

THE BURY PLAN

2008 - 2011

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. Sections 4 and 5 provide a summary of the key points for anybody who just wants an overview of our position.

Main heading	Page	What it contains
1. Foreword	2	Opening statements by Councillor Bob Bibby, the Leader of the Council and Mark Sanders, Chief Executive
2. Glossary	3	An explanation of some technical terms we use
3. Background to the Borough	4	Why Bury is ' A great place to live, work, study and visit '
4. Review of 2007	5	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	7	There are a number of opportunities and pressures in the coming years. This section looks at where we intend to put our efforts and work with others to improve quality of life in the Borough
Appendix 1 – Council Priorities		The areas we want to focus on in more detail over the next couple of years. 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 2007/08		These results are published in June each year and follow the publication of the main Plan

1. Foreword

Welcome to the Bury Plan for 2008/2011. 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.

Everybody in Bury relies on the council to some extent. Whether as a service provider, advocate, regulator, funding body, community leader or employer the council has a major role to play in achieving Team Bury's vision of making Bury **"a great place to live, work, study and visit"**. Improvements in performance puts us well on the way to becoming the cleaner, safer, greener, healthier and prosperous place that people want and our vision describes. During 2007:


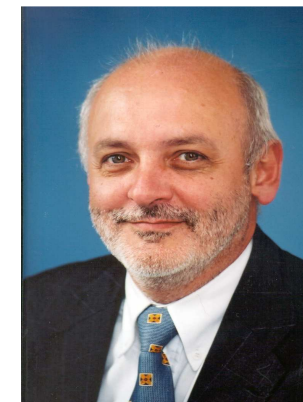
- The economy remained vibrant with unemployment rates at the end of 2007 below 2%;
- A number of major projects (The Rock, Townside Fields, Radcliffe Primary Care Resource Centre, Fusiliers Museum) commenced and will soon bring additional capacity, facilities and jobs to the Borough;
- Exam results rose again – confirming education as a premier service delivered by our partner schools;
- Environmental outcomes remain positive with recycling rates in line with current national targets, improvements in the public and private housing stock, 11 parks now awarded the Green Flag quality mark (up one from last year) and Bury winning of North West in Bloom for the fourth year running;
- Crime rates continued to reduce;
- Value for money was officially rated as 'good' – illustrating that good use is made of the money and other resources available to us.



Cllr Bob Bibby,
Leader of the Council

Put simply, Bury is improving in the areas that matter to local people but there is still much to do. We need to reduce inequality across the Borough, address the impact of higher consumption (and subsequent waste produced) resulting from the Borough's growth and tackle the effects of an ageing society. Maintaining the rate of improvement in the face of these competing demands **and** minimising the cost to local taxpayers will be a challenge. However the council, together with our partners, are up for the test and working towards implementing the changes needed – to improve access to services, make us more efficient and release the resources required 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 send your ideas to: 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
Sustainable 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 Sustainable 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). Some indicators such as Best Value Performance Indicators (BVPIs) are collected on behalf of Government so that our performance can be compared to other councils. The current set of BVPIs are due to be replaced by a new set of National Indicators with effect from April 2008
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
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

CONTEXT

Bury is a truly distinctive place. Close to the heart of the city 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 bustling market town of Bury and residential area of Radcliffe to the more cosmopolitan settings of Prestwich and Whitefield in the south, each township has different characteristics – contrasts that local people tell us they are keen to preserve.

So what makes Bury attractive? With the city of Manchester close to our southern border, we are 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 and falling crime levels (for the sub-region) the Borough is a good location for the economically active.

Bury is also family friendly. The Borough has high levels of registered childcare, good quality parks and facilities whilst excellent school and college 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 at our ‘Beacon’ colleges has produced a highly educated, socially mobile workforce providing solid foundations 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 having benefited from community coaching facilities.

Team Bury’s vision to make Bury **“A great place to live, work, study and visit”** builds on these strengths. With a great location, growing population (182,900 as at 2006 mid year estimates), buoyant economy (reflected in low unemployment, rising house prices, more houses being built, numerous regeneration projects) and improving services, Bury is fast becoming the place to live 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 better. Whilst good progress is being made, more changes can be expected in the coming years to deliver the improvements that residents and local businesses tell us are important.

4. Review of 2007

KEEPING OUR PROMISES

In last year's Plan we outlined a series of programmes to help us deliver our ambitions and address the themes that residents tell us are most important to them. A review of progress in these areas shows:

