3 – ‘Developing the Leading Edge’. In particular this programme has seen:
  - The creation of Groundwork Bury. Its remit extends beyond environmental initiatives to include business support and community enterprises
  - The introduction of the ‘Working for Myself’ initiative
  - Support for the Bury Business Network which now has 160 members
- Managing the SRB5 ‘East Bury Initiative’ including:
  - The introduction of childcare and family support services at the Mosses Centre. 50 creche places are provided per week for the 46 people attending courses. 15 people have moved on to work or further study as a result of this project
  - 25 businesses assisted through the Workplace Initiatives for Safer Environments (WISE) scheme
  - 12 residents helped into work through building links
  - The introduction of extra neighbourhood wardens and a park ranger to improve community safety
  - 281 public and private properties improved with 400 people benefiting from a community safety initiative
  - The opening of an energy show house last November
  - Involving 400 local primary school children in environmental workshops
  - 140 young people engaged in a Youth Litter Campaign
  - The introduction of a healthy living initiative

An essential **part of regeneration** is area based action around town centres. Work is continuing on the Vision for Bury Town Centre incorporating a Traffic Management Scheme, the development of a cultural quarter and plans for spare land to the north of the town centre. Improvements to other township centres, the introduction of CCTV, **community wardens** and regular sweeping of the streets in these areas add up to a concerted effort to develop a positive experience for shoppers and visitors.

Fundamental to the retail experience is choice. Bury Market remains an attraction to both local people and visitors from far and wide with five coaches per week from around the region bringing in an estimated 11,000 additional visitors every year. This activity together with improved security reducing vandalism may explain why vacant stalls are on the decrease contrary to the trend nationally. Other market sites across the Borough are, however, suffering from falling demand. To address these issues, we are adopting a pricing strategy that reflects market strengths, consulting with the traders on fleamarkets, car boots and other initiatives to improve occupancy and removing restrictions to make it easier for new stallholders.

## HOUSING

Another important aspect of regeneration is the availability of decent housing in both the public and private sector. We compete for resources for this work with other **local authorities** through the Housing Investment Programme (HIP) and the government assesses our **plans and performance** each year. This year the government considered our **Housing Strategy and Business Plan as** 'above average' after being average for the previous 3 years.

**Past performance with private sector housing** has shown us to be below the 'Mets' average on both these indicators. Making a difference will, however, take time to come through. Only £1.5 million has been allocated for private sector housing schemes and although we have added an extra £1 million from the anticipated sale of assets, the money available means that we can only set modest targets for improvement. We use most of our money where we can do the most good. This year we propose to tackle poorer housing in the Pimhole area by establishing a 'Renewal Area'.

Our major challenges remain the same as last year:

- Making estates safer and more attractive
- Getting vacant homes back into use
- Trying to get extra cash to improve local housing
- Improving council housing performance

With 9,000 houses available for social housing, the council is a major landlord within the Borough spending over £19 million each year on estate management and repairs. **The last tenant survey showed overall satisfaction with the council as a landlord to be comparatively low (at 66%). We hope that improvements to the rents, lettings and repairs services will have resulted in higher satisfaction by the time the survey is reproduced later this year.**

Commentary on project board and performance\*\*\*\*

<i>Local Performance Indicators</i>	<b>2000/01 Actual</b>	<b>2001/02 Actual</b>	<b>2002/03 Actual</b>	<b>2002/03 Target</b>	<b>2003/04 Target</b>	<b>2004/05 Target</b>	<b>2005/06 Target</b>
% of repair jobs for which an appointment was both made and kept by the authority	0%	0%					
<i>Rent arrears as a proportion of the amount collected</i>		4.73%					
<i>Average relet times (days)</i>		75.9					
<i>Urgent repairs within time limits</i>		89%					
<i>Time taken to complete non-urgent repairs (days)</i>		63.4					

As well as improving performance, we want to improve the quality of life on estates. To support this aim, Street Wardens now operate on the Victoria and Hillock estates in Whitefield whilst at Huntley Fold and Topping Fold, Neighbourhood Wardens are going from strength to strength. Both schemes are working with local communities to reduce nuisance and litter in these areas. With financial support from their local Area Boards local 'Kickstart' funding Junior Warden schemes are being developed and young people are already **being organised** to pick up dumped rubbish and litter.

## HOW WE'LL IMPROVE

### ***Best Value in Action – Physical and Economic Regeneration***

We reviewed Physical and Economic Regeneration in 2001/02. It was inspected in December 2002 and found to be a **Fair Service but with Uncertain Prospects for Improvement**. There was no question that the service was producing some good schemes with limited resources but four specific areas for action were identified:

- Make clearer links between the Regeneration strategy and the Community Strategy
- Greater monitoring of outcomes is required
- Develop an evaluation framework to benchmark service performance
- Involve partners in the improvement plan

Work is progressing on implementing these recommendations.

### **Developing Links with the LSP**

Two pieces of work will specifically contribute to building links between the LSP and regeneration. Firstly we plan to develop a Bury Learning Partnership Funding Group, to lead on strategic, co-ordinated bids for the Bury Learning Partnership and LSP Lifelong Learning Thematic Group. **Secondly a funding web-page has been created on the council's website, giving up to date information, links and support on external and local funding. To be launched publicly in summer 2003, the web page provides a one-stop shop for the council, its partners, tenants and voluntary/community groups to help them access funds.**

Key features of the web-page are its funding notification service, alerting people to new funding initiatives and the ability for partners to easily share information when working in collaboration on funding bids. It also provides partners with a level of co-ordination that has not existed before. By holding and information in one place, we are aiming to keep providers informed of opportunities, produce better bids and increase efficiency by avoiding similar schemes being prepared by different groups.

**Monitoring of the website, its usage and bid proposals will provide valuable information to the Council, LSP and Area Boards about regeneration activity across the Borough and highlight trends.**

## Housing Partnerships

With clear priorities to address the housing issues that are important to our residents, we will continue to seek out ways of providing better services for the Borough. Some of this can be done through partnership with Housing Associations and we will do what we can with the resources available to us. Recent bids have been successful in attracting money from the government. £200,000 has been received to implement our homeless strategy and reduce rough sleeping particularly in respect of single people. **Over £2.2 million was allocated by the Housing Corporation, through the Social Housing Grant for 2003/04, to enable four schemes to be developed:**

- Bury Young Person's Housing Link - A **new care** unit scheme to provide supported tenancies for young people, developed in partnership with New Leaf Housing Association.
- **Provision** of independent accommodation for 10 people with Learning Disabilities, delivered in partnership with West Pennine Housing Association.
- Fourteen new affordable homes in Ainsworth which will be available on a shared ownership basis (part-rent, part-mortgage) through Irwell Valley Housing Association. Work is planned to start on site in December 2003.
- Provision of 11 units of supported accommodation for people with mental health needs. This will be developed in partnership with West Pennine Housing Association and the support will be delivered by Making Space.

## Options for Council Housing

Whilst we know what needs to be done, a lack of resources is hampering progress. Some councils have addressed this problem by selling their properties to Housing Associations, others run council housing through private companies that can access funds from other sources. We need to look at whether similar solutions are appropriate in Bury. An appraisal of the various options **is currently underway** in consultation with tenants and a decision will be made in October 2003. The choice will be based on what is best for both the council and its tenants and we will let you know the outcome in next year's plan.

**In the meantime we will continue to identify ways of improving services. Two Best Value Reviews have been carried out this year – 'repairs and maintenance' and 'access to affordable, quality, rented housing'. Plans for these services arising from these reviews is set out below.**

### ***Best Value in Action – Housing Repairs and Maintenance***

The effectiveness and efficiency of the repairs service is close to heart of most council house tenants. It plays a large part in determining tenant satisfaction with the council. Our review was prompted by low performance in many aspects of the service. Four themes were identified as the keys to delivering improvement:

- Communications
- Staff empowerment
- Reduction in emergency works
- Better co-ordination of resources

Implementing this plan has already had an effect on performance \*\*\*

Rigorous targets have been set for the coming year and the council will be closely monitoring the repairs service in the coming year to ensure that improvement is sustained.



### **Best Value in Action – Access to Affordable, Quality, Rented Housing**

This review centred on the way we deal with people wanting to be housed by the council. In particular it looked at the waiting list procedure, assessment of applicants and how properties are allocated.

Challenge showed there is a need to improve communication with tenants and opportunities to involve them more in decisions that affect their homes and estates.

Consultation highlighted gaps in customer care particularly when it comes to advice and access to the service by people with disabilities.

Our improvement plan includes objectives to:

- Find ways of encouraging greater participation by tenants in decision making
- Increasing the number of suitably adapted dwellings for rent and raising staff awareness of disability issues
- Estate improvements to reduce anti-social behaviour and make council housing more attractive
- Revise the assessment and allocation systems
- Provide more help to new tenants to maintain their tenancy including strengthening welfare rights and debt counselling services
- Respond to the need for affordable home ownership
- Develop a homelessness strategy

In addition, a previous review of housing rents was re-inspected by the Audit Commission during 2002/03.

### **Best Value in Action – Housing Rents**

Why we needed to improve

An inspection report in February 2002 pointed to low performance in a number of areas. Poor co-ordination of rents and other services, issues around customer care and tenant involvement prompted the Inspectors to rate the service as poor but with promising prospects for improvement.

