

One Council.

One Plan.

Our Corporate Plan: 2012-15

Contents and quick read guide

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.

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Welcome to our Corporate Plan

Thank you for taking the time to read the Bury Council Corporate Plan. This document provides details on how we plan to tackle some of the big issues we have to face as an organization, and a community.

Last year we conducted our biggest ever consultation –and nearly 4,000 people took part. From this, and other information, we have been able to identify our priority areas for the next three years.

The plan outlines how we will continue to make progress towards the vision for our borough, which you can see on page 5.

It's not all plain sailing, we have to make £17.7 million of savings by 2015. For the first time we have set out a three-year financial plan to help us make many of the changes and guide our decision making.

Despite the challenging economic climate we continue to strive for improvement, by examining what we do and how we do them. Our dedicated, skilled and committed workforce is working on a range of projects to help us deliver our priorities and improve the way we work. Through this process we can generate many internal efficiencies and this will allow us to focus on delivering front-line services to residents and businesses across the borough.

There is lots to do, so to help us achieve our vision we have set out a number of key values, which will underpin all the work we do:

- Put our residents first
- Empower and support our communities
- Openness and transparency
- Supporting people in severe need/ the vulnerable.

It's not going to be easy, especially due to the financial challenges ahead, but we would like to thank all our members, staff, partners and residents for their continued efforts in supporting the council and the important work it undertakes.



Cllr Mike Connolly
Leader of
Bury Council



Mike Kelly
Chief Executive
Bury Council



Cllr Trevor Holt
Executive Member for
Performance and Human Resources

What we do: Around the clock

Bury Council delivers a range of services to 182,600 local residents throughout the year.

In one hour we:

- Process **42** Housing Benefit/Council Tax Benefit claims.
- Serve **350** items loaned from our libraries.
- Process **2** housing applications.
- Respond to **13** telephone calls for adult social care.
- We **tweet** the latest news and information to our residents.

In one day we:

- Empty **1,600** grey bins and **1,738** recycling bins.
- Serve **13,500** school meals.
- Cut **acres** of grass at schools, parks and community venues.
- Save **2 tonnes** of carbon through the carbon management plan and energy efficiency.
- Complete **20** social care assessments.
- Provide transport to **99** people with learning and physical disabilities.

In one year we:

- Provide **12** young people with disabilities with a formal training qualification and 12 weeks work experience.
- Work with developers to build **400** new homes on previously-developed land.
- Deal with **2,647** referrals for Children's Services Social Care.
- Issue **4,000** Blue badges.
- Make contact and work with **111** employers to assist clients with disabilities into employment.
- Receive **7,000** visitors to Connect and Direct.
- Deliver **817,922** swimming lessons to local children.
- Have **1.6 million** hits on the council's website.
- Deliver over **11,000** pieces of equipment to vulnerable people to help them remain independent in their own home.



To lead, shape and maintain a prosperous, sustainable Bury that is fit for the future.

Outcomes:

- Reducing poverty and its effects
- Supporting our most vulnerable residents
- Making Bury a better place to live.

Our Vision

The Plan for Change is an open and transparent plan, put in place to enable us to address many of the challenges facing local government. This is a ground breaking approach, signifying a new way of working with, consulting, and engaging with our communities. Our three-year Programme of Savings allows us to link together our strategic ambitions and our resources so we can look at the bigger picture.

Following the approval of the Plan for Change in June 2011, we launched a large-scale consultation exercise in August 2011 to engage with residents of the borough and those who work, study and visit here to tell us what they felt were important priorities for the council. We spoke to nearly 4,000 people.

The results of this consultation informed our Programme of Savings, which was formally approved by Council in February 2012. The outcome of this consultation, alongside the outcomes and values of the Plan for Change, help inform the content of the Corporate Plan for 2012-15.

With demand for many services rising and resources increasingly stretched, we need to look closely at how we provide services and what we can do to get the best for local people. We have plans for more joint approaches with the NHS (around issues such as dementia, hospital admissions/discharges and autism), sharing facilities and working with other councils to improve efficiency.

As part of the Plan for Change we will undertake a number of reviews across six key service areas and implement the outcomes. Areas we will look at include:

- Leisure
- Libraries
- Highways
- Community Safety
- Parks, Open Spaces and Grounds Maintenance
- Environmental Services and Economic Development



Our community

Throughout the Plan for Change we need to be aware of our changing local community and their needs. Some key issues include:

Demography: Projections forecast Bury to be home to some 193,000 by 2022 but this period will also see a significant shift in the age balance. By 2022, the population over-65 is forecast to increase by 29% with a 53% increase in the over-85 population. This, along with economic migration and the raised expectations and aspirations of our population raises issues of service demand, delivery and redesign which test communities and public sector partners alike.

