

THE BURY PLAN

2007 - 2010

CONTENTS

We want to make this Plan easy to read. By explaining below what each of the main sections contains, you can go straight to the part you want. Section 4, 5 and 6 provide a summary of the key points for anybody who just wants an overview of our position.

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1. Introductions		Opening statements by Councillor Wayne Campbell, the Leader of the Council and Mark Sanders, Chief Executive
2. Glossary		An explanation of some technical terms we use
3. Background to the Borough		Why Bury is ' A great place to live, work, study and visit '
4. Review of 2006		A summary of how well we did last year. It includes independent judgements of the council such as the Comprehensive Performance Assessment (CPA) and performance data as well as progress on how well we have done in keeping our promises
5. The Challenge Ahead		Opportunities and pressures facing the Borough and the council in the coming years. Indications of how we intend to work with others to improve quality of life in the Borough
6. The Plan for Bury		An outline of the areas we intend to concentrate on during the life of the Plan
Appendix 1 – Council Priorities		Priorities for improvement in more detail. To help put these in context, we also explain why these are priorities, what we have done so far and where we want to be at the end of this Plan
Appendix 2 – Best Value Performance Indicator results 2006/07		These results are published in June each year and follow the publication of the main Plan

1. Introductions

Welcome to the Bury Plan for 2007/2010. This document takes stock of the progress made so far to improve the quality of life for everybody in the Borough and looks forward to the changes we intend to make with our partners over the next few years.

Results in 2006 confirmed Bury to be improving well at below average cost for Metropolitan areas:

- Exam results rose again – confirming education as a premier service delivered by our partner schools;
- Environmental conditions are improving with higher recycling rates and higher numbers of decent homes. The level of cleanliness and appearance across the Borough remains high – reflected in the winning of North West Britain in Bloom for the third year running and obtaining a range of quality awards for parks and environmental features;
- The 2006 Residents' Survey reported growing satisfaction with the council and most of its services;
- Although some figures have not moved as fast as we would have liked, crime rates continue on a downward trend.

This means that our actions to make the Borough a better place to live, work, study and visit are taking effect and local people are beginning to see the results.

Whilst we have made outstanding progress in the last few years, there is still more to be done. Continuous improvement (at a time when central Government financial support is falling in real terms) will be a challenge. Accordingly, we are embarking on a change programme to make the council more open and efficient – the reforms being the most wide ranging seen in Bury for over a generation. Access to services will become easier and local delivery of services – through area tasking teams and commissioning – will create a closer match between supply of services and community needs. The public generally agrees with our drive for greater efficiency and targeting money at priorities but to be successful, we need to involve local people more in the process. We will therefore explore how further improvement could come from the way we engage with service users and handle customer relations.

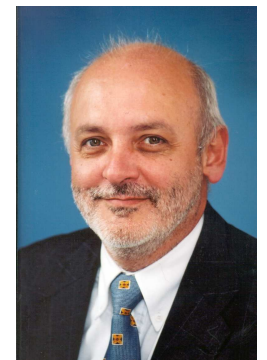


Wayne Campbell,
Leader of the Council

In conclusion the process of change will continue. Without the same level of financial support from the Government enjoyed by similar councils, we must look for alternative ways of keeping up the drive for improvement through greater efficiency, releasing the resources needed to fund our priorities. This is not always an easy process and we would like to thank Members, staff, partners and not least the public for all their efforts and patience in making these changes happen.

Throughout this plan you will find further details on what we have done and what we plan to do next. We hope you find this useful. If you have any questions or comments on how we could improve further, please contact the Performance Team on:

PerformanceManagement@bury.gov.uk



Mark Sanders,
Chief Executive

2. Glossary

To help you read this plan, an explanation of the special words and phrases that you will find used in the plan is set out below:

Audit Commission	The Government's spending watchdog over local authorities. The Commission is also responsible for many of the inspections of local services and the Comprehensive Performance Assessment (CPA)
Bury Plan	Bury's Corporate Plan and Performance Plan rolled into one. The plan sets out what we are trying to achieve, how well we are doing and where we intend to improve further
Community Cohesion	An approach to help people live and work together more effectively. A key feature is ensuring that everybody has access to the services they need without discrimination or unnecessary barriers being put in their way
Community Strategy	A plan that identifies the key issues for the Borough and provides an overall framework for service development for the public sector and other agencies. In Bury the Community Strategy is supported by Local Community Plans (which identify the key issues for each township) and a Local Area Agreement
Comprehensive Performance Assessment (CPA)	The Government's way of rating the performance of council services. This is updated annually and is built up from individual service scores and Corporate Assessment. Further details are available on the Audit Commission's web site www.audit-commission.gov.uk
Corporate Assessment	An inspection carried out by the Audit Commission to determine how well a council is run. It tests corporate capacity – the ability of the council as a whole to deliver improvement for the benefit of local people
Local Area Agreement (LAA)	An agreement with the Government which commits the council and its partners to deliver improvements in specific services in return for additional rewards
Metropolitan councils	All purpose councils sometimes known as 'Mets' based around the major population areas of Greater Manchester, Merseyside, West Midlands, Tyne and Wear, West Yorkshire and South Yorkshire. These are similar councils to Bury and their results provide useful comparisons to position our own performance
Performance indicator	A measure used to judge how well we provide a service (or an important part of the service)
Performance targets	Targets we set aimed at improving service performance and measured by performance indicators. 'Stretch' targets are where levels of performance are set beyond the normal rate of improvement expected for that indicator
Public Service Board (PSB)	Where the main public agencies in the Borough come together (monthly) to plan how to address the major issues facing the area. Collectively these agencies spend over £1 billion per annum across the Borough
Sustainability/sustainable communities	Development which meets the current needs of our communities and enables them to prosper without harming the prospects of future generations
Team Bury	A 'virtual' organisation made up of public sector agencies, business leaders and voluntary organisations. Team Bury has responsibility for delivering the ambitions set out in the Community Strategy and Local Area Agreement

3. Background to the Borough

“The council has a clear ambition for those who work, live, study and visit the area.” **Audit Commission, Corporate Assessment, July 2004**

Bury is a truly distinctive place. Close to the economic hub of the region, yet within easy reach of extensive countryside, the Borough has the potential to provide for a range of lifestyles to suit every taste (and pocket). From village life in the north around Ramsbottom and Tottington down through the market town of Bury and residential area of Radcliffe to the more suburban settings of Prestwich and Whitefield in the south, each township has different characteristics – contrasts that local people and the council are keen to preserve.

So what makes Bury attractive? Located within 10 miles of Manchester City Centre, it's in an ideal position to take advantage of the economic, social and retail attractions of the regional capital. With excellent road and rail links, it is not surprising that over 48% of residents commute to work out of the Borough – giving Bury one of the lowest unemployment rates in Greater Manchester. Easy links, good housing, high environmental standards (with a level of cleanliness that exceeds most other urban areas) and falling crime levels makes the Borough a good base for the economically active.

Bury also appeals to families. The Borough has good quality parks and facilities whilst excellent school results means that we are one of the best places in the country for education. Well qualified school leavers coupled with high staying on rates produces a highly educated workforce which is the basis for future economic prosperity in the region.

As well as looking to the future, Bury respects the past and has a proud cultural heritage. Bury town centre is host to the World Famous Market (winner of the 2006 Market of the Year Award), supports the East Lancashire Railway and has maintained a long association with the Lancashire Fusiliers. Close links with Bury FC and Radcliffe Borough FC also ensure that sporting ties in the Borough remain strong with some 14,000 children benefiting from community coaching facilities.

With a great location, growing population (183,500 as at 2005 mid year estimates), buoyant economy (reflected in rising house prices increasing numbers of houses being built and numerous regeneration projects) and improving services, Bury is fast becoming the place to be in Greater Manchester.

However there is still work to be done. Together with our partners, Bury Council is committed, and continues to strive, to make the Borough a better place to live, work, study and visit. Good progress has been made towards our ambitions and more changes can be expected in the coming years to deliver the improvements that residents and local businesses tell us are important. How far we have come and what we intend to do next within the resources available to us is explained in the following pages.

“The council continues to make good and sustained progress in improving services for local people”.