- Bury rose 25 places in the Index of Multiple Deprivation 2007. From 97th, the Borough is now 122nd out of 354 local authorities (higher being better). The second largest improvement in Greater Manchester, this brings to life our ambition to see **'Each township thriving'**;
- Crime levels are 25% less than the 2003/04 baseline – well in excess of national targets and amongst the lowest in Greater Manchester. Joint work with the Police continues to target 'signal' behaviours (graffiti, anti social behaviour, etc) that impact on quality of life, resident satisfaction and fear of crime as we work towards making Bury an **'Area where people feel safe and secure'**;
- A high quality public realm with increased usage of parks and open spaces and very high customer satisfaction. In addition to 11 Green Flag quality marks for the standard of our parks, we also won North West Britain in Bloom (large town category) for the fourth year running;
- House prices rising by 10% in the last year making the average cost over 5 times average earnings of people living in the Borough. We recognise the burden this places on people with lower incomes and have put in place policies to bring housing within the reach of local residents. As a result of these policies, a quarter of properties on larger housing developments are 'affordable homes'. In the public sector, energy efficiency is improving year on year and 83% of council housing now meets Government decency standards. With a greener Borough and choice in quality housing, Bury is **'The place to live in Greater Manchester'**;
- Health profiles are also showing improvement as we push to become the **'Healthiest Borough in the Northwest'**. In collaboration with Bury Primary Care Trust, smoking prevalence in adults has fallen by 2%, life expectancy is increasing and active lifestyles are being promoted across all age ranges including children and young people with 50 schools now meeting the 'Healthy Schools' standard;
- School examination results remain among the best in the country. Coupled with good staying on rates, young people are getting a good start in life – opening up education/employment opportunities to help them become more economically secure and socially mobile;
- Major projects are taking shape on the ground:
 - The £330 million redevelopment project at The Rock, Bury will substantially increase shops and leisure facilities in the town centre
 - Radcliffe will soon have a £10 million Primary Care Resource Centre and a new 600 place high school (Radcliffe Riverside)
 - The £12 million Pimhole Renewal Area is reducing non-decent private sector housing and improving the local environment
 - Preliminary site works have commenced on the £150 million Townside Fields scheme – with building works starting in April 2008
- In setting out to deliver an **'Area with First Class Services'** we have:
 - Transformed the planning service and processing of housing benefits
 - Reached Level 4 (the highest rating) in terms of library standards and received £1.4 million to develop two new community libraries (and refurbish two others) along the innovative Topping Fold model of community engagement
 - Increased access to, and take up of, services by extending the number of council information points across the Borough
 - Reduced the number of missed calls through our contact centre by 20%
 - Exceeded efficiency targets – enabling more money to be put into our priorities

"..prospects for further improvement are promising".

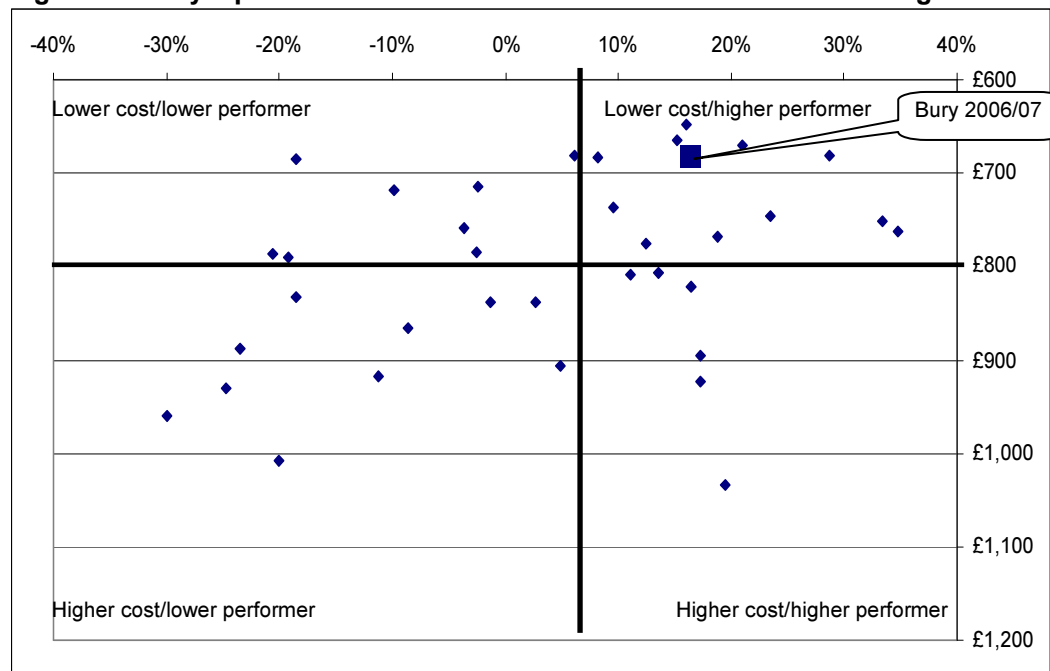
**Audit Commission
2007 Direction of Travel Statement**

IMPROVING OUTPUT, INCREASING EFFICIENCY

“Services provide good value for money” **Audit Commission, 2007 Direction of Travel Statement**

In a year which saw difficult trading conditions, Bury managed to remain in the top group of lower cost, higher performing councils (Figure 1). Net output, however, has started to show signs of levelling off and this has translated into lower ratings from national bodies for children’s services, adult social care and cultural services. As a result, the Audit Commission – Bury council’s official watchdog - judged us to be **“a fair authority which is improving adequately”**.

