

THE BURY PLAN

(Bury Council's Corporate Plan)

2009 - 2012

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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.

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1. Foreword

Welcome to the Bury Plan for 2009-10 to 2011-12. This Plan outlines the strong progress and contribution the Council will make towards Team Bury's shared vision of making Bury **'a great place to live, work, study and visit.'**

Our individual residents, neighbourhoods, communities, public sector partners, third sector organisations, businesses and visitors all rely on the Council to deliver on the issues and services that matter to local people and local businesses. We take this responsibility seriously and have worked hard to improve the performance of our services and the quality of life for everybody in Bury. During 2008-09:

- The Audit Commission awarded the Council its overall top rating of 4 stars – we are an Excellent Council and improving well.
- The major projects around the borough began to take shape including the Rock, Townside and Chamberhall Business Park with plans underway for Prestwich and Radcliffe. Maintaining the momentum of this investment is a real achievement given the effects of the economic downturn.
- Our work to make Bury cleaner, safer and greener continued to produce strong results with crime and anti-social behaviour levels continuing to fall, 11 parks retaining Green Flag status and winning the North West in Bloom competition for the fifth year running.
- Once again our children and young people achieved outstanding exam results, building on our already excellent achievements in education and promising a rewarding future for our younger residents.
- We have significantly increased the number of people receiving self-directed support, and provide a wide range of leisure, health and enabling services to people aged over 50 through our Age of Opportunities initiative.

Bury is improving but we know we still have much to do. The economic downturn challenges all of us to minimise its impact on Bury's businesses and residents and ensure we are ready and well-placed to take advantage of opportunities when the economy begins to recover. We need to reduce inequalities across the borough, tackle climate change and make sure we can meet the needs of an increasing ageing population. Meeting these competing demands, with continuing limited financial resources, will demonstrate the capacity and appetite of Bury Council and its partners to improve access to services, increase efficiency and support our priorities. It's not easy and we would like to thank all our members, staff, partners and our residents for their continuing efforts and patience in making change happen for Bury.

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 comments or questions on how we could improve further, please email us at performancemanagement@bury.gov.uk

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 Area Assessment. (CAA)
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 Area Assessment (CAA)	This has replaced Comprehensive Performance Assessment in April 2009. It is a new way of assessing how effectively local partnerships are working together to deliver local people's priorities. For further information, see http://www.audit-commission.gov.uk
Comprehensive Performance Assessment (CPA)	The Government's way of rating the performance of council services. This was updated annually. The last assessments were published in February 2009 and it has now been replaced by the Comprehensive Area Assessment.
Local Area Agreement (LAA)	An agreement with the Government which commits Team Bury (the local strategic partnership) to deliver improvements in specific services in return for additional rewards
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' or 'reward element' targets are where levels of performance are set beyond the normal rate of improvement expected for that indicator
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

Bury's community comprises six distinctive townships. Bury is itself an historic market town but most of our townships owe their heritage and rationale to manufacturing industry which has now largely disappeared. Bury's population stands at 183,300 (mid 2007 estimate) and continues to grow. Some 6% of residents have ethnic backgrounds - almost double that of the previous decade but still lower than many neighbouring authorities.

For the most part our communities have successfully navigated the changes of the last 30 years better than many of our neighbours. We have improved our national standing in terms of deprivation, improving from 97th to 122nd most deprived local authority in the Index of Multiple Deprivation 2007.

Collectively Team Bury, our Local Strategic Partnership, has agreed a vision to make ***Bury a great place in which to live, work, study and visit.*** Within our Community Strategy (2008-2018) Team Bury's nine ambitions set out the steps to delivering this vision. We are confident about our future, Bury's townships and the positive role we can play in the Manchester city region. Bury has a unique offer as a great place to live and study, and increasingly to work.

Bury is a place where the majority feel comfortable in living due to its good environment with great areas of high-quality open space, excellent schools and colleges, high connectivity and a diverse housing offer. It is a great place to bring up families with and also to grow older with our ***Age of Opportunities*** programme promoting health and wellbeing for the people of Bury aged over 50. We are currently overseeing significant investment across the Townships and in particular in Bury town centre where our ***Rock Triangle*** development will mean Bury moving from 160th to 61st position in the National Retail Centre Rankings. Bury is a safe place to live, with reducing crime levels, particularly in the context of its position as part of one of the largest conurbations in the UK.

We have a shared understanding of our future challenges including:

Climate change We are mindful of the need to develop sustainable communities and the need to lead locally on reducing our impact on the global environment and climate.