#### **What we have done**

Since that report much hard work has gone into tackling these issues and we can now point to:

- Wider payment choice for tenants with the introduction of Post Office payment facilities and more dates when direct debits can be made
- Production of quarterly rent account statements to all tenants.
- A formal Service Level Agreement between Housing Services / Housing Benefits which has helped to process Housing benefit claim forms quicker
- Use of external collection agency to chase former tenants arrears
- Better information to tenants in rent difficulties, linked closely to welfare benefit advice from both the Housing Advice Service and voluntary agencies
- Quicker turnaround of void properties to minimise rent loss and bring houses into occupation more quickly
- Improved performance on all eight best value performance indicators for rent collection:
  - Former tenant' arrears have reduced from 6% of rent due to 4.1%
  - Current rent arrears have come down by over £120,000
  - The time a property is empty has reduced from 12 weeks to below 5 weeks minimising rent loss and bringing houses into occupation more quickly
  - The time to process housing benefit claims has reduced from 55 days to 39.5 days
  - The percentage of rent collected at 96.55% which is mid table performance compared to the bottom 25% at the time of the inspection

The Inspectors came back in February 2003 to check our progress. One year on they discovered a step change in the service and were so impressed, they considered housing rents now to be a **Good Service with Promising Prospects for improvement.**

Receiving an improved score is not the end of the story. We are going on to look at the IT rent system and continue to work with tenants to improve communications and develop services. **We are also looking to improve the communication and involvement of customers from Black & Minority Ethnic Communities.**

## 10. Making Our Communities Safer and Healthier

### WHAT WE DO

Making communities safer and healthier contributes hugely to people's quality of life. It also is a particularly wide area with many council services **and other agencies** having a part to play:

- Community safety – working in partnership with other agencies and local communities to reduce crime and the fear of crime
- Environmental protection – controlling industrial processes, nuisance from animals, noise, air pollution and land contamination
- Public health, for example, domestic noise and anti social behaviour, drains, sewers and control of infectious diseases
- Health and safety at work – checking to make sure that employees work in a safe environment
- Food safety
- Trading standards – checking to make sure that trade is fair, safe and honest. Providing advice and assistance to businesses and consumers on their legal rights
- Licensing
- Road safety – reducing the number of accidents on our roads
- Sport and recreation – providing opportunities to participate in physical activity

### HOW WE PERFORM

#### COMMUNITY SAFETY

The Crime and Disorder Act 1998 required local authorities to work in partnership with the Police and other agencies to develop a strategy for reducing crime and disorder in its local area. Each strategy includes a number of priorities. These are determined by combining national priorities, crime and disorder statistics and the views and opinions of local residents.

Addressing the **perception** and **fear of crime** is necessary to help revive community confidence and provide reassurances about safety and security at both local level and on a Borough-wide basis. The Crime and Disorder Reduction Strategy 2002-2005 sets out a number of priorities and we have begun to make progress in putting a number of initiatives in place. The proof is in the effect these measures have on our communities and how safe people feel. We have set targets (Figure 22) and will be surveying residents on a regular basis to check our progress.

Figure 22 - Community safety perception targets

To increase by 2007 the percentage of residents who feel very safe or fairly safe:	After dark	During the day
In their homes	96%	97%
In their neighbourhood	53.6%	95%
In town centres	29.8%	94%

To deliver these targets specific actions have been taken and will be developed by the Community Safety Partnership. **The partnership brings together the council, police and other interested parties and enables a multi-agency approach to be taken to crime issues in the Borough. Seven specific areas have been identified for action:**

- *Vehicle Crime* – from a position of having the highest level of vehicle crime in Greater Manchester in 2001/02, recorded vehicle crime is falling. Latest figures show recorded vehicle crime having fallen by 40% over the last three years. The Partnership is looking to continue this downward trend and has included within the strategy specific projects to tackle this issue. These include
  - Developing a more secure environment so that 90% of car parks have security lighting and/or CCTV by 2005
  - Implementing the Secure Car Parks Award with one car park per year meeting the standard
  - Monitoring car park security arrangements when considering planning applications
- *House Burglary* – Domestic burglary in Bury is higher than the national figures even though we have seen a reduction in the number of recorded incidents. A number of schemes have been implemented with the intention of reducing burglaries and protecting people against victimisation such as
  - The creation of over 30 new home watch schemes with more in the pipeline
  - Campaigns to raise awareness
  - Advice and assistance to householders in ‘hotspot’ areas to fit security devices

The Partnership has also decided to explore and strengthen ways of addressing crime issues affecting the **business** community in the Borough.

- *Street Robbery* – is a nationally recognised problem and as such we have included it within our Crime and Disorder Reduction Strategy. There are indications that this form of crime is increasing as efforts are made to reduce burglaries and vehicle crimes. To reverse this trend, we are:
  - Starting to identify geographical hotspots
  - Developing local action to target efforts on these hot spots including extending the area patrolled by Community Safety, Park and Neighbourhood Wardens
  - Working with the victims and the wider community to promote crime reduction and enforcement efforts where they are most needed.
- *Domestic Violence* – Bury Police record thousands of domestic incidents every year but research indicates that reported cases may only be the tip of the iceberg. We need a better picture of the situation in order that appropriate support can be given to victims. Bury Domestic Violence Steering Group is working hard to improve the strategic direction of the statutory and voluntary organisations involved and this has led to:
  - The establishment of a Domestic Violence Specialist Nurse within Bury A&E Department. This post is a positive step to measuring domestic violence in the Borough, including unreported incidents, and enabling victims and their families to access specialist support
  - The production and launch of an information and guidance booklet funded by the Community Safety Partnership on how to respond to people experiencing domestic violence
  - A successful bid for a publicity campaign including leaflets and posters to continue to develop awareness.
- *Racist Crime and Harassment* – The Borough has a small but growing ethnic minority community. The recording of racial incidents has increased over the past

few years. This is partly due to changes in the definition of a racist incident but also to changes in reporting procedures. We already ensure that racial or offensive matter is removed within 48 hours. Our priorities in the coming year are to:

- Encourage the reporting of race crimes and investigate all reported incidents
  - Promote social cohesion in line with the government's proposals
  - Strengthen the support and advice available to victims
- *Drug and Alcohol-related crime* – Over the past two years a number of activities have been implemented to reduce the incidence of drug and alcohol related crime. Targeted operations and surveillance by the Police has led to a number of drug suppliers being arrested. Many schools now have drug and alcohol education programmes in place and the increasing use of CCTV will improve safety and detection particularly in the town centres. It is proposed to continue and extend these activities. In the coming year we expect:
    - All children to be receiving substance misuse education
    - Bans being imposed on the public drinking of alcohol in all six town centres. Drinking in public can be intimidating for many people. Reducing this activity will not only make people feel safer but supports our aim to create an excellent retail environment for shoppers
  - *Youth Crime (including Anti-Social Behaviour)* – **Focusing on young people at risk** is one of **two priority areas** for the LSP. Our strategy for reducing crime by young people **contributes to this objective and** is based on prevention and diversionary work including:
    - termly truancy patrols with the Police covering 15 school days
    - spending £48,000 on youth play zones
    - increasing the capacity of the Youth Offending Team to work with more young people
    - aiming to increase the number of children in public care going into employment, education or training

**Early indications of progress with youth crime are good. We are currently on target to reduce the number of young offenders committing offences:**

	2001 Baseline	Long term targets	Planned reduction for 2002	Actual reduction in 2002
Burglary	28	25% reduction by December 2005	7%	54%
Vehicle crime	65	30% reduction by December 2004	23%	26%
Robbery	9	15% reduction by December 2005	N/A	11%

Reductions in re-offending rates are also well above the 3% target. Latest figures show that 44.9% of the 2001 cohort re-offended within 12 months compared to 51% for the 2000 cohort in the corresponding period. Youths released from custody were an exception to the rule with 100% re-offending during the following 12 months but with only three individuals in this category, the statistics had little effect on the overall result.

On qualitative measures, a sample survey showed 88% of victims satisfied with the outcome of restorative processes. In respect of parenting programmes, 100%

of parents completed the course and 100% were either satisfied or very satisfied with the results. Working in partnership with other agencies and voluntary bodies, efforts will be made to consolidate the gains from these programmes and build on their success.

#### **Best Value in Action – Community Safety**

We reviewed Community Safety in 2001/02. It was inspected in May 2002 and found to be a **Good Service but with Uncertain Prospects for Improvement**. The service acts as a catalyst for community safety across the Borough. Working in partnership with other agencies and local communities, the objective is to reduce crime and the fear of crime. Since the review, work has progressed on developing relationships between the partners and improving the recording and interpretation of information. In particular the council has:

- Created a new Community Safety Service by amalgamating the Community Safety Wardens, Carelink, Security and Emergency staff
- Worked with partners to improve relationships and the effectiveness of the partnership working
- Established Local Community Safety Partnerships to identify local issues and implement local solutions
- Introduced performance management and revised targets
- Developed a computerised database to record and analyse activity, identify trends and predict incident hot spots
- Introduced joint purchasing of drug services

These changes are leading to greater effectiveness as evidenced by better BVPI performance.

Not all of our services are as visible as community safety but they provide an equally important role in protecting people within the Borough.

## **ENVIRONMENTAL SERVICES**

Work to improve food hygiene and food safety within the Borough is showing some positive trends. As well as reductions in the number of suspected cases of food poisoning and salmonella, food complaints are down (12% on last year) and our inspection programmes indicate an improvement in the controls and monitoring systems applied by business.

We have been mapping complaints on a geographical information system (GIS). This highlights 'hot spots' and will enable us to target our resources in the areas that are of most concern to the public. Further benefits could accrue from sharing the system with our partners. For example, we have been having discussions with health agencies to see whether we can match our data on air quality with health statistics. This would provide more qualitative information to enable an even better targeting of resources to areas of most need.

## **ROAD SAFETY**

A lot of effort has gone into reducing road accidents in recent years. A programme of road safety education for school children, traffic calming measures and travel plans all aim to reduce casualties and make the Borough safer to live. For example by the end of 2002/03:

- 60% of schools with Keep Clear of school entrance markings had mandatory clearway orders
- 18 schools had travel plans, an increase of 80% on the year before
- 'Kerbcraft' a child pedestrian training scheme started in February 2003 and will encourage more school journeys to be completed safely on foot
- 14 local safety and traffic calming schemes had been completed and another 3 in progress

- 62 schools (nearly 15,000 pupils) received road safety education
- 43 schools involving 573 pupils took part in cycle training

Casualty statistics would suggest that the actions we are taking are working to prevent serious casualties. We are in the top 25% of Metropolitan councils when it comes to preventing death on the roads and the figures continue to fall. Using data from 1994-98 as a baseline, the number of people killed and seriously has fallen from 72 to 61 in 2002. The results for children aged 0-15 years, show a reduction in the number killed or seriously injured from 15 to 14 for the same period. Overall pedestrian casualties have reduced from 169 to 153 whilst pedal cycle casualties have reduced from 67 to 46. This means for pedal cyclists the target set for 2010 has already been met.