Early Intervention and Prevention: We all know that prevention is better than cure. Rather than waiting for issues to become critical, resulting in children and young people being taken into care or adults having to go into hospital or residential care unnecessarily, early intervention and prevention, that is targeted and evidence-based can bring about successful and sustainable outcomes. We need to work with communities to help them take responsibility for health and well being so that they can maintain healthy, safe and independent lives.

Economic Outlook: The UK economic climate remains challenging. Sixteen to 24 year olds now account for 31.3% of all Job Seekers Allowance (JSA) claimants in Bury. In the past twelve months Bury has seen an annual increase in youth JSA claimants.

Closing the gap: Although we do not display widespread deprivation at a borough level, there are pockets of deprivation throughout the borough that have deep-seated problems which adversely affect the life chances of many people 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.

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.

There are new and emerging opportunities which will allow us to address some of the challenges highlighted such as:

Working Differently

Finding ways of working differently, and more efficiently, will help us to protect valuable services and can bring about sustainable benefits for Bury.

A Vibrant Community and Voluntary Sector

We have invested in the development of our local community and voluntary organisations and need to explore the opportunities to work with and empower communities to engage better with the democratic process and shape future services.

Public Sector Reform and Community Budgets

The agenda for public sector reform means that there are potential new ways of working with partners examining how we use all our resources to achieve our success.

A Combined Authority for Greater Manchester

Working as part of the Combined Authority will allow us to better co-ordinate transport, regeneration and economic development across the city region.

Our financial challenges

Initial forecasts highlight the council has to save almost **£18 million** for the period 2012/13 to 2014/15 as follows:

	Savings Requirement (£m)
2012/13	7.993
2013/14	4.100
2014/15	5.700
TOTAL	17.793

These savings are in addition to the £14.4 million reduction in revenue funding suffered by the council in 2011/12.

The Council Tax freeze equates to £1.890m. As this compensation from the Government is for one-year only, this has created an ongoing budget pressure of £1.890m for future years.

We want to ensure that the council can provide efficient, effective, economical, value-for-money services to the residents of Bury. Our objectives reflect and respond to the reality of reduced resources, whilst seeking to reduce the impact on front-line services.

Robust medium term financial planning is a key requirement in the current economic environment. Ensuring the ongoing stability of budgets is a critical task, as it will ensure that viable, effective services can continue to be provided to local people and that managers can plan long-term for their services and ensure that resources are deployed in the best way to achieve greater efficiency and to align their resources with the priorities of the council.

For 2012/13 the council has maintained its minimum level of balances at £4.3m in order to mitigate the effects of any fluctuations in demand, inflation, unforeseen movements in interest rates and changing finances.

The council has set a capital budget of £19m over the three-year period to be funded primarily from grants, external contributions and the Housing Revenue Account business plan.

The Dedicated Schools Grant (DSG) is a ring-fenced grant provided to local authorities and can only be spent on schools and specified areas within the Schools Block. For 2012/13 the Council will receive £135.7m in DSG. The amount of funding per pupil in 2012/13 is £4,821.97, the same as in 2011/12. The new pupil premium is based on the eligibility of pupils for free school meals and the Department for Education has widened the scope of the pupil premium as well as increasing the amount per eligible pupil from £488 to £600. This has resulted in the pupil premium increasing from £1.7 million to



£3.6 million and it is fully expected that these additional monies will further increase in 2013/14 and 2014/15.

There are a number of changes to the NHS which will have an impact on the council's finances; over £4million has already been transferred to cover the cost of supporting people with learning disabilities, another £2.2 million has been made available via the NHS to support adult social care. Responsibility for Public Health transfers to local authorities from April 2013

Under the Localism Act, Council Housing will operate on a self-financing basis with effect from April 2012. This entails the withdrawal of the existing subsidy arrangements (which cost Bury circa £6m per annum); in return for the council taking on new debt of £78m. Essentially the saving from the withdrawal of subsidy finances the cost of the new debt; this is managed through a 30 year business plan. Self-financing offers a number of advantages; retention of rents collected in Bury, greater local control / autonomy and potential for increased investment in the housing stock.