Demography Projections forecast Bury to be home to some 195,000 people by 2025 but this period will also see a significant shift in the age balance. Currently (2005 figures) over 15% of people are above the official retirement age and this will grow to almost 20% by 2022. This, along with economic migration and the raised expectations and aspirations of our population raises issue of service demand, delivery and reconfiguration which tests communities and public sector partners alike.

Economic Globalisation, the digital revolution and advent of the information society means that people have become more mobile and their expectations have risen sharply. Bury sits on the northern edge of one of the UK's fastest growing knowledge economies, which is focused on the south and centre of Greater Manchester. However in contrast to the jobs on offer in the regional centre, the majority of jobs in Bury, outside the public sector, are lower quality and poorly paid. Without change there is, in the long term, a potential negative impact to promoting and securing social cohesion through the disparity in wealth and prospects between those who out-commute and those who work locally.

Closing the Gap Although we do not display widespread deprivation at borough level, there are pockets of deprivation throughout the borough that have deep-seated problems which adversely affect the life chances of many who live in them. These inequalities between our neighbourhoods mean poorer health, lower levels of education and skills, higher crime and unemployment for people living in these areas. The Index of Multiple Deprivation 2007 shows this gap is widening, with in most cases our most deprived areas becoming more deprived and our most affluent areas improving at a faster rate of change.

As partners we have an appetite to meet these challenges. We are confident in our capacity to deliver. We have worked hard to develop an enabling can-do environment including:

- Developing community engagement work that recognises local residents as equal partners in our innovative Local Area Partnerships.
- Working across the sub-region to tackle issues at the appropriate spatial level through the development of the Manchester Area Agreement and the City Strategy to address the development of the economic base and tackle worklessness.
- Investing in services and support to encourage and enable people to volunteer in their local communities and across the borough, growing their individual skills, building capacity in the host organisations and strengthening communities.
- Investing substantial funding to create a vibrant third sector confident and capable in its ability to contribute significantly to Bury's future.
- Building capacity 'upstream' in our public sector partners by developing fit-for-purpose structures and joint capacity such as joint posts between the council and the NHS Bury.
- Commissioning detailed strategic needs assessments and intelligence at borough and neighbourhood levels and investing in our own capacity to undertake this vital work.
- Attracting over £3/4 billion of private sector investment to the borough to deliver a more vibrant leisure sector, a dynamic housing market and a more balanced local economy with office and workspace developments at Townside and Chamber Hall.

The rest of this plan sets out how Bury Council will play its role in delivering the visions and ambitions for Bury through the successful, effective and efficient delivery of its own Priorities and Programmes.

4. Review of 2008

KEEPING OUR PROMISES

Bury is now officially rated a four star 'excellent' council by the Audit Commission. This is the top score available and reflects the real improvements in services that have taken place over the past few years.

- The Benefits Service received the top rating for dealing with enquiries quickly and issuing payments on time
- Six Town Housing was awarded the second highest rating of two star status and found to have 'excellent prospects for improvement.'
- Adult Care Services is now rated as a 'good' service by their external inspectors, the Commission for Social Care Inspection
- Statistics show that crime and anti-social behaviour on Bury's public transport system has been cut by a quarter
- Bury won the Royal Horticultural Society's 'North West in Bloom – Best Large Town' award for 2008. This is the fifth year in a row the borough has won the award.
- Bury's Award Winning Market keeps on winning – it was crowned best food market at the BBC Radion 4 Food and Farming Awards and is also NAMBA's Market of the Year 2009.
- Bury Tourist Information Centre received full marks in its customer service assessment – it was the only tourist office in Greater Manchester to score 100%
- Eleven of Bury's parks have been awarded Green Flag status.
- At GCSE level, Bury is ranked 6th nationally for the percentage of students receiving one qualification and it is ranked 24th for the percentage of pupils receiving five or more A*-C grades.
- We were awarded playbuilder status and will receive £1million to invest in innovative play spaces across the borough
- Bury EST, a supported employment agency run by Bury Council, was judged to be 'outstanding' by Ofsted. It is the first supported employment programme in the country to receive this award.
- Major projects are taking shape on the ground including the £330 million redevelopment project at The Rock, Bury and the £150 million Townside scheme.