The challenge for us now is not just to maintain the lower figure but to work towards reducing the number of casualties even further particularly among motorcyclists and car users. To this end we have included £400,000 within this year's Capital Programme for local safety schemes, which when combined with structural maintenance schemes, will contribute to improving the local environment. We are also looking for a further £63,000 as part of our local PSA to fund training for pedestrians (especially children) and drivers.

## **SPORTS AND RECREATION**

Sport and active living can contribute to better health and fitness. We support this objective by operating six sport and leisure facilities for local people and the Market Street Athletics Track, which is managed on behalf of the council by the Bury Athletics Club. We also have a Sports Development Unit which aims to increase participation in sport through partnership with local voluntary sports sector, schools, relevant Governing Bodies of sport, the Greater Manchester Sports Partnership and Sport England.

There are few national indicators to point to how well we are doing. We are working on developing local indicators for the service. In the meantime highlights from the past year include:

- Helping voluntary sports clubs secure over £150,000 from Sports Lottery Fund
- £1.7 million investment in new facilities
- National pilot status for the Inclusive Fitness Initiative
- Sportsmark award gained or retained in 8 high schools
- Nutritionally balanced menus in primary schools
- Improved security with the introduction of CCTV at the Castle Leisure Centre

Sport and recreation is capital intensive – both in terms of keeping the physical assets in good shape and in responding to the changing leisure market. One of our most pressing challenges is to keep facilities in good condition despite low levels of resources available within the council. Recent improvements have been achieved through a partnership deal and it may be that external funds will play an increasing part in maintaining services. We need to explore this avenue further and during the course of this year we will be reviewing the future options for our facilities to ensure we receive best value.

On the wider health front sport and recreation will continue to contribute to the Health Improvement Plan and other initiatives by:

- Improving equality of access to sport amongst young people, women, ethnic communities, disadvantaged groups and people with disabilities
- Supporting schools to develop, improve and sustain links with the local sporting community
- Increasing the number of children at Key Stage 1 and 2 taking part in sport and physical recreation for at least two hours per week. With support from our local PSA, we specifically want to see 2760 more young people at Key Stage 1 and 4050 young people at Key Stage 2 participating in active recreation
- Securing additional resources through national initiatives such as Active Schools, Active Sports, Active Communities, Sport England small lottery grants, etc
- Involvement in the Greater Manchester Sports Partnership

***Best Value in Action – Sport and Recreation***

We told you in last year's plan about the inspection of Sport and Recreation. This had been assessed as a **Fair Service with Uncertain Prospects for improvement**. Since the review:

- Changing rooms and other facilities considered important by users have been upgraded
- pricing policy now reflects service needs rather than income for the council
- a partnership deal for gym development will bring in £1.2 million over 7 years
- new schemes have been devised to increase participation among girls, the ethnic minority community and disabled users

# 11. Achieving Social Inclusion

## WHAT DO WE MEAN BY SOCIAL INCLUSION?

Most people associate social exclusion with poverty when in reality it is more complicated. In Bury we think people can be or can feel excluded for a variety of reasons. **We need to make sure that information and services are openly available so that everybody has equal access to opportunities.** Sometimes this means treating people differently. **Single** Regeneration Budget (SRB) schemes **bring** resources into our more deprived wards to improve housing, employment and training opportunities.

Our Positive Action Training Scheme is another example where we give training and employment skills to under represented groups in the workforce. We achieved 70% in job outcomes and 60% in qualification outcomes from the latest group of trainees. This contributed to the scheme being given a Grade 2 (good) rating from the Adult Learning Inspectorate.

To us equality of opportunity also means thinking about how people use or gain access to services they might need and removing any barriers. People like:

- Older people
- Young people
- Carers who look after elderly, sick or disabled relatives
- People with disabilities or conditions that limit what they can do
- Parents wanting the best for their child
- People with different cultures and languages
- People with a different sexual orientation
- People at work during the day

Our services must respond not just to user groups but to the needs of individuals whose circumstances may require them to straddle more than one category. We have published our Equal Opportunities Policy and set up systems across the Council. We originally used the Racial Equality Commission's Code of Practice but are now moving to a special standard for local authorities. **The Audit Commission has recently reported on our approach to racial equality and diversity and noted the council's clear commitment to the scheme. It also considered that a lack of baseline information and the level of resources allocated to this work were limiting progress in this area. We will be examining the recommendations more closely in the coming months to ensure appropriate arrangements are in put place. In the meantime we have set up task groups to assess existing arrangements including translation and interpretation services and develop guidance to integrate race equality into our service plans.**

We are also working to meet the Disability Discrimination Act standards for our buildings. This year **\*\*%** of our buildings meet the standard and we have set aside **£\*\*** to make more buildings accessible next year.

Because there are so many different groups of people living and working within the Borough we need to work hard to be sure that everyone has **access to the information and services they need. Opportunities also need to be available to allow people to become more involved if they want to. This means avoiding indirect discrimination in the way we consult with people, having accessible venues for discussions or public meetings and writing leaflets in plain language.** Translation and



interpretation facilities already exist for people with hearing difficulties or for whom English is not their first language but we can improve the way we make information available to the community.

## HOW WE'LL IMPROVE

Although the government is keen for council information to be available on the web, many residents still want written information or to talk to somebody about their problem. How we respond to such enquiries was addressed through the Best Value Review – Communication and Public Interface.

### ***Best Value in Action – Communication and Public Interface***

Dealing effectively and efficiently with the public is important to the council. It is also a big issue for local people and an area where we know we can improve. The Audit Commission rated our performance as being a **Fair Service with Promising Prospects for Improvement**.

The review has enabled us to learn a lot about the workings of the council. The inspection process and subsequent recommendations have added to this knowledge and as a result:

- The post of Head of Communications and Partnerships has been established, creating a corporate responsibility for improving the way we communicate across all media both internally and externally.
- A Borough wide Communications Group has been established made up of Officers from across the Authority. The aim of this group is to set corporate standards and establish clear, consistent and high quality channels of communications across the council.
- A corporate "Communications Toolkit" and strategy have been launched which has set corporate standards in terms of all general correspondence.
- A Publications guide and checklist is being developed to act as a point of reference for Officers as regards the production of publicity materials such as leaflets, guidebooks posters etc. The guide lays down minimum standards for all publicity material produced by the authority to ensure consistency and makes recommendations as regards monitoring the effectiveness of specific publications.
- The public and our partner agencies are being involved where possible to assist in evaluating the effectiveness of communications. Most recently a range of local groups and individuals were asked to comment on the draft of a new Corporate complaints procedure.
- Proposals for improvements have been built into service development and delivery plans
- An option appraisal of press and public relations has resulted in the function being brought in-house and extra resources being allocated

Since the review, work has commenced on a customer contact strategy. This brings together many of the issues identified in the review and the CPA. In the next few years we will see information points across the Borough being rationalised, the introduction of customer care standards, new web site, new telephone system (March 2004) and the modification of reception areas.

We are also aiming to help those vulnerable people who are dependent on benefits. The improvement plan developed following the Best Value review is geared to improving the effectiveness and efficiency of the service.

### ***Best Value in Action – Revenues and Benefits***

The Revenues and Benefits service handles most of the money coming into the council. It also pays out a significant amount in the form of benefits to the most vulnerable people in our community. The inspection in 2002 judged the service to **be fair (1 star) with uncertain prospects for improvement**. Although customer satisfaction was generally good, a lack of consistency and weakness in some operational areas influenced the score.

We have acted on the findings of the review and the Inspectors' recommendations. As a result of changes we can point to:

- Top quartile performance for revenue collection
- Improvements in the time taken to process benefits
- Extension of fraud detection facilities
- Publication of frequently asked questions and other information on the council's website
  - Benefits  
[http://www.bury.gov.uk/bury/standard\\_template\\_five.asp?TitlePage=public\\_info\\_benefits](http://www.bury.gov.uk/bury/standard_template_five.asp?TitlePage=public_info_benefits)
  - Council tax  
[http://www.bury.gov.uk/bury/standard\\_template\\_five.asp?TitlePage=council\\_tax\\_navigation](http://www.bury.gov.uk/bury/standard_template_five.asp?TitlePage=council_tax_navigation)
- An extra 1,400 people signing up this year to pay by direct debit
- Better services to the public by introducing Post Office swipe cards to pay Council tax
- The introduction of videoconferencing facilities from Bury Town Hall to Radcliffe
- Outsourcing of non-core services to the private sector

We **will be getting a** follow up inspection from the Benefit Fraud Inspectorate **in mid 2003** and will let you know the outcome in next year's plan.

## 12. Resources

### PEOPLE

The people that work for us are our biggest asset - **without them quality services cannot be provided**. People management was identified as an area for improvement in our CPA assessment last year. High levels of recorded sickness and capacity problems hinder our ability to deliver change. To overcome this weakness we are developing a strategy to reduce sickness levels (including bringing the Occupational Health Unit in-house) and provide better links between all our people management policies and procedures.

#### **Sickness Absence**

The published figure for sickness absence in 2001/2 was 15.58 days. The data was later recalculated using a methodology agreed with the Audit Commission. This shows the council actually lost 13.9 days per employee due to sickness absence.

Work **to manage** attendance during 2002/03 has seen sickness absence fall to 13.2 days per employee. **Continued analysis of the data has identified an apparent problem with long term absences. We are putting procedures in place to reduce absenteeism in this category in the coming year.**

- **Workforce profile**

Paragraph about workforce profile – disability/race/gender. To be inserted when the BVPI data is in

- **Staff Survey**

During 2002 we completed a major survey of our employees. This gave all our employees the chance to say what it is like working for the council. Overall the results were very good and compared favourably to other councils particularly when it came to job satisfaction, the council's treatment of employees and work life balance initiatives. Other areas did not score so well. Perception of the council as a whole, the management of change and the impact of Best Value in delivering continuous improvement were lower than expected and action is required to improve these results.