**Audit Commission
2006 Direction of Travel Statement**

4. Review of 2006

KEEPING OUR PROMISES

In last year's Plan we outlined eight priorities for the council where effort and cash would be invested to improve specific aspects within communities. These priorities focus on themes that residents tell us are important to their quality of life and therefore contribute significantly to the Community Strategy. A review of our progress in these areas shows:

- Tangible improvements arising from our **'cleaner, safer, greener'** initiative. For example:
 - The cleanliness index has improved again. Only 12% of land is now below the national standard (down from 15% in 2004/05) making us one of the cleanest Metropolitan areas. Centrally agreed cleansing schedules have given way to area based teams that target resources according to local needs and address the 'signal' behaviours (graffiti, fly tipping, etc) that have an adverse impact on quality of life, resident satisfaction and fear of crime;
 - Crime levels remain on a downward trend and are amongst the lowest in Greater Manchester. Since 2003/04, vehicle crime is down 18%, domestic burglary has fallen by 37% and robbery reduced by 38%. Actions are in place (joint area tasking with the Police, target hardening, BurySAFE initiative) to cut these rates further. Continued improvement however is dependent on national Home Office priorities and local policing plans – factors that are not reflected in the statistics;
 - Transformation of our parks has led to increased usage, very positive public response and increased customer satisfaction. In 2006, we became the council with the highest proportion of parks achieving green flags (10 out of 12), won North West Britain in Bloom (large town category) for the third year running, were nominated to represent the region in Britain in Bloom in summer 2007 – and achieved a silver medal for the second year running in the national flower bed competition at the RHS Tatton Show;
 - Recycling and housing efficiency ratings all rose in 2005/06 adding to our 'green' credentials and setting an example to other organisations;
 - The Energy House promoted energy saving ideas, sustainable energy generation and advice enabling £1.3 million of Warm Front Grants to be accessed in 2006.
- **'Choice of quality housing'** continues to promote decent homes and availability. Over 900 properties were added to the housing stock in 2005/06 with all large housing schemes now including an element of affordable homes. In the last year 72 affordable units were approved of which 21 were completed by March 2006. In respect of social housing, an increasing proportion of council properties (80%) now meet the Government's decency standard.



- **Promoting healthier living** sets out to improve well being in the Borough and develop healthier lifestyles. As a result of this priority:
 - More children are taking part in physical activity and the establishment of 'walking buses' to school not only improves fitness but is also good for the environment;
 - More and more facilities for young people are being established including play areas and ball zones in parks and youth centres are being refurbished;
 - A GP referral scheme is getting more adults involved in exercise to improve health;
 - 14,000 children per annum take part in football coaching schemes run with Bury FC and Radcliffe Borough FC;
 - SmokeFree Bury and 'healthy schools' initiatives have been promoted in collaboration with the Primary Care Trust;
 - The council is setting a positive example for 'healthy workforces' – receiving Investors in People (IIP) accreditation for its worklife balance initiatives and offering opportunities for subsidised health, fitness and quit smoking sessions to employees.



- **'Improved cultural and sporting opportunities'** – a frequently hidden contributor to quality of life, this priority underpins a number of other council objectives including **'Promoting Healthier Living'**, **'Putting Customers First'** and **'Strengthened Communities'**. In 2006:
 - The council attained Level 3 in relation to meeting library standards;
 - National recognition was received for the innovative use of resources at Topping Fold to create library and community facilities in a deprived area at little cost;
 - All of the main libraries became council information points – creating 7-one stop shops in 2 years to enable people to transact with the council in their own communities;
 - Bury hosted and organised the XV International Youth Sports Festival with over 500 athletes and 100 volunteers from 6 countries (linking to our **'Strengthened Communities'** priority);
 - There was a 14% annual increase in usage of the free internet facilities in libraries;
 - A year round programme of ranger-led community events and activities exists in our urban and countryside parks across the Borough;
 - Usage of the museum has increased following refurbishment and consolidating archive and heritage material on the one site;
 - Over 80% of bowling greens and outdoor sports pitches are now self managed by clubs under partnership agreements with the voluntary and community sector;
 - Skills in the sector have also been raised as 154 individuals from 17 different local bodies and sports clubs have attended courses on coach development, child protection and development planning.



- **'Better opportunities for children and young people'** produced excellent outcomes:
 - Among the best school examination results in the country;
 - Low levels of unauthorised absences in schools (against the national trend);
 - Cutting the number of exclusions compared to previous years;
 - Improving outcomes for looked after children and care leavers;
 - High levels of confidence in child protection and health issues;
 - Schools continuing to report high satisfaction levels in respect of support services.
- **'Improving town centres and neighbourhoods'** is a series of regeneration projects to maintain vitality in the townships. Using a combination of private and public sector resources:
 - Multi million pound schemes have been completed in Whitefield (£25 million retail development) and Prestwich (£175 million housing / commercial project with £18 million of eco homes);
 - The North West Development Agency assessed our comprehensive regeneration programme – the 'East Bury Initiative' as one of the best performing programme in the North West;
 - £12 million is being spent in Pimhole Renewal Area to reduce the amount of non-decent private sector housing and carry out environmental improvements in the area;
 - Work has began on a £220 million redevelopment project at The Rock, Bury;
 - A Joint Venture Company has been formed and plans are well advanced to deliver a £150 million health / offices / housing development at Townside Fields by 2009;
 - Work continues in Radcliffe around the Sun Quarter, the new Radcliffe Riverside School and a new £8m health complex.
- **'Strengthened communities'** is improving our user focus. Reaching out to the community, particularly hard to reach groups, is producing good results in a number of ways:
 - Work carried out by our Asylum Seekers Team, which is well regarded for its approach to integrating foreign nationals, is helping to promote cohesion;
 - Services to traditionally hard to reach groups such as Asian elders are developing whilst joint working with the Department for Work and Pensions is helping to improve benefit take up and New Deal opportunities;
 - Community based mental health services, operated in partnership with health colleagues are effective and have been rated 'good' by the Commission for Social Care Inspection. Other services dealing with vulnerable people – Home Care, Drug and Alcohol Team and Substance Misuse Services are also performing to a high level;
 - A Centre of Excellence for Sensory Impaired people (developing in partnership with Action for Blind), 3 new children's centres and a new community facility at Elton are in place;



- Area based services – such as policing, cleansing teams, and local highway maintenance are bringing decision making closer to local people. Consultation on locality based Children’s Services is underway whilst planned developments to extend primary care through GP practices will see further commissioning of services at local level.
- **‘Putting customers first’** is transforming the way we do business with the public. Designed to improve access to services and customer care, this programme has in the past year:
 - Delivered a contact centre;
 - Reduced the number of missed calls by over 20%;
 - Introduced additional access channels (including text messaging) enhancing the existing 100% performance on BV157 (interactions with the public capable of electronic delivery);
 - Turned all our main libraries into council information points ahead of schedule – resulting in a substantial growth in transactions at these sites;
 - Improved efficiency. Developments such as e-planning has not only dramatically improved processing times but has also cut transaction costs as well as making it easier for the public to access services.



“Strong rises in resident satisfaction across most services reflects the continuing emphasis on meeting local residents’ priorities”.

**Audit Commission
2006 Annual Audit and Inspection Letter**

Residents are beginning to recognise the impact of investment in these priorities. Public satisfaction with the council and key functions such as parks, libraries, cleanliness and housing all showed improvement in 2006 compared to the last full survey in 2003.