Figure 1 – Bury’s performance on the Beacon Index based on 2006/07 figures

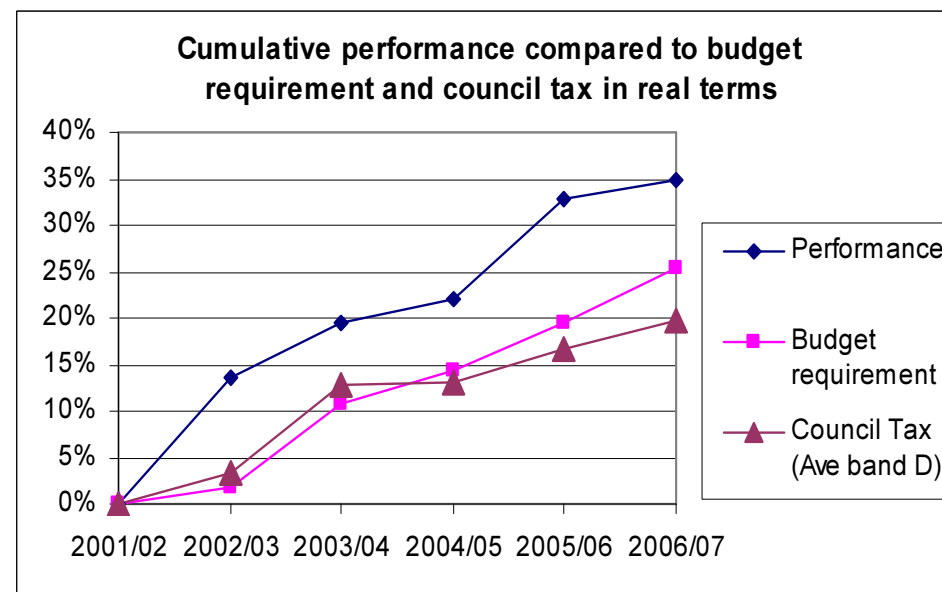


Source: CIPFA statistics and Audit Commission quartile data for Metropolitan councils. Average spend per head = £799; median performance = +7.2%

60% of performance indicators continue to improve each year. With the gap between output and council tax growing, local people are getting a better return on their money. Full details of our performance for 2007/08 will be published in June 2008 as Appendix 2 to this Plan.

Despite performance appearing to slow down, output is still rising faster than costs and council tax (Figure 2). Effective financial management, good use of assets and better procurement is delivering improved services within limited resources, generating efficiencies in excess of target (equivalent to 7.5% of our budget) and resulting in the Audit Commission giving us a ‘good’ rating in the 2007 Use of Resources judgement. Priority led budgeting – allocating money to locally agreed priorities will maintain this momentum in 2008-2011.

Figure 2 – Comparing cost and performance (from 2001/02)



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

MEETING LOCAL NEEDS THROUGH LOCAL ACTION

Bury is an ambitious Borough with a clear vision to be **“A great place to live, work, study and visit”**. The story of Bury is that of a common shared future with ambitions that centre around:

- Place – clean, green localities where people want, and can afford, to live, close to local amenities (including shops and leisure facilities) that are attractive to local residents and visitors alike. These areas are safer, confident communities based on respect and cohesion with less incidents of crime and anti-social behaviour as a result of education, environmental changes and enforcement
- People – where healthier lifestyles, choice and well being are the norm enabling residents to live the lives they want to lead. Inequality between neighbourhoods is reduced enabling individuals to grow through education, culture, work and training

Delivering these ambitions requires the Borough to face some big challenges ahead:

Climate change. We are already working hard to improve the Borough’s carbon footprint through better energy efficiency, reduced waste and increased recycling (where we are well on the way to meeting national targets). Consumption however is rising and sitting on the northern edge of one of the UK’s fastest growing knowledge economies, nearly 50% of our working population travel to work to better-paid, higher-skilled jobs in Manchester city centre. Whilst this level of out commuting has sustained a vibrant local economy with low unemployment, traffic congestion remains a significant contributor to carbon emissions. To reduce our impact on the global environment, we are taking action on two fronts – collaborating across Greater Manchester to increase investment in public transport whilst at the same time developing sustainable communities through regeneration to create amenities and jobs closer to where people live. We are not in competition with the regional centre nor wish to prevent social and economic mobility. Our strategy is instead to offer local people choice – offering a range of jobs, housing and amenities locally that in addition to maintaining a strong economy will promote community cohesion, reduce travel needs and, for those that do commute, provide attractive alternatives to travelling by car.

Demography. Future projections expect Bury to be home to some 195,000 people by 2025. As well as a growing population, this period will also see a significant shift in the age balance. More than 25% of residents will be in the 60+ age range (exceeding for the first time the number of children and young people). This, along with economic migration and raised expectations and aspirations of our population brings issues of service demand, delivery and reconfiguration which will test communities and public sector partners alike.