- **Appraisal Framework**

Over the last few years we've set out to improve the way our employees are trained and developed and this may be why satisfaction is relatively high. One of the key building blocks is the appraisal process which operates, to varying degrees of success, throughout the Council. Appraisal is a good way of linking the contribution of individual employees to the council's priorities. It makes sure that people who work here are properly trained, developed and involved in the work we ask them to do. More emphasis is being given to appraisals being carried out more systematically as part of the performance management programme. This will complement another council target for this year which is to achieve the Investors in People (IIP) standard in all of our departments. Awareness training for employees is already underway with a view to **all** departments being formally assessed by 2004.

Training to do the job properly is not restricted to employees of the council. Social Services train social care staff in the voluntary sector and partner organisations to NVQ standard whilst the Early Years and Childcare Partnership are keen to encourage enhanced skills among childcare workers. The development of

Councillors to take on their community leadership role is equally important and we plan to seek further accreditation of our work during 2003/04.

## LAND AND PROPERTY

In addition to 9,000 council houses, we look after nearly 600 council buildings and related sites and 1000 commercial and industrial properties. The total value of these assets is in the region of £400 million. Effective management of land and property is an important source of income. Last year our land holdings generated over £3.4 million in rent income and another £3.17 million in sales to support the capital programme and other priorities of the council. In the absence of national BVPIs, we have a number of local PIs to monitor the efficiency and effectiveness of the service.

- Performance on portfolio/access to services and buildings\*\*\*
- Level of voids. Our targets for 2002/03 for the Bury Business Centre, Mountheath Village Workshops and Bradley Fold Small Workshops, were “a maximum 10% voids”. We were outside the target for the Business Centre (16.7%) and for Mountheath (14.5%) but well within the target for Bradley Fold (5.7%) where demand has remained fairly strong. Whilst the void level at Mountheath is not a cause for concern given the turnover of tenants and type of units, action [need to specify\*\*\*] is needed to reduce the relatively high void level at the Business Centre.

We're changing the way we manage our properties through a national approach called **asset management planning**. **By bringing together the condition, cost and utilisation of properties, we are making sure that efficient use is made of our facilities and that available resources are spent to best effect.** Our Asset Management Plan (AMP) received a “good” assessment from Government Office North West for the second year running. **The main focus this year is to review office needs in line with a target of 10.5m<sup>2</sup> per person and to re-assess reception areas in line with the council's customer contact strategy.**

We will also be looking at ways of increasing certainty in the time and cost of projects in line with Government's “Rethinking Construction” initiative.

## INFORMATION AND KNOWLEDGE

A modern council cannot function without information technology (IT). From watching how we spend your money, tracking applications and library loans through to publicising our latest policies, IT systems support everything we do.

The CPA identified ICT as an area for improvement.

Budget difficulties in previous years led to an under-investment in **ICT** but we have developed an e-government strategy to take us forward. During 2002 we focused our efforts on providing a sound platform and to this end we have:

- Produced a corporate ICT strategy and development plan
- Set aside £1 million to implement a community (broadband) network. Schools, libraries and council buildings are being upgraded and the work should be complete by the end of this year
- Allocated £1.3 million to improve major IT systems and plans are in place to bring these online between now and 2005 as follows

Customer relations management	Pilot at 2 sites by December 2003
Financial management	April 2005
Revenues and benefits	Sept 2004
Payroll / HR	Aug 2004

**We have also:**

- Implemented a state of the art library system that allows members of the public to search the library catalogue, request or reserve items, renew loans and check what is outstanding on their library card
- Spent £100,000 on upgrading the council's internet sites which will go live by \*\*\*\*\*
- Introduced purchasing cards, online payments and a telephone hotline. The hotline 0161 253 7917 allows the public to pay bills by credit/debit cards 24 hours per day, seven days a week

The National Grid for Learning, linking schools' use of IT and the introduction of computers into libraries (the 'People's Network') has also been managed by us.

**MONEY**

As we spend public money there are very strict legal controls on what we can do with it and how we must account for it. We have a strong internal audit set up that links well with our external auditors to ensure that the right systems are in place to make sure we spend your money properly.

We have a reputation for good financial management reinforced by the good score we received as part of our CPA. This is summarised in the table below:

Heading	Score (out of 4)
Financial standing	3
Internal financial control	3
Financial statements	3
Standards of financial conduct	3
Legality of significant financial transactions	4

We also scored 3 out of 4 for our performance on financial PIs.

As part of our 'medium term financial strategy', we have started a fundamental review of all budgets to ensure that the limited money we have is more focused on local and national priorities. Under the heading of policy led budgeting, we have allocated our capital monies this year directly in line with our priorities. A similar process will apply to this year's budget round to ensure that revenue spending in the 138 business units is targeted at council priorities in time for the 2004/05 financial year. Moving to a three year budget has introduced greater certainty into the budget process and prompted us to take a longer term view of service delivery.

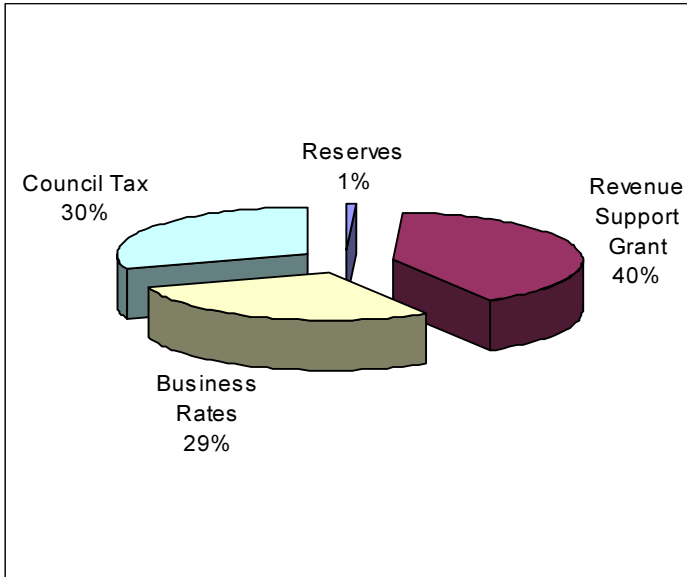
As in previous years, the council is determined that all spending will be sustainable. This means containing spending plans within the income available to us and not relying on balances or one-off savings to support mainstream budgets. This is leading to some radical thinking about the way we deliver services. It is also means difficult choices have to be made about the way we deliver services as witnessed by the recent debates about Residential Homes and Council Housing Stock Options.

- **Revenue**

Revenue spending is used for our day to day operating expenses and is based on annual budgets. **Appendix 8 shows how the money will be used in 2003/04.**

We will spend £298 million this year. After taking away income of £114 million, we still need to raise £184 million to deliver services. It's difficult to think in numbers that big – but it works out at around £1083 (£970 last year) for every person in the Borough. This includes the money we collect to pay for other services like the police and fire service.

**Figure 23 - Main sources of funding after income**



The biggest single contribution comes from Revenue Support Grant paid directly to the council by government out of national taxes.

National Non-Domestic (Business) Rates also provides a large amount. The government sets the business rate nationally, not us. We collect from local businesses, pay the money to government who then give us our share back based on a formula. Every year we get **£20 million more** from the central pool than we **collect**.

The rest comes from the Council Tax paid by local people. Unfortunately events outside of our control have made heavy demands on our budget (Figure 24). This has meant that the Council Tax has had to rise by 11.7% to keep services going once the requirements from the Police and Fire are added.

**Figure 24 – Where the Council Tax rise has gone**

<b>Total Increase in Council Tax 2003/04</b>	<b>11.7%</b>
Fire and Police precept	3.2%
Increase in insurance costs	3.8%
National Insurance increase	0.9%
Waste and Transport costs	1.0%
Maintaining and developing services	2.8%

The 2003/04 Band D Council Tax (used for national comparison) in Bury is £951.98. This is well below the Met average (£980) and is the second lowest in Greater Manchester.

**In setting the budget for 2003/04 all the additional money from government for Education (£10 million) and Social Services, as in previous years, has been passed onto those services.**

**Figure 25 - Spending in major service blocks per head of population**

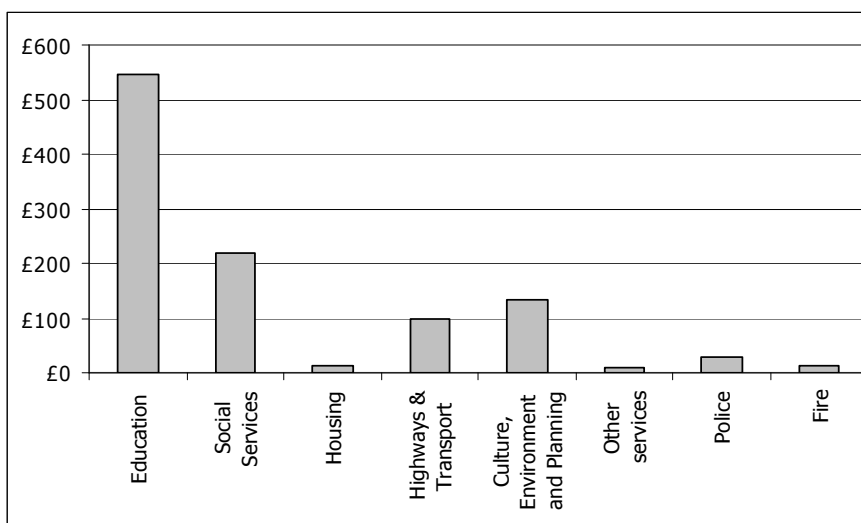


Figure 25 shows where your money is spent grouped by major services. It includes those for whom we collect money.

