

# **Bury Economic Strategy: Action Plan 2010-2013**

**new  
economy**



**Team  
Bury**

Working Together For A Better Bury

## **Introduction**

The development of Bury's Economic Strategy began in a year of unprecedented economic upheaval and uncertainty. With the advent of the recession, now more than ever it is imperative that Bury has a comprehensive strategic vision and plan to ensure economic survival in the short term and nurture prosperity in the future. The Bury Economic Strategy seeks to provide the appropriate high level strategic framework for development, by linking in with relevant strategies at a local, sub-regional and regional level.

The Economic strategy sits underneath the 2008 Bury Community Strategy, which sets out a broad agenda for creating a better Bury in the future. The Greater Manchester Strategy and Manchester's status as a Statutory City Region will also feed into the Economic Strategy to produce interventions that link in with work across the sub-region.

## **Vision and Objectives**

The new Bury Economic Strategy sets out to create long term sustainable and competitive economic growth in the borough. The Strategy was written to fulfil the following vision:

***"To foster a vibrant and dynamic Bury, building on our entrepreneurial culture to enable residents to take advantage of a well-connected knowledge-based economy"***

With this vision in mind, the strategy focuses on three key themes which are crucial in achieving success for Bury. These themes are not intended to be all encompassing, but rather to represent targeted areas for improvement which will provide the most beneficial returns from investment.

These themes gave rise to the nine strategic priorities that are the basis of the strategy. These priorities provide the direction for Bury's strategic vision and highlight the key issues that currently face Bury.

### **HARNESSING THE CREATIVE AND ENTREPRENEURIAL POTENTIAL OF BURY'S PEOPLE AND COMMUNITIES**

- 1) Promoting new business formation, survival and growth*
- 2) Encouraging skills development to address Bury's and GM's economic needs*
- 3) Strengthening Bury's cultural offer and growing the visitor economy*
- 4) Attracting and retaining talent*

### **STRENGTHENING BURY'S ECONOMIC AND ENVIRONMENTAL INFRASTRUCTURE**

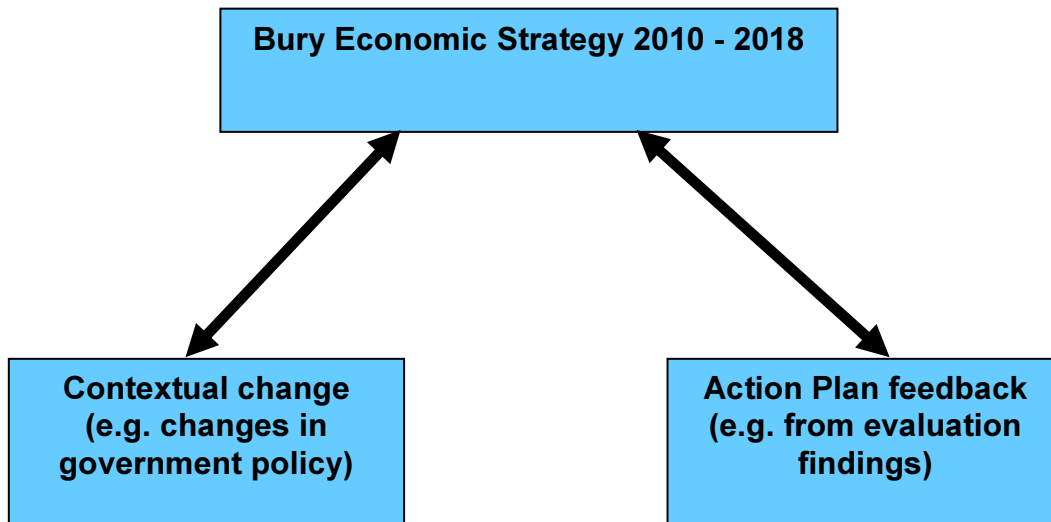
- 5) Building the digitally networked Bury*
- 6) Developing the retail, leisure and office sectors to unlock the economic potential of the borough's town and district centres and key employment sites*
- 7) Creating a sustainable and low carbon Bury*

### **EMPOWERING BURY'S SOCIAL ECONOMY AND NEIGHBOURHOODS**

- 8) Tackling worklessness, inequality and poverty*
- 9) Improving neighbourhood level quality of life*

## Action Planning

Whilst the strategy and objectives have been set for 8 years from 2010 – 2018, it is necessary to action plan and review on a shorter term basis in order for this to be effective. No strategy can be ever be wholly set in stone as the context we are working in is continuously changing. So the best strategies are flexible and can take account of contextual change and, equally importantly, feedback obtained through delivering on the action plan. There should always be a reflexive (two way - inform/informed by) relationship between an overarching high-level strategic framework and an action plan that sits below it to allow for continual review and improvement at the strategic and operational levels.



## Potential projects

The Action Plan below sets out short, medium and long-term actions to realise the aims and objectives of Bury's economic strategy. Short term projects are those that are already in progress or can be initiated quickly using existing resources. Medium term projects are those that can be brought into fruition relatively quickly with only limited need for the allocation of resources to be altered. Long-term actions are those that will require more work to bring to fruition and may require resources to be reallocated and/or additional funding.