5. Ensuring Delivery

DELIVERING PRIORITIES - IMPROVING OUTPUT –INCREASING EFFICIENCY

Our Priorities and Programmes are deliberately challenging. To meet them, and the raising aspirations of our residents, will require a strong healthy Council with effective financial and performance management, a valued and motivated workforce and strong community leadership. This section outlines some of the key strands we have in place to ensure we can deliver:

AN EXCELLENT COUNCIL

In February 2009, the Council achieved its final assessment from the Audit Commission under the arrangements for Comprehensive Performance Assessments (CPA) for local authorities. We were assessed as an excellent authority (4 stars), the top mark. This results reflects the improvement journey we have taken and we have been assessed as 'improving well'

We have also significantly improved in individual service areas where Adult Care is now officially rated as 'good' by the Commission for Social Care Inspection, services for children are three star (Ofsted), Benefits is now a four star service and recognition from Ofsted of the work of our adult learning service.

FINANCIAL MANAGEMENT

Bury Council has consistently been amongst the top level of local authorities who are low cost but perform and improve strongly. We continue to receive lower levels of funding than other authorities yet achieve some of the best results in the country across a range of services including education, parks and open spaces, planning and supporting older people in residential and nursing care. Our Priority Investment Reserve uses money saved through being more efficient to support investment in areas identified as important by our communities.

WORKFORCE MANAGEMENT

The Council's People Strategy sets out our vision of employees who are proud to serve the local community. Our workforce is at the heart of what we do and we want them to feel confident and competent. We are developing a flexible, diverse workforce with skills which can be used across the public sector to improve outcomes for the people of Bury. Detailed workforce plans are used to make this vision a reality.

RISK MANAGEMENT

We have a detailed risk management strategy and process in place to assess, mitigate and manage risk across the Council. Our corporate and departmental risk registers are reviewed at least quarterly with effective actions put in place to control risks to our service delivery and overall performance.

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?

- 26.9% recycling rate (2008-09)
- High public satisfaction (85% for waste collection)
- 12% on the litter 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 to be?

- More people recycling more waste.
- Improved performance on the litter index.
- High public satisfaction for street cleanliness.

What are the next steps?

- A comprehensive review of operations to improve services and efficiency.
- Build on the success of the Street Care Pledge.
- Develop the recycling service to enable Bury to meet its commitments under the GMWDA PFI contract.

Resource implications

Capital investment required in new and improved containers for kerbside collections of recyclables.

Lead(s)

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

Measures of success

- Attainment of 35% recycling rate by 2012
- 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 make people feel safe and secure in their communities.

Where are we now?

- Crime trends are reducing significantly.
- Fear of crime is not reducing as fast.

Where do we want to 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
- Improved partnership working to tackle problem individuals/areas e.g. Night time Economy Group and 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 Relations)
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

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.

Where are we now?

- Commitment to the Nottingham Declaration and the North West Climate Change Charter.
- Sustainable Development Partnership in place.

Where do we want to be?

- Reduce our carbon footprint.
- Reduce the growth in traffic on our roads.

What are the Next Steps?

- 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.
- Encourage sustainable development and green space protection.

Resource Implications

£327,000 for carbon allowances

Leads

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

Measures of Success

- Reduced carbon emissions from Bury Council's operations
- Local Development Framework in place
- Reduced rate of traffic growth per annum

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?

Just over 90% of the council's housing stock meets the standard.

Where do we want to 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 (Health and Wellbeing)
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

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 / supplementary planning guidance in place. Pimhole Renewal Area has contributed to reducing non-decent private sector housing in Bury.

Where do we want to be?

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

What are the next steps?

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

Resource implications

£2.4 million to provide 57 affordable housing units via social housing providers. Commitment in principle to the Pimhole Implementation Plan. £230,000 to support Empty Property Strategy.

Lead(s)

Executive Member (Health and Wellbeing)
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 to 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

- Approx £3 million for Warm Front Grants.
- £225,000 capital where cost of measures exceeds Warm Front grant maxima.
- Staffing resources (Energy Officer and Energy Support Officer) to deliver the action plan.

Lead(s)

Executive Member (Health and Wellbeing)
Executive Director (Environment and Development Services)

Measures of success

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

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

Lifetime Housing Strategy

Why is it a priority?

We want to make sure that our residents can live in their homes for as long as they want by making sure the housing offer is developed to meet both current and future needs.

Where are we now?

A range of housing options in place but demographic and social change means we need to be ready to meet future demands.

Where do we want to be?

- A range of alternative housing options for people with learning and physical disabilities
- Housing Strategy for Older People in place
- More extra care units available.

What are the next steps?