Our Programme of Savings

The Programme of Savings sets out how we intend to do more to provide value for money through work areas such as efficiency savings, internal vacancy management and income generation.

National changes, such as reforms to business rates, council tax and the implementation of self-financing for council housing will affect the way the council manages its finances moving forward.



Our role in Greater Manchester

Greater Manchester is leading the way in piloting and implementing new initiatives to enable greater local strategic control. These include:

The Greater Manchester Combined Authority (GMCA)

GMCA was established on the 1 April 2011 and is the first statutory Combined Authority group in the country which co-ordinates key economic developments, regeneration and transport functions.

Whole Place Community Budget Pilot

The Community Budget aims to find ways to secure integrated commissioning and delivery of services to individuals and families at neighbourhood level. The five key elements of the GM approach are:

- New investment models
- Promoting work across agency boundaries
- Integrated prevention and early intervention
- Joint information and intelligence
- A strong focus on place

Deal for Cities

Central Government is offering cities greater economic and political freedom. In return, cities will need to demonstrate that initiatives are achievable and efficient, and contribute to economic growth. The themes include:

- Investment to support economic development and increase productivity
- Turning round the lives of troubled families
- Ensuring the right mix of housing is available
- To better align skills provision with the needs of the labour market
- Inward investment and trade
- Ensuring the right transport infrastructure is in place to support growth
- A low carbon economy
- A greater recognition of Manchester's role as a centre for science research, development and commercialisation.

Greater Manchester is made up of ten authorities, including Bury.

These ten local authorities are known collectively as the Association of Greater Manchester Authorities, or AGMA. By working together with other local authorities in the city region, we can not only contribute to Greater Manchester as a whole becoming strong economically, but also that Bury residents see benefits from this

Greater Manchester Strategy (GMS)

The GMS sets our strategic direction up to 2020 and is based around a series of priorities which can help us to deliver prosperity for all and a higher level of sustainability and quality of life for the city region.



Everybody's involved

Our Corporate Plan 2012-2015 has been informed by research and consultation drawn from a number of sources. We are using our knowledge of local people's priorities to focus on those issues which matter most to our residents. We plan to work towards joint consultation approaches to avoid duplication and consultation overload.