BURY COUNCIL –GETTING BETTER: IMPROVING OUTPUT, INCREASING EFFICIENCY

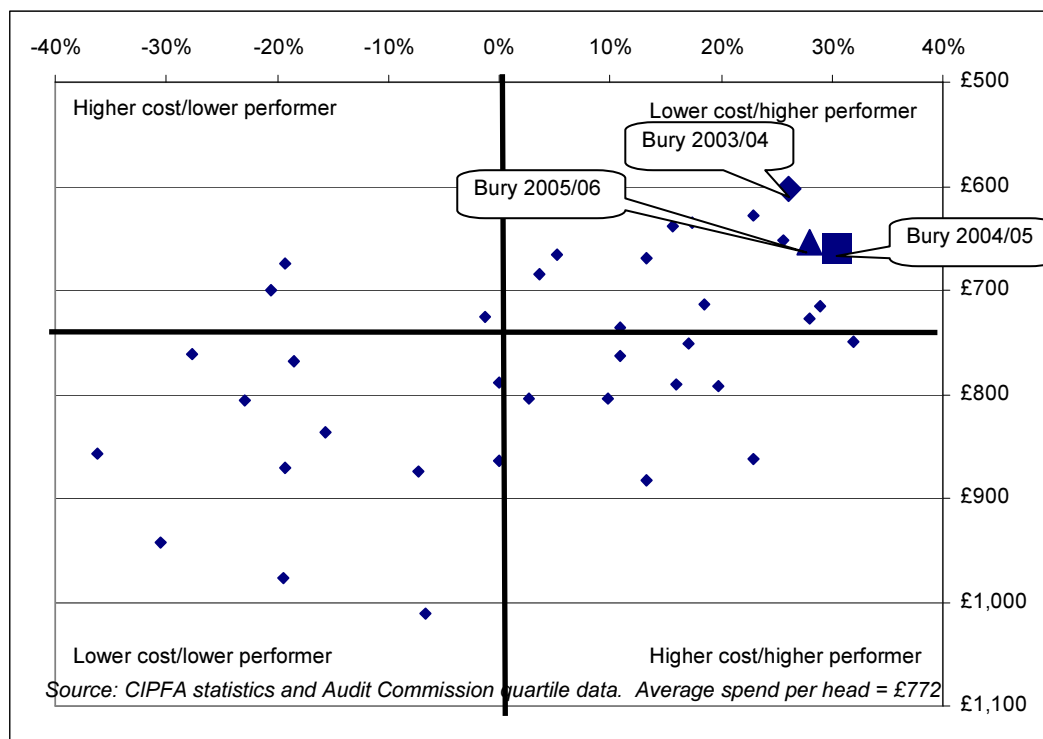
“There are good foundations to sustain future improvement. The council has improved the way its uses its resources to deliver its plans. This includes strengthening management capacity, improving how it manages finances and service performance and strengthening arrangements to make sure that it achieves good value for money.” **Audit Commission, 2006 Direction of Travel Statement**

The improvements over the past 12 months are reflected in external assessment. Despite tougher assessment criteria, Bury has improved its rating in the Comprehensive Performance Assessment (CPA). The CPA is the Government’s way of assessing local councils. It combines the results of selected indicators in each service block to produce a rating for each council. The latest results (February, 2007) show that we are still moving forward. Overall, the Audit Commission – the council’s official watchdog – said Bury was “improving well” and gave us a 3* rating for 2006. The continued high performance of services was a key factor in this judgement. Further details on the CPA and how scores are produced can be found at www.audit-commission.gov.uk.

“..the council is in a stronger position to ensure delivery of its priorities”.

Audit Commission
2006 Annual Audit and Inspection Letter

Figure 1 – Bury’s performance on the Beacon Index based on 2005/06 figures



Performance Indicators

Progress is not just confined to indicators counting towards the CPA. Measuring the broader basket of indicators shows Bury continuing to attain low cost/high performer status compared to other Metropolitan areas (**Figure 1**). Maintaining our position as a top three performer has been achieved as a result of:

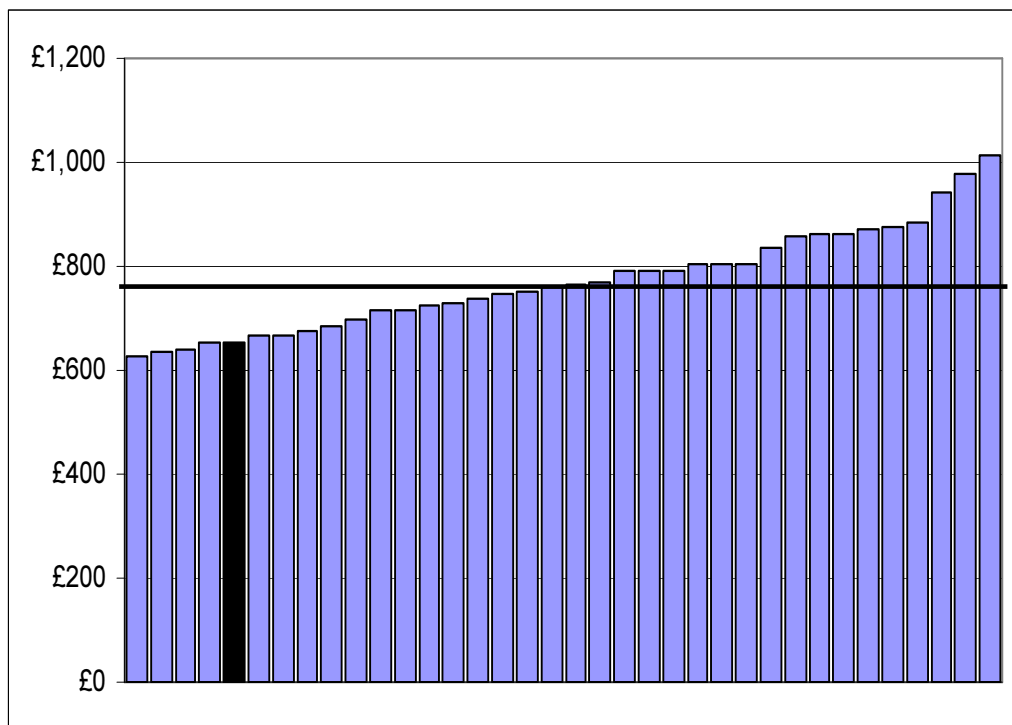
- 62% of BVPIs performing above the national average (57% in 2003/04). 31% of key indicators are in the top quartile according to Audit Commission’s Performance Information Pack – well above average for ‘Mets’;
- Over 60% of BVPIs improving year on year – showing our commitment to continuous improvement;
- Higher productivity – 11% up in 2005/06 (on top of the 2.57% improvement the year before) at a time when council tax was held below 5%

Full details of our BVPI performance for 2006/07 will be published in June 2007 (as Appendix 3 to this Plan).

RESOURCES

In comparative terms Bury is a low borrowing, low spending authority. Official records (**Figure 2**) show Bury – shaded black on the graph – to be spending some £117 per head below the average for similar councils. **That's the equivalent of £21 million every year** – making our level of performance all the more impressive and exemplifying the impact of our drive for greater value for money.

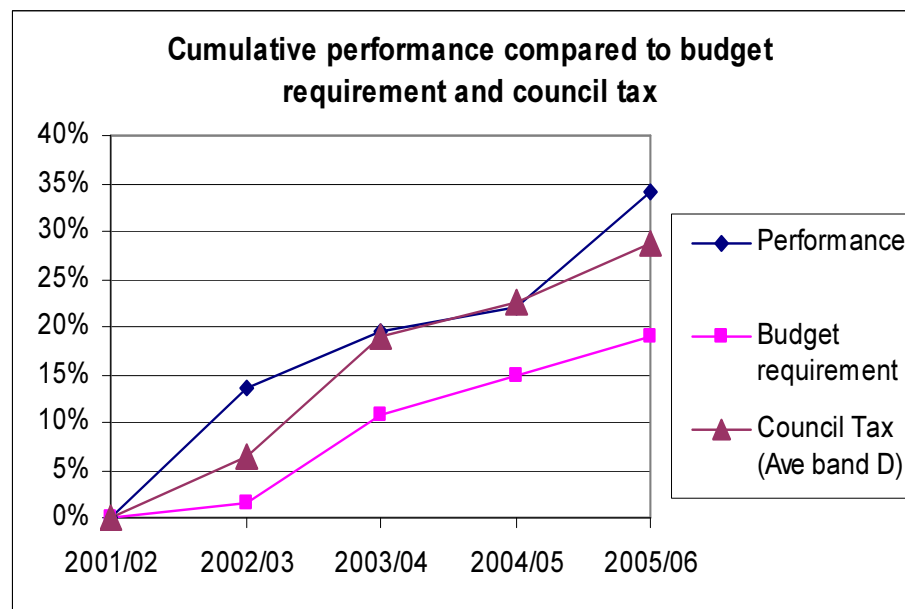
Figure 2 - Spending per head (based on 2005/06 Budget Requirements)



Average spending for metropolitan councils in 2005/06 was £772 per head of population.

Source: CIPFA Statistics

Figure 3 – Comparing cost and performance (from 2001/02 base year)



Improvements in performance have outstripped cost increases and council tax rises year on year since 2001/02 (**Figure 3**). This means that people are getting the improvements they are paying for. Priority led budgeting – allocating money according to our priorities will maintain this momentum in 2007-2010.