Closing the gap. Although the 2007 Index of Multiple Deprivation shows an improving picture in Bury, there are still pockets of deprivation which adversely affect the life chances of residents who live in these areas. Many of the factors underlying deprivation are deep seated and complex but are reflected in poorer health, lower attainment in education and skills, higher crime rates and worklessness. To strengthen communities each township needs to thrive and all sectors of the population must share in the Borough’s prosperity. Tackling inequalities and

engaging with communities is fundamental to this sense of shared ownership. These themes cut across all our ambitions and form the basis of our Neighbourhood Renewal Strategy as we aim to:

- Remove barriers to access and achievement so that life chances are not restricted by individual circumstances
- Develop cohesive communities where all elements of the population are welcomed and integrated
- Promote Bury as a place where people's expectations and aspirations are raised and fulfilled

BURY'S PLACE IN THE WORLD

Bury's ambitions do not exist in a vacuum. In developing our vision for the Borough, we have taken account of the wider sub-regional, regional and national 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 shape 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 to Manchester city centre.

Membership of the ***Association of Greater Manchester Authorities (AGMA)*** is a key strategic alliance. It provides a collective voice for the sub-region and brings specific benefits to Bury through joint working, being able 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 Improvement and Excellence*** and professional bodies (at regional and national level) also provides promising opportunities for collaboration. Networking, sharing knowledge/services and disseminating best practice is helping us deliver better services to residents and local businesses.

BRINGING IT ALL TOGETHER

The Sustainable Community Strategy – the borough wide plan – gives shape and direction to these efforts, articulating our ambitions and visualising the impact on the Borough in the longer term. The Local Area Agreement (LAA) picks up these themes and sets targets for the council and its partners over the medium term (2008-11). The council's contribution to the LAA is integrated into the eight programmes that sit at the heart of our business planning process. These programmes provide a clear focus for corporate resources and for departmental, team and individual objectives:

- ***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

"Bury's LAA has been successfully established through an inclusive partnership process to develop a clear vision with strong project management in place supported by determined leadership to meet challenging targets and deadlines. The work to improve the third sector capacity is an excellent by-product of the LAA".

Jon Parkin
Deputy Regional Director,
Government Office North West
June 2007

- **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 maximise their life chances
- **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

The scale of these programmes carries an element of risk to the council. Four major challenges have been identified:

- Budget pressures and the availability of sufficient funds to deliver the ambitions
- Workforce capacity and skills availability
- ICT capability to support change and generate efficiencies – through projects coming in on time and on budget
- Demographic factors including rising demand for social care – and the resultant pressures this puts on resources.

To mitigate these risks, we have a system for redistributing resources to key areas through the Priority Investment Reserve to alleviate some of the pressures of rising demand particularly where it is important for us to improve. Partnership working, investment in the voluntary sector and ongoing development of departmental workforce plans will also help to build capacity to meet our ambitions by ensuring the right people are in the right place at the right time. We are committed to making Bury a borough where diversity is valued and celebrated and where we can build stronger, confident, responsible communities. Mainstreaming diversity into our planning processes aims to ensure people are treated fairly whilst the Customer Relationship Management change programme will continue to improve access to services for all our communities and drive further efficiencies across the council.

Contracts

The council complies with Code of Practice on Workforce Matters in Local Authority Service Contracts. Individual contracts, which involve a transfer of staff, comply with the requirements of the Code of Practice on Workforce matters in Local Authority Service Contracts and these provisions will extend to any future transfer or secondment should it be required.

MEDIUM TERM PRIORITIES 2008-11

The council and its partners have the appetite to deliver this ambitious agenda. We know from consultation and having a good understanding of our communities that we have captured the issues that matter most to local people. These are reflected in our plans and strategies. Aligning resources with priorities, building capacity within the voluntary sector and strong partnership working (with the Police, Health and other agencies), under the banner of 'Team Bury', reinforces our commitment to making our townships healthier, safer and stronger.

Based on our strategic intelligence assessments and community engagement, we know that additional effort is needed in specific areas to keep us on track. The matrix below illustrates where this effort will be put (our priorities) and how this links back to our programmes and ambitions. The priorities (shown in the boxes) provide a common thread through the council's planning, delivery and improvement systems and may remain active for several years dependent on the scale and complexity of the issue.

Figure 3 – Linking programmes to Community Strategy ambitions. Priorities in yellow are new for 2008

Community ambitions Council programmes	The place to live in Greater Manchester	A popular visitor destination	Premier retail town in the north of Greater Manchester	An area where people feel safe and secure	The healthiest Borough in the North West	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>	Improving waste management			Tackling anti social behaviour			Addressing climate change		
<i>Choice of Quality Housing</i>	Decent homes standard				Affordable Warmth Strategy		Pimhole Renewal Area		
<i>Strengthened Communities</i>				Learning Disabilities	Promoting independence		Develop Local Area Partnerships		
<i>Promoting Healthier Living</i>	Age of Opportunities			Supporting carers	Reducing alcohol misuse/ smoking				
<i>Putting Customers First</i>				Joint commissioning with partners				Increasing user focus through CRM	
<i>Improved Cultural and Sporting Opportunities</i>		Developing cultural activity			Extending sport and leisure				
<i>Better Opportunities for Children and Young People</i>					Healthy schools	Improving life chances		Children's Centres and Early Years	
<i>Improving Town Centres and Neighbourhoods</i>			Major projects (eg The Rock, Sun Quarter)				Developing a skilled community/ growing the business base		Reducing worklessness

Appendix 1 provides more background on these priorities and the level of improvement we expect to see over the next few years. The tasks are developed in more detail within Departmental and service plans.