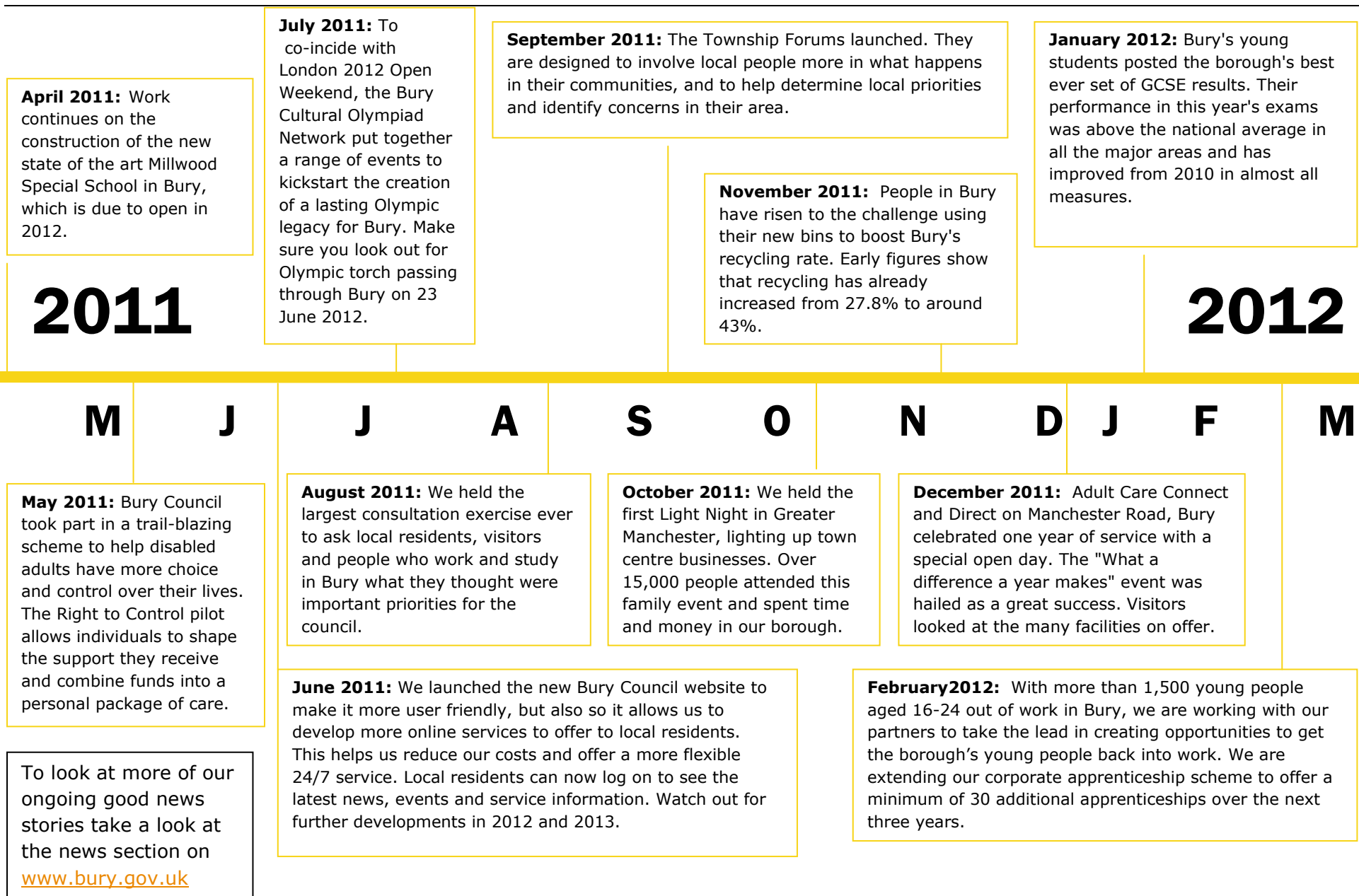
Key Group	How have they influenced the Corporate Plan?
Residents	<ul style="list-style-type: none"> • Survey and consultation activities • Township Forums • Service user feedback channels • Youth Council
Councillors	<ul style="list-style-type: none"> • Direct involvement in the development of the objectives for this plan • Consultation activities • Township Forums • Internal committees and boards
Employees	<ul style="list-style-type: none"> • Employee Voice • Employee roadshows • Email feedback
Research and Demographic Information	<ul style="list-style-type: none"> • National research and intelligence • Local research, such as Community Voice surveys • Online engagement • Ward profiles • Intelligence gathering
Partner Organisations	<ul style="list-style-type: none"> • Local Strategic Partnership • Team Bury • AGMA and the Manchester family ¹
Legislation and statutory requirements	<ul style="list-style-type: none"> • Strategic Needs Assessment • Statutory requirements arising from legislation

There will be further opportunities throughout 2012-2015 for you to get involved and have your say on a range of issues. Your views are really important to us so make sure you take part.

¹ The 10 members of the Association of Greater Manchester Authorities work together organisationally and politically to achieve agreed outcomes set out in the [Greater Manchester Strategy](#).

Section 1:
**Looking back, but
always looking
forward...**

Looking back: 2011/12



...but always looking forward:

We know we face many challenges as an organisation. However, we know there are great opportunities to do things in a different, more innovative, more cost-effective way. These changes can bring about some real benefits for the council as an organisation, but also for our local community. Here are some of the things we are looking at doing:



↑ We plan to develop a more vibrant and sustainable housing market. The new £6 million Redbank extra care scheme will provide state of the art housing for elderly people.

Celebrating the Olympic year with the torch relay making its way through Bury on route to London on 23 June 2012. →



← We will continue to reduce levels of waste towards achieve our 50% recycling target and we will be distributing brown bins to those houses that currently do not have them throughout the spring of 2012.



We will continue to modernise Adult Care Services to focus on improved access, prevention and early intervention.



← We will continue to help create jobs, promote apprenticeships, work experience and work preparation schemes.



← We will be developing a new Early Intervention Service which will deliver better outcomes for families in a more efficient, timely and cost effective way.

We will be developing a more market orientated approach to services provided to our schools →



We will look at how we can get more information on our website so you can do it online more often. →



↑ We welcome public health to the council and look forward to working together to continue our shared efforts to reduce inequalities and improve the health and well being of communities.



Section 2: **Our Outcomes**

Outcome: Reducing poverty and its effects

The current economic climate has had a tangible impact on the borough's businesses and residents. Exclusion from the labour market creates a cycle of poverty and is linked to inequality of opportunity, health, status, education and life chances. One of our key priorities is to reduce poverty across households, families and age groups.