5. The Challenge Ahead

“Driving continuous service improvement whilst achieving greater efficiency is a key part of the Council’s approach.” **Audit Commission, Annual Audit and Inspection Letter, 2006**

REDUCING INEQUALITY

Bury is a place of contrasts. Diversity – in terms of the distinctive characteristics of our townships is positive but alongside the affluence of certain areas lie pockets of deprivation where health, housing and community safety are in need of improvement. Tackling these inequalities and strengthening communities is a key priority. With £581,000 from the Neighbourhood Element of the Safer and Stronger Communities Fund, we are putting schemes in place not only to improve the life chances for people in these areas but also to develop capacity in the voluntary sector to enable improvements to continue when the programme comes to an end.

Health in particular is a big issue. The legacy of heavy manufacturing and smoking habits has left 15% of the population (a third of households) suffering from long term conditions including the after effects of strokes and heart disease. This level of disability contributes to the above average number of residents in receipt of benefit, suppressing income levels and limiting many people’s life chances, independence and ability to make choices. A correlation can also be found between low income, housing standards and crime levels. Working with health colleagues, we are intent of reducing current health inequalities and minimising the risk of future inequality by tackling obesity and smoking levels – major inhibitors of well being and contributory factors in the development of long term conditions.

Strengthening communities (and maintaining community cohesion) requires all sectors of the population to share in the Borough’s prosperity. Addressing inequality, whether it be real or perceived, represents a challenging agenda to the council and its partners. Some aspects can be addressed through regeneration projects such as the East Bury Initiative, the Pimhole Renewal Area and Radcliffe Sun Quarter but a significant contribution will also be made if we change our approach to service delivery. By becoming more customer focused and involving greater numbers of people in service planning, design and delivery, we intend to reduce inequality, expand opportunity and improve quality of life by tailoring services where possible to the specific needs of individuals and communities.

COMMUNITY LEADERSHIP

Team Bury

With many of the challenges facing the Borough cutting across organisational boundaries, the council has been instrumental in bringing together various agencies under the banner of ‘Team Bury’ to develop an effective Local Strategic Partnership (LSP). A **Community Strategy** – our borough wide plan – gives shape and direction to these efforts.

“Partnership working remains strong with effective joint working to promote Team Bury priorities”.

**Audit Commission
2006 Direction of Travel Statement**

In other words, the ambitions outlined in the Community Strategy underpin everything we do. They provide a focus for service delivery; they indicate areas where resources need to be targeted and inform the way we structure our efforts with partners and suppliers to make the Borough a better place to be. Consultation with local people tells us we have identified the major issues affecting our communities with community safety, local job opportunities, first class local services and excellent education coming at the top of their list. As a major provider of services in these areas we are working closely with partners to deliver these objectives.



A Public Service Board (PSB), consisting of senior managers from all the major public agencies, supports Team Bury. This body meets regularly to ensure that the agencies' actions are aligned with our ambitions. Collectively the PSB manages some £1 billion of services across the Borough and their role is to ensure that the money is targeted to areas of greatest need.

The **Bury Plan** is the vehicle by which these ambitions are translated into tangible actions for the council. As our Corporate Plan and Best Value Performance Plan rolled into one, the **Bury Plan** sets the direction and tone for the organisation – explaining our priorities within the the wider Community strategy, clarifying resource requirements and guiding service delivery.

Local Area Agreement (LAA)

Over the past few months, Team Bury has been working on a set of goals with the Government that the council and its partners will work to deliver between 2007-2010. Effectively, the **Local Area Agreement** is a delivery mechanism for key elements of the Community Strategy – committing Team Bury to 10 outcomes that will make our townships healthier, safer and stronger. Economic development and enterprise will be boosted, communities made safer while there is a special focus on delivering the best possible outcomes for older people, carers and children and young people.

Many of the issues facing local communities are complex and do not easily fit into simple categories. For this reason, two cross cutting themes have been identified to pull the LAA together. These are reducing inequalities – closing the gap between richer and poorer areas (and groups within the Borough) – and community engagement and development.

The LAA targets have been built into the council's plans to ensure that there is a clear focus on these issues. Further details of how these targets fit into our priorities are set out in **Appendix 1**.

BURY'S PLACE IN THE WORLD

Our ambitions for Bury do not take place in a vacuum. Plans are developed in the context of wider sub-regional, regional, national and in some cases international agendas. In particular, we support the Greater Manchester strategy which sees the conurbation as “*a world class city region at the heart of a thriving North West*”. This regional perspective has enabled us to determine Bury's place in the world by combining the unique strengths of the Borough with the benefits of belonging to Greater Manchester – in particular our proximity and good transport links to Manchester city centre.

Membership of the **Association of Greater Manchester Authorities (AGMA)** not only provides a collective voice for the sub-region but brings specific benefits to Bury. As well as having lead responsibility in AGMA for the Connexions service, joint working has enabled us to influence strategic decisions across the conurbation (Local Transport Plan, Waste Disposal Strategy, Greater Manchester Vision) and increased purchasing power (Capacity Building programme, e-auctions, Out of Borough placements, recruitment advertising, agency services). Our active role in the **Regional Centre of Excellence** and professional bodies (at regional and national level) also provides promising opportunities for collaboration. Networking, sharing knowledge/services and disseminating best practice in this way ensures that we are able to deliver better services to residents and local businesses. We have proactively signed-up to the Nottingham Declaration and the North West Charter on Climate Change to demonstrate our commitment as a community leader.

SELLING THE MESSAGE – CONTINUOUS IMPROVEMENT, SHAPING FUTURE SERVICES

Whilst it is pleasing to receive positive feedback from external regulators, we want to be viewed as excellent in the eyes of the community. Early results are promising. In addition to services being able to demonstrate how consultation has changed the way they work (library opening hours, park improvements, local prioritisation of street cleaning and road maintenance schedules), there is higher resident satisfaction with the council and its services¹ reflecting the continuing emphasis on meeting local people's needs.

The same survey however also tells us that there is still some way to go if we are to engage everybody in this process. 27% of residents know how well we are performing and 24% feel they cannot influence decisions. More effort will therefore be put into community engagement during the life of this Plan to improve awareness of council services and performance.

There are sound reasons for developing relationships with communities. It is through effective engagement that we ensure services are designed to meet the complex and changing needs of the local population. The scale of our ambitions creates a big agenda and the limited resources available to us means that we cannot do everything at once. Choices have to be made and we want local people to play their part in helping to shape those decisions.

¹ 2006 Residents Survey

Improving efficiency

Clear priorities and effective allocation of resources are key to ensuring that the council keeps on track to deliver its promises. Our business planning model – matching service requirements with financial planning underpins this process. With 3 year budget forecasts now available, corporate priorities are closely aligned to resources, giving the council a firm financial footing to plan services and set realistic targets for ourselves (and partner organisations). Linking departmental, team and individual targets to priorities and resources also provides us with a strong performance management framework making it easier to monitor the impact of change on the community. Our commitment to data quality will also continue. Regular testing of systems coupled with the introduction in 2007 of data from partner agencies will strengthen the information available to decision makers and promote better outcomes for our residents and local businesses.

The 2006 Use of Resources Assessment confirmed that the council is providing 'good' value for money and the initiatives put in place last year will strengthen that position. By 2008, all services will have been internally assessed against an 'excellence' standard with lower performing services being subject to Best Value Reviews. Gateway Reviews of major projects will have been completed and budget reviews implemented. A new Efficiency Strategy, developed following a review by the Improvement and Development Agency (IDeA), will guide these efforts and reinforce our reputation for high performance at comparatively low cost.

Change Programme

Commitment to better services and '**Putting Customers First**' has led the council to embark on a major programme of change. Aimed at improving our responsiveness to the needs of the community, the programme is in the process of:

Improving access to services by providing choice in how to contact the council, dealing with more enquiries at first point of contact and refurbishing the physical areas (including the council information points) accessible to the public

Promoting local delivery such as the area tasking teams, locality based teams and community mapping to develop a better understanding of local needs

Joining up services by reorganising departments (around key client groups such as children and adults), implementing business process re-engineering and bringing together partners and resources to meet individual needs

Sharing services by working with other providers and neighbouring authorities to improve efficiency. Collaboration in procurement and service delivery has already cut costs. To get to the next stage, we will be looking to identify a strategic partner to bring in the extra investment and skills required to generate efficiencies and add value that the council and our service users can see.