Programme 1: Cleaner, Safer, Greener – 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 respect

Improving Waste Management

Why is it a priority?

Waste management impacts on the everyday life of all residents living and working within the Borough and affects the way people perceive the Council.

Where are we now?

- 27% recycling rate
- High public satisfaction (85% for waste collection)
- 17% on the cleanliness index (lower is better)
- 98% of residents have access to kerbside recycling for 2 or more materials
- 93.5% of residents are able to recycle more than 4 materials

Where do we want be?

- Higher recycling rates (30% by 2010 and 50% by 2020)
- 99% of residents to be provided with kerbside recycling for glass, cans, plastic bottles, card and paper
- 99% of residents to be provided with a kerbside collection of kitchen waste
- High public satisfaction for street cleanliness

What are the next steps?

- A comprehensive review of operations to improve services and efficiency
- Enhance and develop a team ethos within the workforce
- Develop the use of technology to improve monitoring and reporting to staff, Members and the general public
- Develop the recycling service to enable Bury to meet its commitments under the GMWDA PFI contract
- Develop sustainable services that begin to reduce our carbon footprint

Resource implications

Capital investment required in new and improved containers for kerbside collections of recyclables. £50,000 from the Priority Investment Reserve for area teams

Lead(s)

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

Measures of success

- Attainment of 30% recycling rate by 2010 and 50% by 2020
- A street cleanliness index below national average (lower is better)
- Growing public satisfaction with services

Tackling Anti Social Behaviour

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 significantly (by up to 27%) but public perception of crime is not reducing
- Police and Neighbourhood Policing Teams are aligned to Ward boundaries
- Examples of good community engagement but only 24% of local residents believe they can influence decisions

Where do we want be?

- Lower levels of crime and anti-social behaviour
- Less fear of crime
- Greater public involvement for example through Area Tasking teams

What are the next steps?

- Joint tasking of Police and council resources to tackle crime and anti social behaviour
- Reviewing Local Area Partnerships to enable people to take greater control over decisions about their area
- Improved Partnership working to tackle problem individuals/areas e.g. Night time Economy Group & Neighbour Mediation Schemes.

Resource implications

Pooling of existing funding streams and budgets across partners as part of the Local Area Agreement

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
- Fewer incidents of anti social behaviour as per LAA stretch targets
- Less first time entrants to the Youth Justice system
- Fewer deliberate vehicle fires
- Higher proportion of local people engaged and feeling that they can influence local decision making

Programme 1 continued: Cleaner, Safer, Greener – 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 respect

Addressing the Climate Change Agenda [Alan Freer]

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)
- Increasing housing efficiency – 69% of the stock are rated above SAP 60
- Affordable Warmth Strategy – January 2006 - £1.3m spent on Warm Front Grants in 2006 but 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 improve 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.
- Implement the Affordable Warmth Strategy to reduce the number of excess winter deaths from 80 (2002/03) to nil by 2016
- 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 [Targets require updating]

- 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)
- Increased SAP rating of housing in Bury
- 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

Programme 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?

83% of the council's housing stock (2006/07) 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

£56million on capital schemes by 2010 funded by ALMO borrowing (£27 million) and £29 million from the Housing Revenue Account and capital budgets

Lead(s)

Executive Member (Learning Skills & Employment)
Deputy Chief Executive
Chief Executive, Six Town Housing

Measures of success

- All council housing meeting the decency standard by 31st December 2010
- Increased tenant satisfaction with the general condition of their property
- Increased tenant satisfaction of the overall service provided by the landlord (BV74)

Improving private sector housing

Why is it a priority?

As demand for private sector housing rises, we need a supply of quality, accessible and affordable housing to meet individual needs

Where are we now?

Affordable housing policy / supplementary planning guidance in place. Pimhole Renewal Area clearance programme has contributed to reducing the number of non-decent private sector houses in the Borough

Where do we want be?

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

What are the next steps?

- More affordable housing
- Completing Pimhole Renewal Area Implementation
- Empty Property Strategy

Resource implications

£11 million for Pimhole regeneration with a further bid for £5 million for capital support to complete the Pimhole Implementation Plan. Capital funding to bring long-term empty private homes back into use.

Lead(s)

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

Measures of success

- Successful Pimhole Renewal Area
- More houses returned to occupation / demolished
- Reduction in homelessness cases
- More affordable homes within larger housing developments in line with existing planning policy

Affordable Warmth Strategy

Why is it a priority?