Key projects 2012 -2015:

Poverty Strategy - The Government published the first National Child Poverty Strategy in April 2011 following on from the Child Poverty Act 2010. Team Bury had conducted a six week HIGHLIGHT review of poverty within Bury looking at poverty across all types of households not just children in poverty. A poverty needs assessment has been completed. We are currently engaging with communities to identify the key issues for them. Both the needs assessment and consultation will be used to develop a partnership strategy to address poverty in Bury.

Homelessness Strategy - With the current economic situation there are signs that more people are finding it hard to access housing, and sustain a property when they do. We are working with the Homeless Forum to better understand this situation so that we can refresh our Homelessness Strategy during 2012. As part of that strategy we will be exploring ways in which we can reduce/remove the need for rough sleeping (and protect those that do during harsh weather), identify options for single homeless people (who will be also be hit by changes in the benefits system) and look at how we can do more to link housing with employment/work placement/volunteering opportunities to give people that extra step up into independent living.

Affordable Warmth - Working closely with other agencies, we published a strategy in 2011 which sets out how the affordable warmth partnership aims to tackle fuel poverty and assist Bury residents to achieve affordable warmth. The main focus is to improve the energy efficiency of homes, maximise householder income, reduce energy consumption and, where possible, help reduce the cost of energy to the consumer. These are key elements when it comes to reducing economic and health inequalities within the Borough.

Backing Young Bury - The scheme provides opportunities for young people including extended work experience, pre-employment training and employment skills workshops. Almost a third of all Job Seekers Allowance (JSA) claimants are aged between 16 and 24. Backing Young Bury aims to improve the learning and working opportunities for young people whilst simultaneously ensuring that the council has a skilled future workforce.

Performance Measure	Baseline (2011/12 year end result unless specified)	Target 2012/13	Target 2013/14	Target 2014/15
Overall employment rate (working-age)	TBC	TBC	TBC	TBC
Working age people on out of work benefits	TBC	TBC	TBC	TBC
% of working age people claiming out of work benefits in the worst performing neighbourhoods	TBC	TBC	TBC	TBC
Proportion of population aged 19-64 for males and 19-59 for females qualified to at least Level 2 or higher	TBC	TBC	TBC	TBC
Proportion of children in poverty	TBC	TBC	TBC	TBC
% gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stage 2	TBC	TBC	TBC	TBC
Inequality gap in the achievement of a Level 3 qualification by the age of 19	TBC	TBC	TBC	TBC
Achievement gap between pupils eligible for free school meals and their peers achieving expected level at Key stage 4	TBC	TBC	TBC	TBC
% of 16 to 18 years olds who are not in education, employment or training (NEET)	TBC	TBC	TBC	TBC

Outcome: Supporting our most vulnerable residents

We are committed to making a difference for people who need extra support and safeguarding. As we look at how we can change, we will ensure that services for people in severe need or vulnerable people continue to be of paramount importance. We will support people to exercise choice, flexibility and control over the support they need in order for them to live the life they choose whilst safeguarding the vulnerable. Key projects include:

Supporting Communities, Improving Lives - As part of Greater Manchester's Whole Place Community Budget Pilot we will be working with our partners to improve and better co-ordinate our services to families who face a range of issues.

Extra Care Housing - Our Housing Strategy for Older People recognised the need for quality schemes that provide housing with that bit of extra care support. To support this approach the council is investing £240,000 to upgrade Falcon and Griffin housing scheme whilst the new Redbank facility is scheduled to open in July 2012. These projects will provide over 100 high-quality extra care units.

Housing Allocations Policy - With the publication of the Localism Act and other changes in housing conditions, we will be consulting on a new allocations policy designed to give priority to those most in need. We also plan to review the housing application process to streamline the paperwork and make it easier for people to follow.

Day Opportunities - As part of our commitment to modernising Learning Disability services we will be working with our partners to improve the range of facilities, locations and activities available to people with learning disabilities. Our commitment to quality and ongoing consultation with customer and their families remains as we look for suitable locations.

Early Intervention Strategy - Children's Services' Early Intervention Strategy is a critical driver for social care and safeguarding work for children and young people. The three areas of focus are reducing the number of children and young people admitted into care, increasing the number of safe discharges from care and that there is social care provision for young people in a variety of appropriate settings.

New Horizons Programme - A new programme that provides support for young people aged between 19 and 25 who have learning difficulties and disabilities and offers a new opportunity to access appropriate training programmes to meet their needs from Bury College.