Development of over-arching Lifetime Housing Strategy with key actions clearly identified.

Resource implications

- Staff time.
- Support for external funding applications.

Lead(s)

Executive Member (Health and Wellbeing)

Executive Director (Adult Care Services)

Measures of success

- More people satisfied with home and neighbourhood
- More extra care units in place

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

Local Area Partnerships (LAPs)

Why is it a priority?

Team Bury's Community Strategy seeks to empower and engage local people to shape the future of their communities.

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?

- Delivery of the actions agreed in the Local Community Plans.
- Continue to strengthen the involvement of community and voluntary groups.

Resource implications

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

Lead(s)

Executive Member (Community Relations)
Assistant Chief Executive

Measures of success

- More people participating in their local area
- More people volunteering regularly
- A strong and vibrant third sector (Community and voluntary groups)

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?

- 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
- Improved value for money by redesigning services and reducing out of area placements

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

Wider Vulnerable Adults Agenda

Why is it a priority?

Safeguarding vulnerable adults is everybody's business – we need to make sure we all understand our responsibilities for keeping people safe.

Where are we now?

- Excellent work in Adult Care Services.
- Good relationships with partners.
- Overall approach needs to be embedded.

Where do we want to be?

A council-wide approach to safeguarding embedded in our policy framework with supporting strategies setting out how we will keep people safe and deliver key outcomes.

What are the next steps?

- Implement agreed action plan including
 - Strengthening governance arrangements
 - Updating policies and procedures
 - Further development work with partners

Resource implications

Staff and partner time

Lead(s)

Executive Member (Health and Wellbeing)
Executive Director (Adult Care Services)

Measures of success

- Timely referral and assessment procedures.

Community Engagement and Leadership

Why is it a priority?

We have a clear community leadership role and responsibility to make sure our residents are able to tell us what they think about where they live and what their needs are.

Where are we now?

- Annual Community Conference now a key part in our planning processes
- Community Voice in place.

Where do we want to be?

- More people engaging with the council.
- More people involved in service design and delivery.

What are the next steps?

- Development of approach to community engagement with Team Bury partners through the Communities Group.
- Using new technologies to make it easier for people to engage with us.

Resource implications

Staff time.

Lead(s)

Executive Member (Community Relations)
Assistant Chief Executive

Measures of success

- Regular Community Voice panels.
- Engaging people so that more residents feel able to influence local decisions.

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.

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?

- Alcohol Strategy in place.
- Continue to support smokers who want to stop.
- Build on the 'smoke free homes partnership'.
- Reduce the number of adults who smoke.

Resource implications

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

Leads

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

Measures of success

- Fewer people being admitted to hospital with alcohol-related problems.
- Smoking prevalence down to 19.8% by 2010
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?

More carers accessing support services.

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

- 4,549 carers supported by the service by 2010.
- 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 4: Promoting Healthier Living – increasing life chances and reducing health inequalities across the Borough

Health Inequalities

Why is it a priority?

There are great differences between the health of residents in our borough. This can mean that people in some areas of the borough can expect to live up to 5 years longer than residents from other areas.

Where are we now?

- Differences in healthy lifestyles across the borough.
- Differences in take-up of services by residents from different areas.
- Work undertaken in some areas supported by Communities for Health

Where do we want to be?

Closing the gap between those residents who have good health and life expectancy and those who don't. Good improvements in health overall but those residents who need more help getting it.

What are the next steps?

- Development and updating of joint understanding of needs.
- Sharing learning from work already completed to influence future activities.

Resource implications

Alignment of existing budgets.
Support for external funding bids.

Leads

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

Measures of success

- Reduced differences in healthy lifestyles across the borough.
- Reduced differences in life expectancy across the borough.

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?

Engaging effectively, communicating what we are doing and improving access to services and information is critical to customer satisfaction.

Where are we now?

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 to be?

- Delivering services and resources in line with community needs and aspirations.
- An approachable organisation.
- Better 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.
- 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 (Community Relations)
Deputy Chief Executive

Measures of success

- 80% of calls resolved at first point of contact
- Higher satisfaction ratings with the council.
- Reduced number of people who have to contact the Council for simple issues.
- High satisfaction from residents 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 to 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.

Business Transformation

Why is it a priority?

Our residents, quite rightly, have high expectations of the services we provide and the value for money we offer.

Where are we now?

We have implemented software that enables us to reduce the costs of running the business. Other programmes have transformed customer service.

Where do we want to be?