- **Capital**

Capital finance is investment in the future on things like new buildings, major improvements, large items of equipment and so on. In 2003/04 we expect to spend £28.1 million. Much of the work is funded by government permissions to borrow, which is strictly limited. Limited money and some projects running over several years, means we have to monitor schemes closely and this is done through our Capital Programme. Appendix 9 shows our current programme. Projects range from better educational facilities to environmental and transport improvements and are spread across the whole Borough.

At 1 April 2003 we owed £92 million and had £22 million invested. We are careful who we lend our money to. Working with our external advisors, we look to take advantage of interest rates to minimise the interest we pay on our debts and maximise the interest earned from our investments. During 2002/03 the council rescheduled part of its outstanding debt to take advantage of the low interest rates. This saved us over £400,000 which can now be used to support other council services.

Because the amount of money we can borrow is not enough to do all the things we want to achieve, we supplement the Capital Programme from other sources. Projects we are developing in partnership with other groups and agencies should bring in some £4.6 million from Lottery and other funding. The sale of assets will be another important source of money but as time goes on, the number of assets that can be sold reduces. The ones that are left tend to be the more complex sites or are more difficult to market for some other reason. Accordingly we are predicting that this year only £2.7 million will be available from asset sales.

All money raised is allocated in line with the Capital Strategy and Asset Management Plan. Both our capital strategy and Asset Management Plan scored 4 out of 4 in the recent CPA.

- **Trading Accounts**

Trading accounts are put in place when parts of the council need to operate like a business and break even or make a return on investments.

The council runs several units that operate trading accounts. The most important were set up under Compulsory Competitive Tendering (CCT) when services were obliged to compete with the private sector for the right to provide services. All services subject to CCT were required by law to break even with any 'profits' being ploughed back into improving services or support the council's balances. This is like investing profits back into to grow a business except that, if we hadn't won the tender the profit would have gone to the private sector and have been lost to the council.

Details of these accounts are awaited \*\*\*.

The legal requirement for CCT has now stopped but we continue to follow good practice by **operating trading** accounts and aiming to **meet pre-set targets for the individual services**. Most, if not all, of these services operate within a vibrant market and continue to face competition. Other markets will develop under Best Value and services are adopting different ways to deliver services as the 'Best Value in Action' summaries throughout this plan illustrate. The way we look at different options for providing goods and services is dealt with in the following section.

- **Contracts**

We have set rigorous **standards to secure Best Value in procurement processes** and to ensure that there is scope for continuous improvement in the way in which contracts are structured. We retain a robust, transparent and effective procurement procedure to ensure the ongoing delivery of Best Value supplies, services and works for all external contracts and internal arrangements. The council complies with legislation and is committed to government guidance on service provision. In considering employment issues, where a service is carried out on behalf of the authority, the principles set out in the Government's "Code of Practice on workforce matters in local authority service contracts" will be applied. Throughout the procurement process all potential service providers will be treated equally.

The council recognises the importance of skills and training for those officers involved to ensure they are aware of best practices and the relevant legislation and statutory guidance.

To ensure a corporate approach to procurement we have established a Procurement Working Group with representation from all departments to discuss and agree procurement strategies. A detailed Procurement Manual provides guidance to officers involved in procurement matters and is supported by relevant training. The procurement process has been streamlined by the introduction of purchasing cards for many routine orders and we are committed to the implementation of an effective e-procurement solution. We are increasingly using output and outcome specifications in our procurement of services and continue to work with other authorities on joint procurement of goods and services for which we have a common requirement.

The Authority is constantly appraising its method of procurement, recognising that when used effectively procurement is fundamental to service improvements.





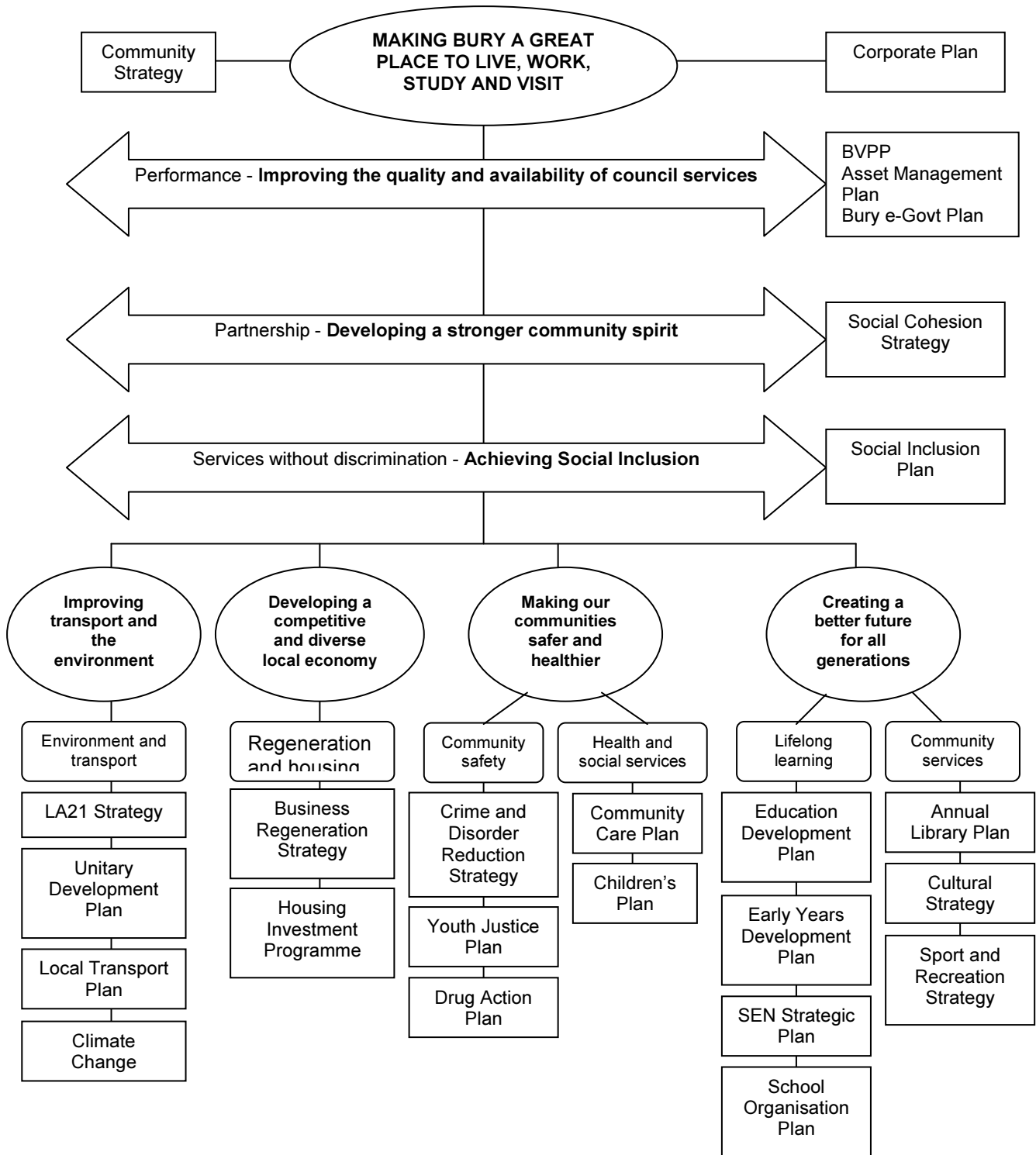
## 13. PUTTING IT ALL TOGETHER

The table below illustrates how we intend to put it all together.

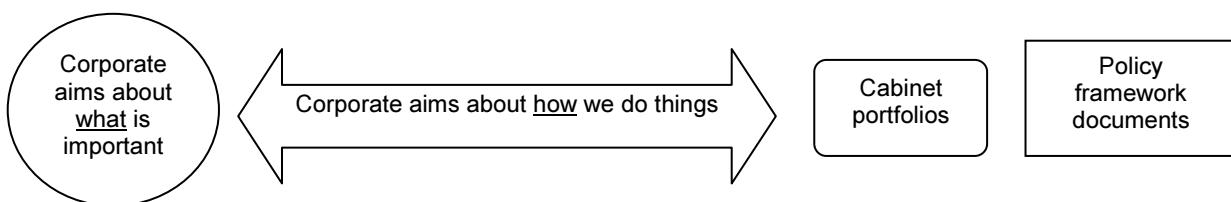
<b>Bury's Vision: Making Bury a great place to live, work, study and visit</b>					
Corporate Aims The council's seven corporate aims are closely linked to the community strategy and are set out in the corporate plan	<b>Service Areas</b> Bury services are organised into four service streams. Priorities for each service area are set out below. These show how our work will contribute to the corporate aims.				<b>Key plans and targets</b> These are the documents and goals that guide the way we deliver services
	<b>Chief Executive</b>	<b>Education and Culture</b>	<b>Social Services, Health and Housing</b>	<b>Environment and Development Services</b>	
Developing a stronger community spirit	<ul style="list-style-type: none"> <li>Residents survey</li> <li>Social cohesion pathfinder</li> </ul>	<ul style="list-style-type: none"> <li>Youth services review</li> </ul>			Social Cohesion strategy Youth service plan
Improving the quality and availability of council services	All service areas will play a part in improving the quality and availability of council services. Key activities this year are: Improving customer care, developing a Human Resource strategy, upgrading computer systems, improving performance on 40 key performance indicators				Best Value Performance Plan Asset Management Plan E-Government Plan
Improving transport and the environment	<ul style="list-style-type: none"> <li>LA 21 update</li> </ul>			<ul style="list-style-type: none"> <li>Increase recycling</li> <li>Environmental Stewardship Review</li> </ul>	LA 21 strategy Climate Change Strategy Recycling targets
Creating a better future for all generations		<ul style="list-style-type: none"> <li>Improved GCSE and SAT results</li> </ul>	<ul style="list-style-type: none"> <li>More people to be helped to live at home</li> <li>Leaving Care review</li> </ul>		Education Development Plan Annual Library Plan
Developing a competitive and diverse local economy			<ul style="list-style-type: none"> <li>Housing stock options</li> </ul>	<ul style="list-style-type: none"> <li>Bury Town Centre strategy</li> </ul>	Business Regeneration Strategy Housing Strategy and Business Plan
Making our communities safer	<ul style="list-style-type: none"> <li>Reducing youth crime</li> </ul>			<ul style="list-style-type: none"> <li>Reducing road casualties</li> </ul>	Community Safety Strategy Youth Justice Plan
Achieving social inclusion	<ul style="list-style-type: none"> <li>Race equality</li> </ul>		<ul style="list-style-type: none"> <li>Asylum seekers</li> </ul>		Social Inclusion Plan

# Appendix 3 - Linking Bury's Corporate Aims and Objectives

Our corporate objectives have seven themes and link into everything we do. This diagram shows how they are linked into our local strategic partnership, Cabinet portfolios and policy framework.