Contracts

The council complies with Code of Practice on Workforce Matters in Local Authority Service Contracts. This Code of Practice protects employees transferring between organisations. In recent years it has covered staff transfers into (Connexions Service) and out of the council (Six Town Housing) and these provisions will extend to any future transfer or secondment should it be required.

6. The Plan for Bury

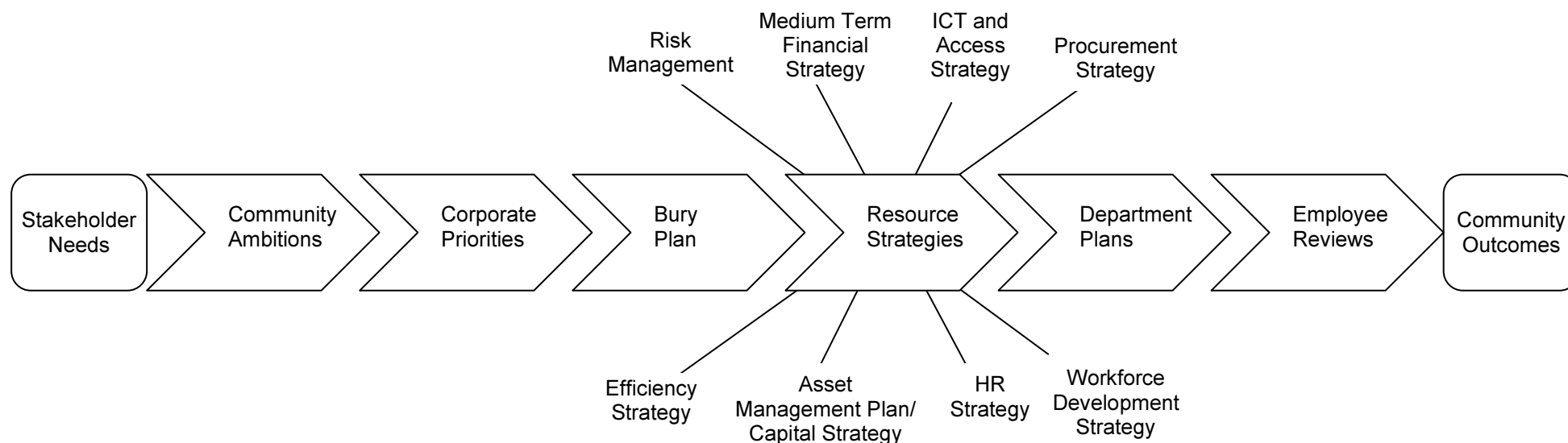
BRINGING IT ALL TOGETHER

Our corporate priorities provide a common thread throughout the council's planning, delivery and improvement systems. This continuity ensures that managers concentrate on the things that are important (our priorities) whilst enabling staff at lower levels to understand how their activity contributes to the wider picture. We continue to strengthen our planning processes to make decision making more transparent and ensure that clear links exist between all our plans.

Figure 4 – Exemplifying the links between our priorities and the Community Strategy ambitions

	The place to live in Greater Manchester	An area where people feel safe and secure	The healthiest Borough in the North West	A popular visitor destination	Premier retail town in the north of Greater Manchester	A centre of excellence for education in the North West	Each township thriving and delivering their own ambitions.	An area with first class services	Quality jobs for Bury people (employment and skills).
<i>Cleaner, Safer, Greener Borough</i>	1	1	1	1	1		1	1	
<i>Choice of Quality Housing</i>	1	1	1				1		
<i>Strengthened Communities</i>	1	1	1				1		1
<i>Promoting Healthier Living</i>	1		1				1		
<i>Putting Customers First</i>				1	1			1	
<i>Improved Cultural and Sporting Opportunities</i>	1		1	1		1		1	
<i>Better Opportunities for Children and Young People</i>	1	1	1			1		1	
<i>Improving Town Centres and Neighbourhoods</i>	1	1	1	1	1		1		1

Figure 5 – The ‘Golden Thread’



As illustrated in **Figure 5**, a suite of strategies ensure resources are allocated to priorities and manage the risks inherent in delivering change and improvement. With resources remaining tight, investment decisions are crucial to continued service improvement. Procurement and the IEG (e-government implementation) plans will inform the way we design services, HR and workforce development strategies will direct our staff resources whilst the Medium Term Financial Strategy keeps the money side under control by maintaining a policy led approach to budgeting. There remains four major risks to the delivery of our priorities:

- Budget pressures and the availability of sufficient funds to deliver the priorities;
- Staff capacity and skills availability;
- ICT capability to support the change agenda/efficiency agenda – through projects coming in on time and on budget;
- Rising demand for social care – and the resultant pressures this puts on resources.

Actions are in place to mitigate these risks as much as possible. Redistributing resources to key areas through the Priority Investment Reserve will alleviate some of the pressures on budgets and rising demand particularly where it is important for us to improve. The decision to evaluate the potential for strategic partnerships and the ongoing development of departmental workforce plans is designed to ensure we have the right people in the right place at the right time. Regular monitoring keeps risks under review and measure the effectiveness of our actions.

We are committed to making Bury a borough where diversity is valued and celebrated and where we can build stronger, confident, responsible communities. We are mainstreaming equality and diversity into our business planning processes to help us to ensure people are treated fairly, have equal access to our services and are not discriminated against.

Every service completes annual equality impact needs and requirements assessments (INRA's) along with equality impact assessments (EIA's) when appropriate. The results of these exercises feed directly into Service Plans and Departmental Plans via Departmental Equality and Diversity Action Plans.

IMPROVEMENT PRIORITIES FOR THE COMING YEARS

As a major player in Team Bury, our Plan reflects the ambitions of the Community Strategy – the Borough's long term framework for improving the Borough and incorporates the Local Area Agreement targets. Integration of these wider objectives within our Plan illustrates the close relationship that exists between strategic documents (including our resource plans).

Within the overall ambition of making Bury '**A better place to live, work, study and visit**', the Executive have identified eight key priorities for the council. Based on assessment of needs, demographic data and current performance, these are the areas where we have agreed with our partners to put most effort in the medium term. Our priorities sit at the heart of the business planning process to provide a clear focus for corporate resources and for departmental, team and individual goals:

"The council has a well developed performance management framework in place. The Corporate Plan actions flow into directorate plans and then to service plans, team and individual objectives. Staff know what is expected of them, and through regular one to one feedback sessions and employee reviews, managers know whether they are achieving their objectives."

**Audit Commission
Corporate Assessment, July 2004**

- **Cleaner, Safer, Greener Borough** – creating quality spaces (town centres, neighbourhoods, parks and open spaces) that are clean and where people feel safe, want to live and can be proud – and which others will respect
- **Choice of Quality Housing** – improving the quality and choice of housing to complement the improving environment and make the Borough an even more appealing place to live
- **Strengthened Communities** – promoting Bury and what we do, developing partnership working and community cohesion
- **Promoting Healthier Living** – increasing life chances and reducing health inequalities across the Borough
- **Putting Customers First** – excellent customer care to make it easier to access information and services at first point of contact
- **Improved Cultural and Sporting Opportunities** – providing opportunities for creativity, self expression, social interaction, personal development and lifelong learning that help to develop strong communities
- **Better Opportunities for Children and Young People** – improving the social, educational and vocational prospects of young people to enable them to have more choice
- **Improving Town Centres and Neighbourhoods** – enhancing the quality of life for all those who live and work in the Borough by securing accessible and desirable facilities, boosting training and employment opportunities at the heart of our communities

Under each of these priorities are a focused set of tasks to deliver the **outcomes we expect to see over the next few years**. These tasks are outlined under each priority and developed in more detail within Departmental and team plans.

Priority 1: Cleaner, Safer, Greener – creating quality spaces (town centres, neighbourhood, parks and open spaces) that are clean and where people feel safe, want to live and can be proud – and which others respect

A ‘Greener’ Bury

Why is it a priority?

The quality of the local environment affects and reflects the well being of the people living there. Whether it is a town centre, local park or street on which we live, it is important that they are attractive, clean, safe places and add to the quality of life. Through consultation we know that having a clean, safe environment is high on local residents’ priorities.

Where are we now?

- 23% recycling rate; 59% public satisfaction with cleanliness
- High public satisfaction (85% for waste collection, 81% for parks)
- 12% on the cleanliness index (lower is better)
- Bury – best large town North West in Bloom 2004, 2005, 2006
- 10 Green Flags for parks

Where do we want be?