Around 12% of local households are in fuel poverty – spending over 10% of income to achieve adequate temperatures for health and comfort. With domestic gas and electricity charges increasing, this figure is set to rise unless action is taken

Where are we now?

Affordable Warmth Strategy launched (Feb 2006) to tackle key issues; Energy Support Officer in post to develop and implement the action plan

Where do we want be?

Improved energy efficiency of homes and maximisation of household incomes to eradicate fuel poverty in vulnerable households by 2010 and in all households by 2016 in line with the Government target

What are the next steps?

- Implement and monitor annual plan
- Learn lessons from past activity
- Build stronger links with Health colleagues
- Increase referrals for energy improvements by improving staff awareness across services

Resource implications

- **[Budget provision for the next 3 years]**
- Staffing resources (Energy Officer and Energy Support Officer) to deliver the action plan

Lead(s)

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

Measures of success

- Improved SAP rating of properties
- Reducing number of households in fuel poverty

Programme 3: Strengthened Communities – promoting Bury, developing partnership working and community cohesion

Local Area Partnerships (LAPs)

Why is it a priority?

The Sustainable Community Strategy recognises the distinctiveness of townships and seeks to empower and engage local people to shape the future of their communities. LAPs therefore are a key mechanism for promoting the *'Each Township thriving'* ambition

Where are we now?

- LAPs in operation since May 2007 – building on the success of Area Boards
- Each LAP has three part membership: Councillors; partner agencies; Community groups
- Local Community Plans – matching our ambitions to the needs and expectations of each community
- A Community Development Fund – to assist local community capacity building

Where do we want to be?

Each LAP delivering our ambitions and working with agencies to provide effective responses to local needs. Effective meetings in a style that works for local people

What are the next steps?

- Learning from the LAP structure
- Finalisation of Local Community Plans.
- Potential for developing LAPs

Resource implications

Community Development Fund and contribution to staffing costs from the LAA Area Based Grant

Lead(s)

Executive Member (Community Engagement)
Assistant Chief Executive

Measures of success

- Development of Local Community Plans
- LAP contribution to reducing inequalities
- Increased satisfaction (involvement in local communities; quality of areas)
- Diversity respected and valued

Promoting independence

Why is it a priority?

Social care users should influence the key decisions in their lives. Choice, independence and enablement are integral to maintaining dignity and respect for cultural, religious and personal needs

Where are we now?

- 15% of residents face long term health conditions
- Low numbers of delayed hospital discharges
- Lower numbers of people helped to live at home
- More social care users operating direct payments but still outside top quartile

Where do we want to be?

- Services tailored to individual needs
- More users exercising choice in their care
- Skilled staff supporting services users

What are the next steps?

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

- Greater engagement/involvement with users
- More individualised budgets / direct payments
- Review of care management processes
- Review of accommodation needs for older adults

Resource implications

Realignment of budgets and release of efficiency savings for reinvestment in service improvement

Lead(s)

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

Measures of success

- More intensive support at home, more non-managed care, fewer admissions to residential/nursing care
- Increase in individualised budgets/direct payments
- 90% equipment delivered within 7 working days

Learning Disabilities

Why is it a priority?

Learning disability budgets are under pressure due to demographic changes and increased complexity of needs. Failure to manage the issue successfully will limit the choices available for other user groups and people with lower level needs

Where are we now?

Some good examples of creative commissioning and new ways of working to secure affordable solutions

Where do we want to be?

A clear commissioning strategy and framework to bring expenditure into line with the budget, demonstrable value for money in procurement and people directing their own support and care with individualised budgets

What are the next steps?

Joint Commissioning Strategy for Learning Disability, roll out of procurement strategy to achieve better value for money and greater self directed support across this user group in Bury. Review of day service provision and accommodation

Resource implications

£700,000 from the Priority Investment Reserve + staff time to draft Commissioning strategies and consult

Lead(s)

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

Measures of success

- Number of people with learning disabilities with:
 - Independent Living Fund awards
 - Individualised budgets and directing their own support and care
- Increasing proportion of services (by value) funded by Independent Living Fund/individualised budgets
- Improved value for money by redesigning services and reducing out of area placements

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

Reducing smoking and harmful drinking

Why is it a priority?

Both activities are significant contributing factors to health inequalities and life expectancy. Tackling these issues particularly among young people is essential to improve well being.

Where are we now?

- 21% of adults binge drink (*NHS Bury Profile 2007*)
- 22% of adults in Bury smoke
- 68% of smokers want to give up
- 2,987 people attempted to quit smoking in 2006/07 through Bury Stop Smoking Service of whom 1,567 people stopped at the four-week follow-up

Where do we want to be?

People realising the effects of excessive drinking, fewer smokers and smoke free homes as a norm

What are the next steps?