## KEY:



## APPENDIX 4 - CPA IMPROVEMENT PLAN – PRIORITIES – 2003-04

FROM A LONG LIST OF 33 IDENTIFIED WEAKNESSES THESE HAVE BEEN CONDENSED INTO 7 THEMED AREAS FOR ACTION AND WILL BE INTEGRATED WITHIN THE SERVICE DEVELOPMENT AND DELIVERY PLANNING (SDDP) PROCESS.

CPA - Priorities	Issues	Actions	Outcomes	Council Decision/ Meeting	Timescale	Department/Officer Portfolio Holder
<b>1. Performance</b>						
<ul style="list-style-type: none"> <li>Establish a corporate Performance Management framework</li> <li>Use of best value as a driver for improvement</li> <li>Poor track record of BVR delivery</li> <li>Overall performance improvement is mixed - some PIs show little or no improvement and some have deteriorated</li> </ul>	<ul style="list-style-type: none"> <li>The lack of a formal authority wide framework has militated against a proactive monitoring, measuring framework</li> <li>Requirement for a corporate, target setting framework through an enhanced SDDP process</li> <li>Need for effective management of all performance indicators including national and local PIs</li> <li>BV Performance and Review – link target setting to key objectives identified through the corporate planning process.</li> </ul>	<ul style="list-style-type: none"> <li>Develop Performance Management strategy</li> <li>Ensure corporate targets are integrated into SDDP's which in turn respond to Corporate aims and objectives.</li> <li>Draw up Action Plans for each individual PI, starting with those identified for priority with 5 year timelines to secure upper quartile position</li> <li>Introduce a bi-annual post review monitoring arrangements via the Performance Management Scrutiny Panel process</li> </ul>	<ul style="list-style-type: none"> <li>Strategic aims and objects clearly defined</li> <li>Annual target setting to be aligned to corporate aims and objectives.</li> <li>New corporate SDDP planning framework will ensure there is cross cutting activities and appropriate monitoring through DMTs</li> <li>The new Performance and Planning framework will facilitate this process</li> <li>Increased and early response to PIs that are not on target.</li> </ul>	<p>Report to:</p> <p>Executive</p> <p>20 November</p>	<p>April 2003</p>	<p>Deputy Chief Executive</p> <p>All Departments</p> <p>Executive Member, Performance Management</p>
<p>Scrutiny has not yet been able to focus fully on performance and impact of policies and services and some issues have not been followed through.</p>	<p>New Scrutiny arrangements should address this issues.</p>	<p>Ensure roles are clearly understood. This will be assisted by:</p> <ul style="list-style-type: none"> <li>Qualitative BV Reports</li> <li>Scrutiny Management meetings</li> <li>Improved Layout of room</li> <li>Different reporting formats</li> <li>Follow up work</li> </ul>	<ul style="list-style-type: none"> <li>Two new scrutiny panels created</li> <li>New Performance Management resources/framework, exclusively dedicated to performance issues</li> <li>Achieve a proactive scrutiny process, which is able to exert pressures for service improvements.</li> </ul>	<p>Reports to:</p> <p>Resource Scrutiny - 19 September 2002</p> <p>Scrutiny Management Committee - 30 September 2002</p> <p>Executive – 9 October 2002</p>	<p>October 2002</p>	<p>Deputy Chief Executive</p> <p>Executive Member, Performance Management</p>

CPA - Priorities	Issues	Actions	Outcomes	Council Decision/ Meeting	Timescale	Department/Officer Portfolio Holder
<b>1a. PERFORMANCE (PROJECT PLANNING)</b>						
<i>Lack of detailed action plans/project plans</i>	Need to develop a consistent approach to project planning, management and review.	<ul style="list-style-type: none"> <li>A model 'Bury' project management framework is nearing completion</li> <li>A new version of Best Value Review Tool kit is nearing completion.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Corporate Project Management/ Action Planning format</li> <li>Develop SDDP's to be the main action-planning framework</li> <li>A new scrutiny management framework to monitor performance bi-annually.</li> </ul>	SDDP's Report to: Executive 20 November 2002	April 2003	Director of Finance & E Government  Executive Member, Performance Management  Deputy Chief Executive
<b>1b. PERFORMANCE (RISK MANAGEMENT)</b>						
<i>Approaches to risk management and project management are underdeveloped</i>	Risk management is seen as a key element in the successful achievement of the Council's corporate Aims and Objectives and it is an essential dimension of the Council's Code of Corporate Governance.	<ul style="list-style-type: none"> <li>Managing strategic risks is a core responsibility for senior managers in close liaison with elected Members or corporate directors</li> <li>Strategic risk assessments should be undertaken as part of the community, corporate and service planning process and as a key element of service reviews</li> <li>Training and upskilling will be critical in ensuring we are successful</li> </ul>	<ul style="list-style-type: none"> <li>Developed a Risk Management Strategy</li> <li>Reduced Insurance premiums</li> <li>More proactivity to reduce claims leading to reduced premiums</li> <li>Zurich Municipal undertaking Corporate Risk Assessments.</li> </ul>	Report to:  Executive 11 September 2002	April 2003	Management Board.  All Departments
<b>2. ICT</b>						
<i>Weak ICT</i>  <i>Historically weak ICT infrastructure is a significant barrier</i>	<ul style="list-style-type: none"> <li>Capacity - Make or Buy</li> <li>Demands on Infrastructure/ICT Services</li> <li>Migration from 'Mainframe' by 2005</li> <li>E Government Targets.</li> </ul>	<ul style="list-style-type: none"> <li>Develop new broader based ICT Strategy</li> <li>ICT Implementation plans</li> <li>Establish ICT Project Board</li> <li>IEG II Statement</li> <li>IEGI (Implementation)</li> </ul>	<ul style="list-style-type: none"> <li>New ICT Strategy developed</li> <li>ICT Implementation plans drawn up</li> <li>ICT Project Board established.</li> </ul>	Strategy and Development Plan  Reports to: Executive 25 September 2002	Various - Ongoing	Director of Finance & E Government.  Executive Member, Resource.

CPA - Priorities	Issues	Actions	Outcomes	Council Decision/ Meeting	Timescale	Department/Officer Portfolio Holder
<b>3. CUSTOMER CONTACT</b>						
<ul style="list-style-type: none"> <li>Customer satisfaction level is average and lower in some service areas</li> <li>Improve Customer Care provision</li> </ul>	<ul style="list-style-type: none"> <li>Communication and Public interface were identified as areas that needed strengthening by the I&amp;DeA Peer Review</li> <li>In the majority of cases satisfaction levels are linked to both the conduct of Council staff and facilities/access to information and services.</li> </ul>	<ul style="list-style-type: none"> <li>Need to understand the degrees of satisfaction and specific areas</li> <li>Target areas for quick wins to build momentum</li> <li>Create a more dynamic customer focused framework</li> <li>Establish a Customer Contract Project Board and build in framework to evaluated success on new customer initiatives.</li> </ul> <p>Project Groups:</p> <ul style="list-style-type: none"> <li>Customer Relations Management</li> <li>Telephone Management</li> <li>Council Information Points</li> <li>Business Process Relationship</li> </ul>	<p>Consistent Monitoring of Satisfaction levels.</p> <p>Improve satisfaction levels.</p> <p>New Communications Strategy.</p> <ul style="list-style-type: none"> <li>Customer Care Charter</li> <li>Customer Charters (including Service Standards)</li> </ul>	<p>Reports to Resource Scrutiny Panel 29 October 2002</p> <p>Executive 20 November 2002</p>	<p>October 2003</p>	<p>Assistant Chief Executive.</p> <p>Executive Member, Community Services.</p> <p>Management Board.</p>
<b>4. POLICY LED BUDGETING</b>						
<i>Budgeting not directed by Council priorities</i>		Policy led budgeting being undertaken in 2003	<ul style="list-style-type: none"> <li>Medium Term Financial Strategy</li> <li>Evaluation of 138 business units</li> </ul>	<p>Report to: Executive – 11 September 2002</p> <p>Resource Scrutiny Panel - 29 October 2002</p>	<p>Commence April 2004</p>	<p>Director of Finance and E Government</p> <p>Executive Member, Resource</p>
<b>5. HUMAN RESOURCE</b>						
<i>Significant gaps in current capacity to deliver because a lack of a HR strategy</i>	<ul style="list-style-type: none"> <li>HR strategy to be developed</li> <li>Implement recommendations of District Audit review, IIP action plan</li> </ul> <p>Development of Appraisal framework</p>	<ul style="list-style-type: none"> <li>Develop strategies that promote Cultural change</li> <li>Link up the various HR/OD initiatives into a single unifying manageable framework: <ul style="list-style-type: none"> <li>Single Status</li> <li>Age Profile</li> <li>Training</li> <li>IIP</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>New strategy integrates workforce planning and HR polices and procedures</li> <li>Key indicators identified to monitor performance – workforce trends</li> <li>Right balance between central and dept involvement</li> </ul>		<p>April 2003</p>	<p>Director of Personnel Management Board</p> <p>Executive Member, Resource</p>