- Higher recycling rates
- High quality and sustainable parks, countryside, open spaces and town centres
- All parks to be modern, safe and welcoming
- High public satisfaction

What are the next steps?

- Further investment in recycling facilities so that more properties benefiting from multi-recyclable collections
- Area Tasking Teams in each township to tackle environmental hot spots
- Continued investment in parks and the environment to improve the quality of facilities and maintain high standards of cleanliness

Resource implications

Additional £470,000 from the Priority Investment Reserve to support recycling and waste management
£365,000 from Play Area Strategy and Cleaner, Safer Greener initiative Phase II

Lead(s)

Executive Member (Environment & Transport)
Executive Director (Environment and Development Services)

Measures of success

- Attainment of 30% statutory recycling rates by 2010
- Growing public satisfaction with services
- 12 Green Flags by July 2009

Building respect and social capital

Why is it a priority?

Crime (and the fear of crime) has a major impact on quality of life. We want to reduce these concerns and give local people a greater voice in shaping their area

Where are we now?

- Crime trends are reducing but still relatively high compared to national levels
- Police and township boundaries are aligned
- Examples of good practice in consulting service users but only 69% of local residents believe they can influence decisions

Where do we want be?

- Lower levels of crime and anti-social behaviour
- More local people involved in the design and delivery local service delivery
- Less fear of crime

What are the next steps?

- Joint tasking of Police and council resources to tackle crime and anti social behaviour
- More Police Community Support officers – aligned to township boundaries
- Reviewing the Area Initiative programme to enable people to take greater control over decisions about their area

Resource implications

Pooling of existing funding streams and budgets across partners as part of the LAA

Lead(s)

Executive Members (Safe and Secure Communities)
Executive Member (Community Engagement and User Focus)
Assistant Chief Executive

Measures of success

- Less crime (and fear of crime) in line with crime & disorder reduction targets
- 12% fewer anti social behaviour incidents
- 298 fewer first time entrants to the Youth Justice system
- 20% reduction in vehicle fires
- Higher proportion of local people engaged and feeling that they can influence local decision making

Priority 1 continued: Cleaner, Safer, Greener – creating quality spaces (town centres, neighbourhood, parks and open spaces) that are clean and where people feel safe, want to live and can be proud – and which others respect

Addressing the Climate Change Agenda

Why is it a Priority?

Climate change is the greatest long-term challenge facing the world today. There is strong evidence that climate change is happening and that man-made emissions are its main cause. If left unchecked, climate change will have profound impacts on our societies and way of life. Local Councils are uniquely placed to provide vision and leadership to local communities, raise awareness and change behaviours. (Source: *The Climate Change Programme 2006*)

Where are we now?

- The council is committed to the Nottingham Declaration (Jan 2001) and the North West Climate Change Charter (Oct 2006)
- Community-wide action plan in place to help cut the overall emissions of the area (Bury's Community Strategy – A Vision for Bury 2005-2025)
- Increased SAP rating of housing in Bury – 69% over SAP 60
- Affordable Warmth Strategy – January 2006 - £1.3m spent on Warm Front Grants in 2006
- 12% of households estimated to be in fuel poverty

Where do we want to be?

We want to extend the agenda and influence high level strategic decisions that ultimately improves the quality of life of residents including better management of transport and buildings to cut emissions, more pupils walking to school, more journeys to work taken by cycle (supporting our '**Promoting Healthier Living**' priority) and using the planning system to improve the environment. Whilst helping to cut CO2 emissions we also want homes in Bury to be adequately and affordably heated to reduce fuel poverty and minimise the number of excess winter deaths.

What are the Next Steps?

- Developing plans to reduce traffic growth including school travel plans and more cycle journeys.
- Using the procurement strategy to acquire goods and services in a way that supports climate change objectives.
- Invest in and promote sustainable policies, sustainable energy production and energy saving measures to reduce council services' impact on the environment.
- Work through the Local Development Framework, and actively engage with developers to encourage sustainable development and green space protection.

Resource Implications

Existing capital and revenue budgets/programmes, annual bids through Private Sector Capital Programme

Leads

Executive Member Environment & Transport

Executive Member Learning Skills, Employment & Housing

Executive Member Health & Wellbeing

Environment Champion and Executive Director Environment & Development Services

Measures of Success

- 85 schools with Travel Plans including 52% of pupils walking to school by 2010
- Traffic growth reduced to 8% above baseline by 2011 with 2.8% of journeys to work by cycle
- CO₂ emissions reduced by 30% in 2010 (compared to the 1996 baseline)
- SAP rating of housing in Bury – **XX%** over SAP60. **XX** 'Warm front' grants provided to householders
- Sustainable Borough-wide planning policy framework in place supported by 100% of planning decisions based on the most up-to-date policies
- Strategic green spaces protected from development

Priority 2: Choice of Quality Housing – improving the quality and choice of housing to complement the improving environment and make the Borough an even more appealing place to live

Achieving the Decent Homes standard

Why is it a priority?

The council wants all its tenants to live in homes that meet the Government's decency standard. Good housing is integral to health and well-being as well as supporting wider regeneration objectives

Where are we now?

80% of the council's housing stock (2005/06) meets the standard

Where do we want be?

All tenants occupying (and new tenants being offered) properties that meet the decency standard

What are the next steps?

A programme of works to bring all houses up to standard

Resource implications

£27million on capital schemes by 2010

Lead(s)

Executive Member (Learning Skills & Employment)
Executive Director (Environment and Development Services)
Chief Executive, Six Town Housing

Measures of success

- All council housing meeting the decency standard by 2010
- Increased tenant satisfaction with the standard of their property

Improving private sector housing provision

Why is it a priority?

As demand for private sector housing continues to rise, the council is keen to encourage a supply of quality, accessible and affordable housing to meet individual needs. Expanding the housing stock and meeting individual needs whilst protecting the environment is a significant challenge

Where are we now?

Affordable housing policy / supplementary planning guidance is in place. Pimhole Renewal Area is half way through its programme to reduce the number of non-decent private sector houses in the Borough by 14%. There is a shortage of extra care housing which creates a gap in the Borough's continuum of care

Where do we want be?

Increasing choice and affordability in the housing market by maximising the number of affordable and extra care units, reducing the level of non-decent / vacant private homes and having settled accommodation for vulnerable people

What are the next steps?

- More affordable housing
- Completing Pimhole Renewal Area
- More vulnerable people in sustained and settled accommodation

Resource implications

£11 million capital funding for Pimhole regeneration. Planning policies in place to promote appropriate housing developments

Lead(s)

Executive Member (Learning Skills & Employment)
Executive Director (Environment and Development Services)

Measures of success

- Successful completion of the Pimhole Renewal Area
- Under 1% homes vacant for 6 months
- Less homelessness

Priority 3: Strengthened Communities – promoting Bury and what we do, developing partnership working and community cohesion

Community engagement and capacity building

Why is it a priority?

The council recognises that it cannot address all the issues that are important to local people on its own. Voluntary and independent groups (the 3rd sector) have invaluable first hand knowledge of what life is like in the Borough. By using their skills and abilities, the opportunity exists not only to strengthen communities but also to increase the efficiency with which services are provided

Where are we now?

The voluntary sector in Bury is underdeveloped. Limited capacity and a fragmented relationship with public sector agencies means that the voluntary organisations are generally under utilised and under valued. Recent initiatives have seen:

- the introduction of a compact between the council and the voluntary sector
- An agreed funding policy for community groups

Where do we want be?

- A high quality and sustainable 3rd sector.
- Procuring services from the 3rd sector in a sustainable way
- Shared learning through transferring community engagement models from one area to another to embed best practice and increase participation

What are the next steps?

An audit of the 3rd sector and Identifying development needs/gaps in provision that could include:

- addressing inequalities that exist between different individuals, groups and communities
- building a support structure which will deliver a vibrant, progressive and sustainable third sector
- identifying gaps in provision that can be addressed within local communities

Resource implications

Existing revenue and capital budgets

Lead(s)

Executive Member (Community Engagement and User Focus)
Assistant Chief Executive

Measures of success

- Satisfaction levels within the 3rd sector
- Number of residents carrying out voluntary work
- Viability/sustainability of voluntary organisations
- More confident, active voluntary sector

Promoting independence

Why is it a priority?