- Implementing further transformation programmes.
- Continuing the implementation of existing work.
- Reaping the savings from previous programmes.

What are the next steps?

Agreement of programme for future years and development of approach building on best practice and learning from other areas.

Resource implications

Staff time and training.

Lead(s)

Executive Member (Resources)
Deputy Chief Executive
Executive Director (Finance and e-government)

Measures of success

- Increase in efficiency savings.

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 adds value and meaning to people's lives and brings enjoyment to those who participate. It also promotes well-being, improves quality of life and inspires a 'sense of place.'

Where are we now?

Bury's cultural provision is good and highly valued by users and residents. Library transactions are increasing due to a range of improvements. We have seen increased usage of the Museum and Archives and the provision of high quality exhibitions and projects.

Where do we want to be?

- Increased usage of cultural facilities.
- Increased satisfaction with cultural facilities.

What are the next steps?

- Maximising usage of existing attractions in and around the Cultural Quarter.
- Extend the outreach library programme.

Resource implications

Mainstream revenue resources will be enhanced by National Lottery funding 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.
- Increase Museum and Gallery visitor numbers.
- Higher resident satisfaction levels with libraries.
- Higher resident satisfaction with Museums.

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. Leisure is all about enjoying an active and healthy lifestyle.

Where are we now?

11 parks with Green Flag status, excellent outdoor leisure provision, Quest quality accreditation. We have high customer satisfaction rates for parks (81%) and 61% satisfaction for leisure.

Where do we want to be?

Quest accreditation for all main sports/leisure facilities with physical improvements to our sports centres. Sustaining our green flag parks and better play activities.

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

Investment 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

- Quest accreditation for sport and leisure facilities.
- Higher satisfaction levels.
- More people volunteering in sport.
- Increase in people taking regular exercise.

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

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 to 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.

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 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% of looked after children with 5 or more GCSEs (grades A*-C).
- Improved progress of Pakistani heritage pupils
- Fewer permanent and fixed term exclusions.
- Reduction in 25+ days absence rate for Looked After Children.
- Fewer looked after children

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. Early Years Foundation Stage (EYFS) training offered to all providers. Common Assessment Framework (CAF) in children's centres (phase 1).

Where do we want to 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?

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 to 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 NHS Bury and council support

Lead

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

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 and Chamberhall.

Where do we want to 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

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 to 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 (£60,000 in 2009-10).

Lead(s)

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

Measures of success

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

Reducing Worklessness

Why is it a priority?

Tackling worklessness and increasing employment is key to reducing inequality and poverty for our residents. Community cohesion depends on every part of the Borough sharing the benefits of prosperity.

Where are we now?

We have small areas where 1 in 3 adults are of work, and a challenging economic outlook for the next few months at least.

Where do we want to 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 (£29,500 in 2009-10) and Bury Futures Fund (Priority Investment Reserve).

Lead(s)

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

Measures of success

- Extra 120 people helped into sustained employment

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

Promoting Bury's Place in the World

Why is it a priority?

Attracting investment and building pride in the borough are important drivers for achieving our priorities. Promotion of Bury as a place to live and invest will help us deliver new job opportunities and a thriving borough.

Where are we now?

- Agreed marketing campaign developed.
- Partnership commitment secured.
- Brand Book in place.

Where do we want to be?

A high-profile borough with a positive self-image capable of attracting significant investment.

What are the next steps?

- Freedom of the Borough Ceremony.
- Promotion campaign for inward investment.
- Website to be launched.

Resource implications

Priority Investment Reserve
Partnership funding

Lead(s)

Leader of the Council
Assistant Chief Executive

Measures of success

- Achievement of campaign outcomes.

Reducing Poverty

Why is it a priority?

Poverty is one of the key reasons for deprivation in Bury. Amongst other things, poverty impacts on health, educational attainment and employment opportunities of our residents.

Where are we now?

- Significant concentrations of poverty in Bury East, Radcliffe and Whitefield.
- Pockets of deprivation in other areas.
- 16.4% of children living in poverty.

Where do we want to be?

Encouraging, supporting and empowering residents to move out of poverty through a co-ordinated and focussed approach and range of interventions.

What are the next steps?

Developing a partnership approach to understanding and addressing our residents' aspirations and expectations and integrating appropriate interventions.

Resource implications

Staff time and support for external funding bids.
Third Sector Strategic Grants.

Lead(s)

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

Measures of success

- Fewer children living in poverty.
- Improved income levels for all residents.
- Reduced income deprivation.