<b>CPA - Priorities</b>	<b>Issues</b>	<b>Actions</b>	<b>Outcomes</b>	<b>Council Decision/ Meeting</b>	<b>Timescale</b>	<b>Department/Officer Portfolio Holder</b>
<b>5a. ORGANISATIONAL DEVELOPMENT</b>						
<i>No clear assessment of the resources and capability required to deliver plans in key areas to achieve transformational change</i>	Firm up a the Organisational Development management framework to secure effective change management	<ul style="list-style-type: none"> <li>Establish an effective change management programme within a new corporate framework</li> <li>Identify key priorities in terms of process and outcome</li> <li>Develop all elements of organisational development framework, with focus on Organisation &amp; Roles Culture Competencies</li> </ul>	<ul style="list-style-type: none"> <li>Organisational Development Framework</li> <li>Change Management Handbook and training</li> </ul>	Management Board – Away Day  3 November 2002	October 2003	Management Board  Executive Member, Resource
<b>6. PROCUREMENT</b>						
<i>Procurement and joint working arrangements</i>	The whole issue of procurement needs to be led 'corporately' but within a more flexible procurement framework.	<ul style="list-style-type: none"> <li>Develop a corporate procurement framework in line with the Byatt recommendations</li> <li>Link proposals to Chief Officer scheme of delegation.</li> </ul>	Corporate Procurement Strategy linked to flexible delegation framework.	Report to Executive  11 September	April 2003	Management Board.  Executive Member, Resource.
<b>7. PERFORMANCE REVIEWS</b>						
<i>Environmental Stewardship</i>	Scoping/Terms of Reference to be drawn up.	Joint Review between Council and Best Value Inspectorate.				Environment and Development Services.  Executive Member, Environment and Transport.
<i>Social Services – Leaving Care</i>	Scoping/Terms of Reference to be drawn up.					Social Services, Health and Housing.  Executive Member, Social Services and Health.
<i>Youth Services</i>	Scoping/Terms of Reference to be drawn up.					Education and Culture.  Executive Member, Community Services.

## Appendix 6 – National Performance Targets and Standards

### National Priorities

These are the shared priorities agreed as part of the National Public Service Agreement for local government

PSA ref	Performance target	BVPI ref	Bury Actual 2002/03	Bury Target 2003/04	Bury Target 2004/05	Bury Target 2005/06	Comments
1	Raise standards in English and Maths so that: <ul style="list-style-type: none"> <li>By 2004 85% of 11 year olds achieve Level 4 or above and 35% achieve level 5 or above with this level of performance sustained to 2006; and</li> <li>By 2006 the number of schools in which fewer than 65% of pupils achieve level 4 or above is significantly reduced</li> </ul>	BV 40 BV 41 BV 194		84% 90%	89% 91%		
2	Raise standards in English, Maths, ICT and Science in secondary education so that: <ul style="list-style-type: none"> <li>By 2004 75% of 14 year olds achieve level 5 or above in English, Maths and ICT (70% in science) nationally. And by 2007 85% (80% in science);</li> <li>by 2007 the number of schools where fewer than 605 of 14 year olds achieve level 5 or above is significantly reduced; and</li> <li>by 2007, 90% of all pupils reach level 4 in English and Maths by age 12.</li> </ul>	BV 181		English 77% Maths 78% Science 75% ICT 72%	English 80% Maths 82% Science 77% ICT 75%		
3	By 2004 reduce school trancies by 10% compared to 2002, sustain the new lower level, and improve overall attendance levels thereafter.	BV 45 BV 46		7.09% 5.07%	7.07% 5.05%		
4	Raise standards in schools and colleges so that: <ul style="list-style-type: none"> <li>between 2002 and 2006 the proportion of those aged 16 who get qualifications equivalent to 5 GCSE's at grades A* to C rises by 2 percentage points each year on average, and in all schools at least 205 of pupils achieve this standard by 2004, rising to 25% by 2006</li> </ul>	BV 38		57%	58%		
5	Improve the quality of life and independence of older people so that they can live at home wherever possible, by increasing by March 2006 the number of those supported intensively to live at home to 30% of the total being supported by Social Services at home or in residential care.	BV 53 BV 54					
6	Improve the life chances for children, including by: <ul style="list-style-type: none"> <li>improving the level of education, training and employment outcomes for care leavers aged 19, so that levels for this group are at least 75% of those achieved by all young people in the same areas, and at least 15% of children in care attain five good GCSE's by 2004. (The government will review this target in the light of a social exclusion unit study on improving the educational attainment of children in care;</li> <li>narrowing the gap between the proportion of children in care and their peers who are convicted or cautioned; and</li> <li>reducing the under 18 conception rate by 50% by 2010.</li> </ul>	BV 50 BV 161		60%	70%	70%	BVPI 50 relates to % children in public care gaining 1 or more GCSE grade A*-G  BVPI 161 is the % young people who were in public care and go onto employment, education or training



PSA ref	Performance target	BVPI ref	Bury Actual 2002/03	Bury Target 2003/04	Bury Target 2004/05	Bury Target 2005/06	Comments
7	Increase the participation in problem drug users in drug treatment programmes by 55% by 2004 and by 100% by 2008, and increase year on year the proportion of users successfully sustaining or completing treatment programmes.	BV 198					
8	By 2010 reduce inequalities in health outcomes by 10% as measured by infant mortality and life expectancy at birth.	No BVPI					
9	Secure improvements to the accessibility, punctuality and reliability of local transport (bus and light rail) with an increase in the use of more than 12% by 2010 compared with 2000 levels.	No BVPI					
10	Improve delivery and value for money of local service by: <ul style="list-style-type: none"> <li>introducing comprehensive performance assessments and actions plans, and securing a progressive improvement in the authorities score;</li> <li>overall annual improvements in cost effectiveness of 2% or more; and</li> <li>assisting local government to achieve 100% capability in the electronic delivery of priority services by 2005, in ways that customers will use.</li> </ul>	No BVPI  BV 157	46%				
11	All local planning authorities to complete local development frameworks by 2006 and to perform at or above best value targets for development control by 2006, with interim milestones to be agreed in the SDA. The Department to deal with called in cases and recovered appeals in accordance with statutory targets.	BV 200					
12	Bring all social housing and the majority of private housing currently occupied by vulnerable households into decent condition by 2010 with most of this improvement taking place in deprived areas.	BV 62 BV 64 BV 184					
13	Reduce crime and fear of crime; improve performance overall, including by reducing the gap between the highest Crime and Disorder Reduction Partnership areas and the best comparable areas, and reduce: <ul style="list-style-type: none"> <li>vehicle crime by 30% from 1998-1999 to 2004;</li> <li>domestic burglary by 25% from 1998-1999 to 2005; and</li> <li>robbery in the ten Street Crime Initiative areas by 14% from 1999-2000 to 2005 and maintain that level.</li> </ul>	BV 128 BV 126		22.43 24.5	20.6 23.14		
14	Over the 3 years to Spring 2006, increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – lone parents, ethnic minorities, people aged 50 and over, and those with the lowest qualifications, and the 30 local authority districts with the poorest initial labour market position, and significantly reduce the difference between their employment rates and the overall rate.	No BVPI					
15	In the 3 years to 2006, increase the employment rate of people with disabilities taking account of the economic cycle, and significantly reduce the difference between their employment rate and the overall rate. Work to improve the rights of disabled people and to remove barriers to their participation in society.	No BVPI					

### Performance Targets

The Government has published top quartile performance targets based on the best 25% of local Councils. Our position against those targets is set out in the tables below. The Government expects us to set local targets each year that are consistent with reaching these levels. Where we are already performing at the top 25% level, we will still be expected to improve.

Ref	Indicator	Bury Actual 2002/03	Bury Target 2003/04	Government Expectation 2003/04	Comments
BVPI 8	The percentage of undisputed invoices which were paid in 30 days			100%	

### Corporate Health Indicators

Ref	Indicator	Bury Actual 2002/03	Current top 25% position	Bury Target 2003/04	Bury Target 2004/05	Bury Target 2005/06	Comments
BVPI 9	Proportion of Council Tax collected	97.3%	96%	97.6%			Maintained top 25% position with improved performance over last year. Target for 2002/03 met.
BVPI 10	The percentage of business rates which should have been received during the year that were received	98.5%	98%	98.7%			Maintained top 25% position with improved performance over last year although 2002/03 target missed by 0.1%. Attention is being paid to this although the room for improvement reduces as we get closer to 100% collection
BVPI 12	The number of working days/shifts lost to sickness absence per full time equivalent employees	13.2	10.8 days	12	11.4	11	
BVPI 14	The percentage of employees retiring early (excluding ill health retirements) as a percentage of the total workforce	0.55%	0.2%	0.63	0.45	0.45	
BVPI 15	The percentage of employees retiring on grounds of ill health as a percentage of the total workforce	0.63%	0.3%	0.7	0.65	0.6	
BVPI 58	Percentage of people receiving a statement of their needs and how they will be met		94%				

Ref	Indicator	Bury Actual 2002/03	Current top 25% position	Bury Target 2003/04	Bury Target 2004/05	Bury Target 2005/06	Original target 2006/07	Comments
BVPI 78a	Average processing time for new Housing and Council Tax Benefits	57.61 days	35 days	45	40	36	36 days	
BVPI 78b	Average processing time for Housing and Council Tax Benefit changes of circumstances	8.11 days	8 days	9	9	9	9 days	
BVPI 78c	Percentage of renewal Housing and Council Tax Benefit claims processed on time	63.48%	82%	83%	83%	83%	83%	

### Performance Standards

The Local Government Act 1999 provides powers for the government to specify standards of performance against Best Value PIs. **The standard is the minimum acceptable level of service which must be met by the council. Failure to meet the standard is judged as failing the best value test for that service.**

Ref	Indicator	Standard	Bury Actual 2002/03	Govt Target 2003/04	Govt Target 2004/05	Govt Target 2005/06	Comments
BVPI 109	Percentage of major planning applications determined within 13 weeks	50%		50%	55%	60%	<b>Not applicable to Bury</b> – this standard only applies to 66 Councils that processed less than 28% of major applications in 13 weeks
	Percentage of minor applications determined within 8 weeks	55%		65%	65%	65%	<b>Not applicable to Bury</b> – this standard only applies to 29 Councils that [processed less than 37% of minor applications during 2001/02
	Percentage of other applications determined within 8 weeks	70%		80%	80%	80%	<b>Not applicable to Bury</b> – this standard only applies to 19 that processed less than 55% of other applications in 8 weeks during 2001/02
BVPI 82a plus 82b	Total tonnage of household waste – percentage recycled	10% by 2003/04 and 18% by 2004/05		10%	18%		This standard applies to all councils but greater improvements are required from those who have recycled low levels in the past. We are seeking to achieve our improvements by allocating an additional £600,000 to this work in the coming year. Recycling may raise costs in this area but helps to protect our environment.