Bury Council wants social care users to be able to influence the key decisions in their lives. Choice and independence are often integral to maintaining an individual's dignity and respect for cultural, religious, sexual and personal needs. By giving social care users a greater say in the key decisions that affect their lives, trust can be built up between service users, carers and care providers

Where are we now?

- 15% of residents face long term conditions
- Low numbers of delayed hospital discharges
- Lower numbers of people with physical disabilities helped to live at home
- Lower levels of social care users operating direct payments

Where do we want be?

- Services tailored more closely to individual needs as a result of greater user engagement in service design and delivery
- Increasing capacity and skills among service users so more people are able to exercise choice and participate effectively in their care

What are the next steps?

In keeping with the outcomes in the 'Our Health, Our Care, Our Say' White Paper:

- Greater engagement with service users
- The promotion of Direct Payments
- Use of improved technology to support service users
- Review of referral and assessment processes
- Review of residential provision

Resource implications

Reviews underway across Adult Care Services to realign budgets and release efficiency savings for reinvestment in service improvement

Lead(s)

Executive Member (Health and Well Being)
Executive Director (Adult Care Services)

Measures of success

- Growing numbers of people in each client group helped to live at home (Older People, Physically Disabled, Learning Disabilities, Mental Health)
- 80 more people operating Direct Payments
- 90% equipment / adaptations delivered within 7 working days

Priority 4: Promoting Healthier Living – increasing life chances and reducing health inequalities across the Borough

Improving health

Why is it a priority?

Good health is an important factor in determining a person's quality of life. Poor health can lead to reduced employment opportunities and lower income levels which in turn affect life chances and may contribute to social exclusion

Where are we now?

Health is an issue in many parts of the Borough. A quarter of adults smoke and only 20% regularly exercise. Inactivity is particularly prevalent among women (18.9%) BME groups (8.9%) and residents from deprived areas (16.9%)

Where do we want be?

Promoting wellbeing – a Borough with healthier residents, smoking less and exercising more

What are the next steps?

- Improving the health of adults through the promotion of smoke-free homes
- Comprehensive health screening pilot for older people and promoting physical activity

Resource implications

Aligning existing budgets to targets as part of LAA

Lead(s)

Executive Member (Health and Well Being)
Executive Director (Adult Care Services)

Measures of success

- 4% reduction in smoking prevalence
- 15% fewer admissions to residential care from people on the screening programme
- 4% increase in physical activity among women, BME groups and people in deprived areas (1% increase per year)

Supporting carers

Why is it a priority?

Bury Council recognises the invaluable work that carers do in looking after the well being of others. However we are also aware that caring can be a demanding role and more needs to be done to support carers

Where are we now?

- 2,372 carers accessing support services

Where do we want be?

3,700 carers accessing support services

What are the next steps?

Supporting carers through outreach work and benefit take-up campaigns.

Resource implications

Pooling of existing budgets across partners as part of LAA

Lead(s)

Executive Member (Health and Well Being)
Executive Director (Adult Care Services)

Measures of success

- 360 extra carers supported
- The number of carers receiving a "carers break" or a specific carers' service as a percentage of clients receiving community based services (PAF C62)
- The number of Carers receiving direct payments (for a carers services)

Implementing the Age of Opportunities

Why is it a priority?

As society develops and people live longer, the emphasis is on promoting independence and choice – keeping people healthy and more active minimising dependency on costly specialist interventions

Where are we now?

Mainly providing reactive services targeting 'critical' and 'substantial' needs. Limited funds preclude the little things that add value to people's quality of life

Where do we want be?

A system where people are better informed, dignity and respect remain paramount and health/well being is promoted to keep as many people active for as long as possible

What are the next steps?

A programme of schemes under the banner 'Age of Opportunities' to increase access to information on care, safety, exercise and learning

Resource implications

Realignment of existing budgets + priority reserve investment of £380,000 to enhance care, cultural and physical activity through the council and voluntary sector

Lead(s)

Executive Member (Health and Well Being)
Executive Director (Adult Care Services)

Measures of success

- 200 extra Carelink users
- Free learning vouchers/taster sessions
- 300 extra exercise referrals
- 1000+ housebound/residential care users with receiving personal training
- Working smoke alarms in every dwelling
- 100 extra luncheon club members

Priority 5: Putting Customers First – excellent customer care to make it easier to access information and services at first point of contact

Increasing user focus

Why is it a priority?

The increasingly diverse nature of communities requires new ways of understanding and responding to their needs of our residents. Engaging effectively, communicating what we are doing and improving access to services and information is critical to customer satisfaction

Where are we now?

A growing number of council and partner agency services are becoming area based to bring them closer to communities. There are good examples of consultation with service users, a network of local information points, a corporate contact centre and revised processes are in place to improve access to, and quality of, services

Where do we want be?

- Relating services and resources in line with community needs and aspirations
- An approachable organisation that is not seen as remote and impersonal
- Improving access to services to suit the needs of users
- Improving satisfaction levels across the Borough

What are the next steps?

- An Area Initiative Review to develop engagement with local communities
- Expanding access channels into services
- Better mapping of community needs and aspirations
- Creation of a Citizens Panel to extend consultation facilities
- Development of contact centres

Resource implications

£1.9 million programme to roll out Customer Relationship Management across the council (and partners) by 2012

Lead(s)

Executive Member (Quality Council)
Executive Member (Community Engagement and User Focus)
Assistant Chief Executive

Measures of success

- 80% of calls resolved at first point of contact
- Engaging people so that more residents feel able to influence local decisions
- Higher satisfaction ratings with the council (currently 54%)
- Increased number of access channels to council services

Increasing efficiency / value for money

Why is it a priority?

Bury receives (and spends) less per head but performs better than most Mets. With resources limited over the next 3 years, growing demand and expectations require renewed efforts to get more for less

Where are we now?

- National efficiency targets have been met
- The Audit Commission rated Bury as a Level 3 for Use of Resources which equates to 'good'
- Procurement strategies and other mechanisms such as service reviews and financial 'Star Chambers' are making the council more cost effective

Where do we want be?

Enhancing our reputation. Bury wants to be considered by residents and external agencies as an authority that performs well and provides good value for money

What are the next steps?

- Implementing the new efficiency strategy
- A programme of service assessment and targeted Best Value Reviews
- Extending benchmarking and budget reviews to measure value for money
- Greater involvement in e-procurement
- Development of shared/joint services
- Examining partnership options to increase investment and skills in key services

Resource implications

£3.8 million per annum efficiency savings (at 2006 prices) – 50% to be allocated to Priority Investment Reserve

Lead(s)

Executive Member (Quality Council)
Deputy Chief Executive
Director of Finance and E-Government
Director of Personnel

Measures of success

- Achieving national efficiency targets
- Attaining Level 4 for Use of Resources
- Efficiency savings from new procurement methods
- Inward investment / skills to build capacity in key services

Priority 6: Improved Cultural and Sporting Opportunities – providing opportunities for creativity, self expression, social interaction, personal development and lifelong learning that help to develop strong communities

Accessibility and quality of cultural / leisure facilities

Why is it a priority?

Experience over the past year including higher visitor numbers to the museum following its refurbishment and the controversy over the sale of the Lowry painting, reinforces the importance that people place on more intangible aspects of life such as culture and leisure. This has prompted the council to examine these services and place a greater focus on the arts and libraries provision to encourage take up – and support the achievement of broader health and social cohesion objectives

Where are we now?

Bury's cultural provision is good and highly valued by users and residents alike. Library visitor numbers are holding up due to free internet access and information/enquiry services but the number of active borrowers and loans is falling. Investment has created council information points within libraries; upgraded Ramsbottom Library; greatly improved ICT access for the public (usage rose 14% last year); and a refurbished museum and art gallery which has led to higher visitor numbers.

Where do we want be?

- Increased usage of cultural facilities by delivering services that people value
- Enhanced community capacity and confidence in cultural activities

What are the next steps?

- The Cultural Quarter centred around Silver Street is a big opportunity for Bury with the Lancashire Fusiliers Museum becoming the latest attraction in the area to complement the library, museum, East Lancs Railway and the Met theatre.
- Developing marketing strategies to promote facilities – particularly those that have been recently refurbished

Resource implications

£70,000 from the Age of Opportunities initiative; £250,000 (over 3 years) from the Big Lottery and £60,000 from the LAA over 3 years to develop volunteering

Lead(s)

Executive Member (Health and Well Being)

Executive Director (Environment and Development Services)

Measures of success

- Increase in visitor numbers for libraries (15%) and museums (3%) by 2010
- 4% increase in library internet usage each year up to 2010
- Higher satisfaction levels with libraries (76%) and museums (54%) by 2010

Extending opportunities for sport and leisure

Why is it a priority?