- Develop a new multi-agency Alcohol Strategy taking into account PSA 14 and 25
- Launch 'smoke free homes partnership'
- Reduce smoking prevalence to 19.8% by 2010
- Improve CO validation rates (60% to 85% by 2009)
- Enhanced training for frontline professionals

Resource implications

Alignment of existing budgets and ensuring prevention/cessation services are readily available

Leads

Executive Member (Health and Well Being)
Strategic Partnership for Health
PCT

Measures of success

- Fewer alcohol related deaths from 291 (Feb 2007) to 250 in 2012 (Healthier Communities strategy)
- Smoking prevalence down to 19.8% by 2010 (LAA)
- More households signing up to the Smoke Free Homes and Smoke Free Homes Plus promises

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?

Carers are already able to access support services but this support could be more widely available

Where do we want to be?

Over 3730 carers accessing support services by 2010

What are the next steps?

Supporting carers through outreach work and benefit take-up campaigns

Resource implications

Aligning existing budgets to targets; £50,000 pump priming money from the Local Area Agreement

Lead(s)

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

Measures of success

- 1000 extra carers supported by 2010 (from a baseline of 2731)
- More carers exercising choice through the use of direct payments (for 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 wellbeing – keeping people healthy and more active to minimise dependency on costly specialist interventions

Where are we now?

Providing mainly 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 to be?

A system where people are better informed, dignity and respect remain paramount and health / wellbeing is promoted to keep people active for longer. Informing the business cases for investment in preventative services

What are the next steps?

A programme of activities for people aged over 50 under the banner 'Age of Opportunities'

- Being healthy and staying active
- Feeling safe and secure
- Making a contribution
- Promoting self care
- Access to Information

Resource implications

Priority reserve investment of £380,000 to enhance care, cultural and physical activity through the third sector and other providers

Lead(s)

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

Measures of success

- Progress against the programme

Programme 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 whether contact is by phone, internet, email or in person

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?

- Expanding and simplifying the means to access services
- Better mapping of community needs and aspirations
- Development of the contact centre

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)
Deputy 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 both internally and externally
- Increased number of access channels to council services
- Residents satisfaction with how the Council handles complaints

Joint Commissioning with Partners

Why is it a priority?

Government legislation and policy is to enable, encourage and compel statutory partners to work together and with others to design, commission, procure and fund services which achieve the outcomes and priorities demanded by the population and service users.

Where are we now?

Some good examples of joint commissioning activity inc. DAAT, ICES, Supporting People, Mental Health, Learning Disability. However there are many more opportunities, some discrete and others system wide

Where do we want be?

System wide commissioning strategies and implementation plans agreed between key partners

What are the next steps?

Production of Joint Commissioning Strategy for Learning Disability. Production of Commissioning Strategy for Health and Well Being, developed from Joint Strategic Needs Assessment.

Resource implications

Officer time to draft Commissioning strategies and conduct consultations. Recommendations in the strategies are likely to require realignment of budgets.

Lead(s)

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

Measures of success

- Production of draft Commissioning strategies
- Outcome measures will be defined in the course of producing the strategies

Programme 6: Improved Cultural and Sporting Opportunities – enabling the engagement and empowerment of residents by providing opportunities for creativity, lifelong learning and personal and community development

Accessibility and quality of cultural facilities

Why is it a priority?

Culture is at the heart of what we all do. It adds value and meaning to peoples' lives and brings enjoyment to those who participate. It also promotes well-being, improves quality of life, inspires community pride and a 'sense of place' whilst transforming local areas to achieve broader health and social cohesion objectives

Where are we now?

Bury's cultural provision is good and highly valued by users and residents. Library transactions are increasing due to the introduction of Council Information Points, improved ICT facilities and significant physical/access improvements via co-location schemes with Adult Learning services. The bringing together of Bury Library, Art Gallery, Museum and Archives under one roof and the substantial refurbishment of the Museum has led to greater usage of the Museum and Archives and the provision of high quality exhibitions and projects

Where do we want be?

- Increased usage of and satisfaction with cultural facilities
- Use of cultural activities to regenerate local areas and build community pride

What are the next steps?

- Maximising usage of existing attractions in and around the Cultural Quarter (Art Gallery, Museum, Central Library, Fusiliers Museum Transport Museum, East Lancs Railway, Met theatre, Adult Learning Centre and Castle Leisure Centre
- Extend the outreach library programme to improve access to services and help develop community confidence and self reliance

Resource implications

Mainstream revenue resources will be enhanced by National Lottery funding (£1.4m subject to submission of acceptable plans) and external partnership funding, including via bids to European funding sources

Lead(s)

Executive Member (Health and Well Being)

Executive Director (Environment and Development Services)

Measures of success

- Increase library visitor numbers (15% by 2011 on 2005/6 baseline)
- Increase Museum and Gallery visitor numbers (3% by 2010 on 2005/6 baseline)
- Higher resident satisfaction levels with libraries (76% by 2010)
- Higher resident satisfaction with Museums (54% figure by 2010)

Extending opportunities for sport and leisure

Why is it a priority?

Opportunities to enjoy an active lifestyle and take part in sport and physical activity is vital to health and well being. It plays an important part in maintaining health and fitness, healthy weight control, mental well being and social relationships. Whether it is a health walk, a visit to the gym, playing sport or visiting the local park, leisure is all about enjoying an active and healthy lifestyle.