Performance Measure	Baseline (2011/12 year end result unless specified)	Target 2012/13	Target 2013/14	Target 2014/15
Achieving independence for older people through rehabilitation/intermediate care	TBC	TBC	TBC	TBC
Adults with learning disabilities in settled accommodation	TBC	TBC	TBC	TBC
Adults with learning disabilities in employment	TBC	TBC	TBC	TBC
No. of households living in temporary accommodation	TBC	TBC	TBC	TBC
% of assessment completed (28 days) – Timeliness of social care assessment	TBC	TBC	TBC	TBC
% of social care packages in place 28 days after assessment	TBC	TBC	TBC	TBC
Social Care clients receiving Self Directed Support (Direct payments and individual budgets)	TBC	TBC	TBC	TBC
Carers receiving needs assessment or review and a specific carer’s service, or advice and information	TBC	TBC	TBC	TBC
Timeliness of placements of looked after children for adoption following an agency decision that the child should be placed for adoption	TBC	TBC	TBC	TBC
% of children becoming subject of the Child Protection Plan for the second or subsequent time	TBC	TBC	TBC	TBC
% of children and young people in care achieving 5 A*-C GCSEs KS4 (inc English and Maths)	TBC	TBC	TBC	TBC
% gap between pupils with Special Educational Needs and their peers achieving 5 A*-C GCSE including English and Maths	TBC	TBC	TBC	TBC
Key Stage 2 attainment for black and minority ethnic groups	TBC	TBC	TBC	TBC
% of pupils permanently excluded from school in the year	TBC	TBC	TBC	TBC

Outcome: Making Bury a better place to live

We want to work with and empower communities to engage better with the democratic process and shape future services. We will build clean, accessible, attractive and safe neighbourhoods in partnership with local residents, supported by services and technology appropriate to meet local area needs. We will encourage healthy and active lifestyles in people of all ages across the borough.

Key projects 2012 -2015:

Health Reform - We will continue our development of a Health and Well Being Board for Bury and manage the effective transition of public health into the council. The Board includes members from Bury LINK, NHS Bury, Bury's Third Sector, the Council and the Bury Clinical Commissioning Group (CCG). It will set the direction for the future design and delivery of local health care, social care and public health.

The Plan for Change reviews - Throughout 2012/13 we plan to undertake a series of major reviews across the council. These reviews will allow us to look at how we can ensure that services continue to meet the needs of our changing population in a challenging financial climate. The reviews will be open and transparent, with local residents and stakeholders consulted throughout the review process.

Increase recycling, reuse and composting - Recycling in Bury is set to get another boost under plans to take food and garden waste bins to a further 25,000 homes. Recycling has already increased from 27.8% in November 2010 to around 43% as of November 2011. Extending the scheme will maximise recycling participation and further reduce the amount of waste sent to landfill.

New health and social care partnership with Bury Football Club - A new two year partnership agreement with Bury Football Club has been designed to deliver a range of interventions that will address health inequalities in target communities across the borough. This is an important step in delivering the aspirations of the new Health and Wellbeing strategy through community engagement.

Housing projects - Bury Council and its partners have successfully bid for £4million of government funding to develop affordable housing in the borough. Plans are being produced which will see a number of obsolete sheltered housing sites being replaced with older people's bungalows, old garage sites brought back into use and proposals for an older person's care village in Ramsbottom.

Empty Properties - Empty properties can blight local communities and therefore we are investigating how we can bring them back into use to provide much needed accommodation for local people.

Performance Measure	Baseline (2011/12 year end result unless specified)	Target 2012/13	Target 2013/14	Target 2014/15
Visits in person to Galleries/Museums per 1,000 population	TBC	TBC	TBC	TBC
Percentage of household waste sent for re use, recycling and composting	TBC	TBC	TBC	TBC
Residual household waste - kgs per household	TBC	TBC	TBC	TBC
% of urban and countryside parks, based on the ISPAL definition, that have achieved 'Green Flag'	TBC	TBC	TBC	TBC
% of adults participating in at least 30 minutes moderate intensity sport and active recreation on 3 or more days	TBC	TBC	TBC	TBC
No. of serious violent crimes per 1,000 population	TBC	TBC	TBC	TBC
No. of serious acquisitive crimes per 1,000 population	TBC	TBC	TBC	TBC
Assault with injury crime rate per 1,000 population	TBC	TBC	TBC	TBC
Reduction in no. of incidents of ASB as measured by the National Codes of Incidents	TBC	TBC	TBC	TBC
% rate of repeat incidents of domestic violence	TBC	TBC	TBC	TBC
No. of first time entrants to the Youth Justice System aged 10-17	TBC	TBC	TBC	TBC