Enjoyment of leisure and sport is vital to the well-being of Bury's residents. It plays an important part in maintaining health, stimulating minds and contributing to the enjoyment of life. Whether it be a visit to the gym, playing a sport at a sports centre or visiting the local park, leisure is about keeping people active and healthy whilst allowing them to fulfil their potential.

Where are we now?

Outdoor leisure facilities have been improved with the upgrade to Bury's parks including the provision of 21 ballzones, 24 tennis courts and 55 play areas now meeting European standards. Sports Development have regained QUEST quality accreditation with a 'highly commended' rating. Customer satisfaction with sport and leisure facilities has increased from 52% (2003) to 59% in 2006. The level of sports volunteering in Bury is currently 3.4% (Sport England Survey).

Where do we want be?

QUEST accreditation for all main sport and leisure facilities and Sports Development. The development of a long term facilities investment strategy and to increase customer satisfaction for sport and leisure facilities to 65% in 2009.

What are the next steps?

Develop improvement plans for sport and leisure facilities towards QUEST accreditation. Develop action plan for Sport and Physical Activity Alliance (SPAA). Develop marketing strategy

Resource implications

SPAA grant funding, external funding bids, efficiency savings

Lead(s)

Executive Member (Health and Wellbeing)

Executive Director (Environment and Development Services)

Measures of success

- Increased visitor numbers for sports and leisure centres (10% by 2010).
- By March 2010 – 60% of people to have access to leisure facilities within 20 minutes walking distance of which one facility has quality accreditation (2005/06 21.5%, 2006/07 49.05%)
- Higher satisfaction levels (83% for parks, 65% for sport and leisure) by 2010
- More people volunteering in sport and active recreation (target of 4.9% by 2010)

Priority 7: Better Opportunities for Children and Young People – improving the social, educational and vocational prospects of young people to enable them to have more choice

Improving life chances

Why is it a priority?

Reducing inequality in educational attainment not only promotes community cohesion but also helps an individual's future economic prospects

Where are we now?

3 key groups are underperforming against the general population - pupils with learning disabilities, looked after children and Pakistani heritage pupils

Where do we want be?

More (better qualified) 16-19 year olds, a reduced gap between the under performing groups and the general population and fewer looked after children through service designed to prevent family breakdowns and reunite children with their families

What are the next steps?

Support to help young people achieve. Commissioning preventative and targeted support to raise attainment and provide alternative models of social care

Resource implications

Pooling funding streams (£1.3 million in 2007/08) as part of the LAA to improve the analysis of need and integrated commissioning of service with key partners

Lead(s)

Executive Member (Children and Young People)
Executive Director (Children's Services)

Measures of success

- 82% of 16-19 year olds with disabilities in education, training and employment
- 17% looked after children with 5 or more GCSEs (grades A*-C)
- Improved rate of progress of Pakistani heritage pupils from end KS2 to end of KS3 to 7.7points by 2009
- 300 fewer fixed term exclusions per annum
- 15% fewer looked after children by 2010

Giving children and young people the best start in life

Why is it a priority?

Social and economic difficulties affect educational attainment. Targeted support in areas suffering deprivation is aimed at reducing these inequalities

Where are we now?

Education in Bury is among best in the country with very good performance especially at end of KS2b and GCSE. To improve further requires action in the early years to build a sound foundation for later success

Where do we want be?

Supporting parents create a positive environment for children and supporting schools and communities to deliver the Extended Schools Core Offer

What are the next steps?

Developing locality based, multi agency services (including Children's Centres and extended schools) to improve childcare, family support and raise standards of attainment. Implementing the Early Years Foundation Stage

Resource implications

Pooling funding streams (£1.3 million in 2007/08) as part of the LAA to improve the analysis of need and integrated commissioning of service with key partners

Lead(s)

Executive Member (Children and Young People)
Executive Director (Children's Services)

Measures of success

- 20% more childcare places per 100 children in deprived areas
- Increased number of play and recreational spaces/opportunities available to children and young people
- All schools making the Extended Schools Core Offer by 2010

Improving the health and welfare of children and young people

Why is it a priority?

The health and welfare of young people is a national priority. To ensure our children and young people get a good start in life, effective strategies are required to improve health and well being within communities

Where are we now?

Teenage pregnancy rates are reducing, healthy eating/active recreation is more prominent, the incidence of bullying has been determined, mental health (CAMHS) services are under development and we have a better understanding of emotional abuse

Where do we want be?

Fewer teenage pregnancies and more active/healthy children (supporting '*Promoting Healthier Living*)

What are the next steps?

More 'Healthy Schools', more pupils engaged in physical activity, more schools with travel plans, multi agency plans to reduce bullying and further development of the CAMHS service

Resource implications

Pooling funding streams (£1.3 million in 2007/08) as part of the LAA to improve the analysis of need and integrated commissioning of service with key partners

Lead(s)

Executive Member (Children and Young People)
Executive Director (Children's Services)

Measures of success

- 97% of schools attaining Healthy School Standard
- 31% reduction in teenage pregnancies
- 12,439 children at KS 1 & 2 taking part in quality active recreation for at least 2 hours per week
- Fewer children and young people bullied
- 6% more mothers breastfeeding
- 3% fewer mothers smoking during pregnancy

Priority 8: Improving Town Centres and Neighbourhoods – enhancing the quality of life for all those who live and work in the Borough by securing accessible and desirable facilities, boosting training and employment opportunities

Implement flagship physical regeneration schemes

Why is it a priority?

To attract people to Bury we need to ensure our facilities and infrastructure are fit for purpose

Where are we now?

- Large scale developments have been completed in Whitefield and Prestwich
- Pimhole Renewal Area is in progress
- £220 million redevelopment around The Rock is underway with plans well under way for projects at Townside Fields, Bury Ground and Radcliffe Sun Quarter

Where do we want be?

A modern Borough supporting and securing large scale regeneration projects evidenced by the completion of major schemes across the Borough

What are the next steps?

- Completing the current projects
- Developing a network of health complexes around the Borough

Resource implications

Support for projects within existing resources together with private sector financing of major regeneration schemes

Lead(s)

Executive Member (Environment and Transport)
Executive Director (Environment and Development Services)

Measures of success

Completion of major schemes within timescale
Achievement of local economic benefits

Developing a skilled community

Why is it a priority?

Businesses provide jobs for local people and drive the Bury economy. Suitably skilled workers, and opportunities in the right industries, are required if we are to sustain employment in the Borough and reduce the level of out-commuting

Where are we now?

- 48% of residents out-commute
- Commuters generally earn more than people working in the Borough
- Growth sectors in Bury – hospitality, retail and leisure have low rates of skills training and we need to develop training in the new knowledge economy sectors

Where do we want be?

A better qualified workforce capable of taking advantage of growing opportunities growth sectors of the economy including digital and creative industries

What are the next steps?

Developing a range of vocationally relevant qualifications and supporting businesses to expand particularly in the target sectors of digital and creative industries

Resource implications

Increased focus as part of the LAA

Lead(s)

Executive Member (Learning Skills and Employment)
Assistant Chief Executive

Measures of success

- Extra 750 people gaining a vocationally relevant qualification

Reducing worklessness

Why is it a priority?

Community cohesion depends on every part of the Borough sharing the benefits of prosperity. Tackling worklessness and increasing employment is key to beating deprivation and **‘Strengthening Communities’**

Where are we now?

The percentage of the working population who are inactive is falling. Unemployment is also below average but pockets of worklessness exist across the Borough

Where do we want be?

Matching job opportunities in the Borough to people looking for work. Working with other agencies and the voluntary sector to ensure local people are able to access sustainable employment

What are the next steps?

Expansion of retail and leisure facilities in the Borough will create over 1,000 new jobs over the next four years

Resource implications

£183,000 from Invest to Save Round 7 (Routeways to Work)

Lead(s)

Executive Member (Learning Skills and Employment)
Assistant Chief Executive

Measures of success

- Extra 120 people helped into sustained employment