Where are we now?

11 parks with Green Flag status (one of the highest ratios nationally); excellent outdoor leisure provision with 21 ball zones, 24 tennis court and 58 play areas meeting European standards; Sports Development retained their highly commended Quest quality accreditation; customer satisfaction with leisure facilities is 61% (81% for parks – one of the highest results nationally); and a Sports and Physical Activity Alliance established with the council, sports clubs and other partners/volunteers

Where do we want be?

Quest accreditation for all main sports/leisure facilities and Sports Development; physical improvements to our sports centres; strategies to improve school to club sports links; sustaining our green flag parks; providing better play activities; and activities for older people as part of the Age of Opportunities initiative

What are the next steps?

Improvement plans for sport and leisure facilities; action plans for the Bury Sports and Activity Alliance (SPAA); implement an inclusive play strategy; and further develop green flag parks

Resource Implications

Over £1m investment in 2008/09 into leisure facilities, sports pitch improvements, SPAA funding and Bury athletics facility, together with other external funding bids.

Lead(s)

Executive Member (Health and Well Being)

Executive Director (Environment and Development Services)

Measures of Success

By March 2010, 60% of people to have local access to three leisure facilities (currently 49%) of which one will have quality accreditation
Quest accreditation achieved for sport and leisure facilities by December 2009
Higher satisfaction levels (83% for parks and 65% for sport and leisure) by 2010
More people volunteering in sport (4.9% by 2010)
Increase in people taking regular exercise by 1% per year

Programme 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 [John Sweeney]

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 services 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 (£1.3 million in 2007/08) as part of the Local Area Agreement to improve 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 the best start in life

Why is it a priority?

Education in Bury is among the best in the country but social and economic difficulties affect educational attainment. Targeted support in areas suffering most deprivation is aimed at reducing these inequalities

Where are we now?

11 children's centres designated and a high number of schools delivering and facilitating extended services. A draft Parenting Support Strategy written and Support Officer recruited. Exciting play activities developing. Early Years Foundation Stage (EYFS) training offered to all providers. Common Assessment Framework (CAF) in children's centres (phase 1)

Where do we want be?

Integrated universal services offered to children and young people 0-19 across the borough, incorporating targeted and specialist services where needed

What are the next steps?

Locality based, multi agency services (including Children's Centres and extended schools) to improve childcare, family support and raise standards of attainment. Implementing EYFS

Resource implications

Funding from the Local Area Agreement to improve 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 in deprived areas
- Increased play and recreational opportunities
- All schools making the Extended Schools Core Offer by 2010
- Improve outcomes for children (at age 5)

Healthy schools

Why is it a priority?

Healthy schools are integral to the Children and Young Peoples Plan objectives. By giving children and young people the knowledge and skills to make healthy lifestyle choices we can improve sexual health, obesity, emotional health and wellbeing

Where are we now?

All schools involved in a Healthy Schools Programme. Physical activity is a strength; emotional health support is being developed

Where do we want be?

All children and young people healthy and achieving in school and in life. Young people making informed, safe choices about their sexual behaviour, substance misuse and risk taking behaviour

What are the next steps?

Strengthening sex and relationship education. Delivery of practical food skills in primary schools. Multi agency plans to improve the emotional health and well being of young people

Resource implications

Bury Healthy Schools is funded by £57,165 from National Healthy Schools Programme Area Grant; £32,000 from Bury PCT and council admin. support

Lead

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

Measures of success

- Number of schools at Healthy School Standard
- Number of schools engaged in the programme
- Number of teachers who have achieved a certificate in the teaching of PSHE
- Number of school staff who have received tier 1 mental health training

Programme 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
- £330 million redevelopment around The Rock is underway. Plans well developed for projects at Townside Fields, Chamberhall Park 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
- Investigating further development opportunities

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 local economy. Suitably skilled workers, and opportunities in the right industries, are required if we are to sustain employment in the Borough and offer choice to 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 opportunities in growth sectors of the economy including digital and creative industries

What are the next steps?

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

Resource implications

LAA Pump-Priming Grant (£50,000 in 2008-09, £60,000 in 2009-10)

Lead(s)

Executive Member (Learning, Skills, Employment and Housing)
Assistant Chief Executive

Measures of success

- 500 more people gaining a vocationally relevant qualification
- An additional 35 businesses in the digital and creative sector

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, reducing inequality and to ensure *'Each Township thriving'*

Where are we now?

The percentage of the working population who are inactive is falling. Unemployment is also below average but pockets of high levels 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 and other economic development projects in the Borough will create over 1,000 new jobs over the next four years

Resource implications

LAA Pump-Priming Grant (£28,000 in 2008-09, £29,500 in 2009-10) + contribution from Priority Investment Reserve

Lead(s)

Executive Member (Learning, Skills, Employment and Housing)
Assistant Chief Executive

Measures of success

- Extra 120 people helped into sustained employment