Public Health performance measures to be included at the end of April 2012	TBC	TBC	TBC	TBC
%of the Local Authority Principal Road Networks ('A' roads) where structural maintenance should be considered	TBC	TBC	TBC	TBC
% of non-principal classified roads ('B' and 'C' roads) where maintenance should be considered	TBC	TBC	TBC	TBC
Increased number of tourist visitors (STEAM)	TBC	TBC	TBC	TBC
Supply of ready to develop housing sites	TBC	TBC	TBC	TBC
CO2 reduction from Local Authority Operations	TBC	TBC	TBC	TBC
Visits in person to libraries per 1,000 population	TBC	TBC	TBC	TBC

Outcome: One Council, one success, together

As we need to reduce our revenue expenditure by £18 million over the next three years, our capital expenditure will be restricted and we will face many challenges which call for a new approach to how we will operate in the future. We aim for the organisation as a whole to be as efficient and effective as possible, reduce the councils' running costs yet still securing good outcomes for local people based on sound evidence of need.

Key projects 2012 -2015:

Plan for Change - We will assess the future demand and needs of our residents and how, building on the energies and commitment and skills and abilities of our staff, we can continue to ensure services are delivered in a changing world. This could mean that we may have to stop doing some things and do some things differently to continue to meet needs. We will systematically and objectively review each of our services or functions, using an open and transparent framework, to help us to understand why we do what we currently do and how we may need to change.

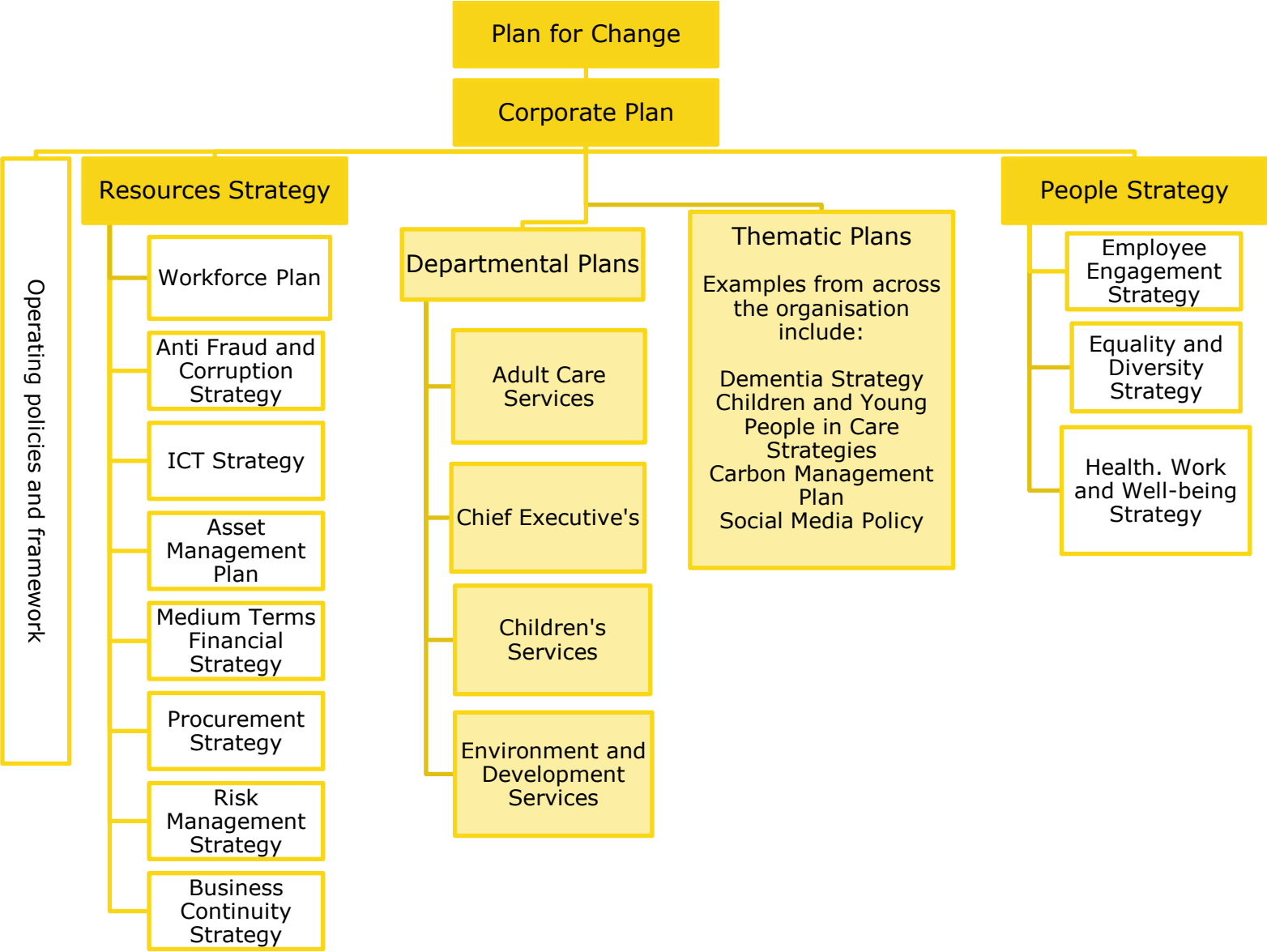
Accommodation Review - We will be making better use of the council's assets with a full review of all of the current accommodation and implementing agile working to aid efficient working and achieve accommodation savings.