# *Appendix 7 – Bury’s Local Public Service Agreement (PSA)*

## **Introduction**

1. Bury Metropolitan Council (Bury MBC) and the Government have made this Local Public Service Agreement (Local PSA) with the intention of further improving the services to local people that Bury MBC will provide. This agreement covers the period 1 April 2003 to 31 March 2006.
2. The agreement records the present intentions of the Council and the Government. It is entered into by both in good faith. But it is expressly recognised that neither can fetter the future discretion of the Council or of Ministers and Parliament, and the agreement is therefore not intended to create legal relations. Subject to that, the following points are agreed.

## **The Intentions of Bury MBC**

3. Bury MBC will use its best endeavours to achieve more demanding performance targets than those it would be expected to achieve in the absence of this Local PSA. These enhanced targets are specified in Schedule 1 to this agreement.

## **The Intentions of the Government**

4. The intentions of the Government set out here are subject to the outcome of any statutory consultations and any necessary approval of the Treasury and Parliament.
5. The Government will implement the changes to statutory and administrative requirements set out in Schedule 2 to this agreement, subject to confirmation of the legal and operational feasibility of the changes described and to Parliamentary approval of any necessary legislation. The Government will also undertake the discussions with the Council described in Schedule 2.
6. It is recognised by Bury MBC that, on further investigation, it may be necessary to modify the detail of the changes set out in Schedule 2 in ways that seek as far as possible, to give substantially the same extent of benefit to the authority. It is recognised by the Government that, if a change set out in Schedule 2 proves infeasible, it will use its best endeavours to provide an alternative that corresponds as closely as possible and has, as far as possible, substantially the same effect.
7. The Government will pay Bury MBC a grant of £932,962 in 2003/04 in support of the expenditures described in Schedule 3 to this agreement. The conditions attached to this grant are also set out in Schedule 3.
8. The Government will pay a Performance Reward Grant (PRG) to Bury MBC, as set out in Schedule 4 to this agreement, if it achieves the performance targets with the Local PSA specified in Schedule 1. Schedule 4 sets out the grant it intends to pay if the Council secures a substantial improvement in performance that falls short of the target. The schedule also stipulates the intended timing of payments of the grant. Bury MBC undertakes to provide audited information confirming the extent of improvement in their performance relative to the Local PSA performance targets set out in Schedule 1, as a precondition for the determination and payment of the PRG.

Date of Agreement: 10 March 2003

## SCHEDULE 1: PERFORMANCE TARGETS

### Summary Table

Bury MBC's Local Public Service Agreement Targets are:

Target	Corporate Aim	Heading	National/Local target
1	Better Future for all Generations	Increasing performance at Key Stage 3 <ul style="list-style-type: none"> <li>by 1% point in English, Mathematics, Science and ICT by summer exams 2005</li> </ul>	National Target 2
2	Better Future for all Generations	Improving educational attainment of children and young people in care <ul style="list-style-type: none"> <li>10% increase in pupils leaving care with 5 GCSEs at grade A*-C or equivalent</li> <li>10% increase in pupils leaving care with 1 GCSE at A*-G or equivalent or a GNVQ</li> <li>20% increase in pupils leaving care with 5 GCSEs at grade A*-G or equivalent</li> </ul>	National Target 9
3	Social Inclusion	Reducing the level of unauthorised absence in primary and secondary schools <ul style="list-style-type: none"> <li>0.03% in primary schools</li> <li>0.05 in secondary schools</li> </ul>	National Target 5
4	Safer and Healthier Communities	Reducing re-offending by young people <ul style="list-style-type: none"> <li>by 2% overall</li> <li>7% reduction in the average number of offences carried out by persistent young offenders</li> </ul>	National Target 21
5	Safer and Healthier Communities	Reduce domestic burglary rates throughout the Borough <ul style="list-style-type: none"> <li>by 239 in 2004/05 and 2004/05 combined</li> </ul>	National Target 18
6	Safer and Healthier Communities	Reducing the number of people killed or seriously injured on the roads <ul style="list-style-type: none"> <li>6 less people killed or seriously injured</li> </ul>	National Target 26
7	Better Future for all Generations	Helping Older People live independently <ul style="list-style-type: none"> <li>80 less admissions of supported residents aged 65+ to permanent residential/nursing care</li> <li>152 more households receiving intensive care support</li> <li>458 more older people aged 65+ to live at home</li> </ul>	National Target 7
8	Quality and Availability of Council Services	Improving cost effectiveness <ul style="list-style-type: none"> <li>by devising a cost effectiveness measure</li> </ul>	National Target 30
9	Better Future for all	Increasing the number of library users and homework club attendees and increasing the	Local Target

Target	Corporate Aim	Heading	National/Local target
	Generations	achievement of outcomes for those attendees <ul style="list-style-type: none"> <li>• an extra 7,942 library borrowers</li> <li>• an extra 214,331 items loaned</li> <li>• 300 more children becoming members of homework clubs and attending more than 9 times a year</li> <li>• 10% homework club users reporting better homework marks/ increased confidence</li> </ul>	
10	Better Future for all Generations	Increasing the number of children at Key Stages 1 and 2 taking part in sport and physical activity for at least 2 hours a week in and around the school day <ul style="list-style-type: none"> <li>• 2760 more young people at Key Stage 1 who take part in physical activity for at least 2 hours per week</li> <li>• 4050 more young people at Key Stage 2 taking part in physical activity for at least 2 hours per week</li> </ul>	Local Target
11	Safer and Healthier Communities	Reducing the number of reported incidents of young people causing annoyance <ul style="list-style-type: none"> <li>• 1433 less incidents</li> </ul>	Local Target
12	Social Inclusion	Reduce time taken to process new Housing Benefit Claims <ul style="list-style-type: none"> <li>• reduction of 15 days</li> </ul>	Local Target

## APPENDIX 8 – Revenue Spending (£ Million)

	Revised Estimate 2002/03	Estimated Outturn 2002/03	Revenue Budget 2003/ 04	Notes
	£'000		£'000	
Central Services to the Public	3,823		3,710	
Corporate & Democratic Core	3,907		3,732	
Unapportioned Central Overheads	1,262		1,307	
Other Operating Income/Expenditure	-1,645		-1,721	
Court & Probation Services	636		500	
Cultural, Environment & Planning Services	22,571		24,251	
Education Services	94,630		98,803	
Highways, Roads & Transport Services	16,300		18,036	
Housing Services	2,108		2,207	
Social Services	37,593		39,361	
<b>Net Cost of services</b>	<b>181,185</b>		<b>190,186</b>	
Cost of borrowing	-11,829		-5,842	The interest rate charged for the use of assets has fallen considerably between the two years.
Transfers to reserves	-5,318		-1,211	The revised estimate includes the brought forward school surpluses transferred from General Fund.
<b>Net Revenue Budget</b>	<b>164,038</b>		<b>183,133</b>	

## Appendix 9 - Capital Spending

Capital financing is investment in the future on things like new buildings, major improvements, large items of equipment and so on. Projects can run over several years and are listed in the Capital Programme. Much is funded by government permission to borrow money, which are strictly limited, even when we can afford to pay although this may be starting to change. The Capital Programme is monitored constantly to ensure we get the maximum benefit from the money involved. The table below shows what we intend to do over the next 12 months compared to last year.

### (a) Capital Programme

	2001/02 (£ millions)	2002/03 (£ millions)	2003/04 (£ millions)
We spend our money on			
Education	4.2	6.5	8.5
Highways	4.0	3.8	6.0
Housing	6.3	10.9	6.0
Social Services	0.3	1.3	0.8
Other services	6.0	6.2	6.8
<b>Total Spending</b>	<b>20.8</b>	<b>28.7</b>	<b>28.1</b>
We pay for it by:			
Borrowing	5.7	7.1	8.8
Sale of assets	4.4	4.0	2.7
Grants	6.7	11.5	7.9
Revenue	2.0	0.7	4.1
Other income	2.0	5.4	4.6
<b>Total Income</b>	<b>20.8</b>	<b>28.7</b>	<b>28.1</b>

### (b) Major capital schemes for 2003/04

Scheme	Spending 2003/04 (£)
Principal Road Network/Local roads maintenance	2,502,000
Education Sports Facilities	1,700,000
Victoria Lane Home Zone	800,000
Local Safety Schemes	600,000
Quality Bus Corridor	400,000
Prestwich Village	900,000
Business Investment Programme	700,000
DEFRA recycling scheme	673,000
Pimhole Renewal Project	680,000
Mosses Environmental Work	200,000
Bury Town Centre Traffic Management Scheme	457,000
Bridge Strengthening Programme	600,000

### (c) External Partnership Funding

Scheme	Scheme Dates	Investment Total Scheme Estimate	Government contribution	Private Sector	Bury MBC	Other public sector
		(£m)	(£m)	(£m)	(£m)	(£m)
SRB 3	1997 – 2004	55.5	6.4	42.5	1.1	5.5
SRB 5	1999 – 2006	35.0	5.0	15.3	5.6	9.1
European funding	To 2006	25.1	8.3	7.3	0.5	9.0
<b>Total</b>		<b>115.6</b>	<b>19.7</b>	<b>65.1</b>	<b>7.2</b>	<b>23.6</b>