People Strategy - The People Strategy (2012-15) aligns with our Plan for Change and is set in the context of both local and national policy. It sets out how we will ensure that our workforce continues to develop in line with the changing environment in which we operate. It recognises that we need to have a workforce that is competent and multi skilled, highly engaged, proud to work for the council and reflective of the demographic make-up of our local community as far as possible.

The council also has in place a comprehensive Risk Management system, which allows us to monitor and manage legislative, budgetary and work force requirements.

Performance Measure	Baseline (2011/12 year end result unless specified)	Target 2012/13	Target 2013/14	Target 2014/15
% satisfaction with council services	TBC	TBC	TBC	TBC
% of Council Tax collected	TBC	TBC	TBC	TBC
% Business rates collected	TBC	TBC	TBC	TBC
Average time taken in calendar days to process Housing Benefit/ Council Tax Benefit new claims and change events	TBC	TBC	TBC	TBC
Forecast outturn (Revenue)	TBC	TBC	TBC	TBC
Forecast outturn (Capital)	TBC	TBC	TBC	TBC
Governance issues reported	TBC	TBC	TBC	TBC
Number of FTE days lost due to sickness absence	TBC	TBC	TBC	TBC
% of employees satisfied with Bury Council as an employer	TBC	TBC	TBC	TBC
% staff turnover	TBC	TBC	TBC	TBC

Strategy hierarchy



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:

What does it mean?	
Adult Care Connect and Direct	A 'one-stop-shop' giving information and advice about Adult Care Services.
Audit Committee	This committee seeks to ensure that arrangements are in place to secure efficiency, economy, effectiveness and value for money. The committee agrees and monitors the internal audit plan and reviews internal and external audit reports and investigations.
Employee Voice	Focus groups involving a variety of Bury Council employees used for consultation purposes.
Executive	The Executive is responsible for most day-to-day decisions and decisions which are in line with the council's overall policies and budget. It consists of the Leader and Deputy Leader together with at least two, but not more than eight, other councillors appointed by the Leader.
Index of Multiple Deprivation	The Index pulls together data on different forms of deprivation into one overall deprivation score. The main types of deprivation that are easily measured are: income (poverty), employment (or exclusion from the labour market), education, health, crime, access to services and housing.
Institute for Sport, Parks and Leisure (ISPAL)	A professional institute that represents the interests of managers and aspiring managers across all sectors and specialisms of leisure.
Internal Scrutiny	A council committee that holds to account those councillors responsible for formulating and implementing policies, delivering services and performance monitoring.
Programme of Savings	Plan to set, and balance, our budget for three years rather than each year, taking a longer-term view and the chance to build in time to plan changes properly.
Team Bury (Local Strategic Partnership)	Team Bury is the name given to Bury's Local Strategic Partnership. The partnership consists of the major public agencies and representatives of other sectors of the community and works to deliver the ambitions for the borough – as set out in the Community Strategy.
Township Forums	Bury Council has six Township Forums in Bury East, Bury West, Prestwich, Radcliffe, Ramsbottom, Tottington and North Manor; and Whitefield and Unsworth. They allow residents to take part, discuss local issues and concerns and get involved in setting local priorities for the area.

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

improvementteam@bury.gov.uk