It is important to note the potential long term projects presented below are an initial **long list**. As the Action Plan is owned by the Bury Economic Partnership, sub-groups (some of which already exist, some of which will be formed) will be tasked with taking the actions forward. The purpose of the sub-groups is to undertake the detailed and intensive work required in order to help Bury move to a **short list** of long term projects that are the top priorities and deserve maximum focus and attention.

In order to aid in this process we have set out envisaged milestones for each suggested project that are based on the assumption projects get through the appraisal stage. These are intended as a guide and may well change as part of the project development and appraisal stages. Appropriate indicators have been selected for each objective, with a trend and upper scenario for each. The upper scenario is a realistic aspiration, based on an analysis of past growth trends and growth seen in other areas. Where the indicator overlaps with a LAA indicator, the LAA target has been trended forward from 2012 to 2013 to create an upper scenario.

**Objective 1: Promoting new business formation, survival and growth**

- 1.1 Support the key sectors of Bury’s economy which provide the borough with a distinctive offer and comparative advantage .
- 1.2 Encourage and support new business ideas, innovation, enterprise and research.
- 1.3 Work with Bury’s educational institutions to provide the skills required by Bury’s businesses, particularly those in Bury’s key sectors.
- 1.4 Ensure that all businesses in Bury with the potential to achieve high growth are properly nurtured
- 1.5 Ensure that business start ups in Bury realise their potential
- 1.6 Provide information and support for young people and students to encourage business start-ups and self employment.
- 1.7 Make use of the Internet to provide new support and services to Bury’s business community.
- 1.8 Make effective use of supply chains in order to develop new business opportunities in Bury

OBJECTIVE 1 INDICATORS		LATEST DATA	BASELINE	2013 SCENARIO	COMMENTS
NUMBER OF BUSINESS BIRTHS (SOURCE: BUSINESS DEMOGRAPHY, BERR)	TREND	2008	805	705	Returning to 2004 levels by 2018
	UPPER SCENARIO			850	
BUSINESS 2 YEAR SURVIVAL RATES (% OF TOTAL NEW BUSINESSES) (SOURCE: BUSINESS DEMOGRAPHY, BERR)	TREND	2008	82.7%	82.7%	Matching Greater Manchester average growth rate (0.7 percentage points per annum)
	UPPER SCENARIO			86.4%	

Project Description	Key milestones and outputs	Potential Lead	Project Partners	Relevant Objective	Timeframe
<ul style="list-style-type: none"> <li>• Promote Business Link as the primary gateway to business support. Including:                             <ul style="list-style-type: none"> <li>○ Encouraging increased take up of the high growth programme in Bury</li> <li>○ Encouraging increased take up of the business start up programme in Bury</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Review how Bury Economic Partnership can best add value and supplement Business Link services to Bury businesses, addressing any gaps/increasing scale etc.</li> <li>• Review and monitor performance of Business Link programmes in Bury</li> <li>• Develop new methods of advertising in order to more effectively promote the services offered by Business link.</li> </ul>	Business Link	Economic Partnership Winning Pitch A4E	1.1, 1.2, 1.4, 1.5,	Short
<ul style="list-style-type: none"> <li>• Build a network of Digital Businesses, provide networking events and industry speakers, and encourage collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure successful launch of Digital Bury</li> <li>• Monitor progress against objectives</li> <li>• Review potential to roll out to other sectors</li> </ul>	Bury Council	Digital Bury Bury Chamber	1.2, 1.7	Short
<ul style="list-style-type: none"> <li>• Ensure that public procurement policies encourage local businesses to tender for local work</li> </ul>	<ul style="list-style-type: none"> <li>• Review simplifying tendering processes in Bury council in order to help small local businesses get local public sector contracts</li> <li>• Investigate the possibility of rolling out the project to other public sector organisations in the borough.</li> </ul>	Bury Council	Economic Partnership Bury Chamber of Commerce	1.2, 1.4, 1.5, 1.8	Short

<ul style="list-style-type: none"> <li>Support forums for business networking that promote collaboration and innovation between local business</li> </ul>	<ul style="list-style-type: none"> <li>Continue to deliver networking events for Bury's businesses (on-going)</li> <li>Use networking events as a forum for dialogue between Bury Council and local businesses</li> </ul>	Bury Chamber	Economic Partnership Sector organisations Bury Council	1.2	Short
<ul style="list-style-type: none"> <li>Investigate the potential for new forums for business networking based around Bury's key sectors (ICT digital, Health, Business Services, Manufacturing) and supply chains</li> </ul>	<ul style="list-style-type: none"> <li>Design and develop forum model (including market research/consultation with the local business community)</li> <li>Identify funding requirements and sources</li> <li>Deliver new forums</li> </ul>	Bury Chamber	Economic Partnership Sector organisations	1.2, 1.7	Medium
<ul style="list-style-type: none"> <li>Provide information to students and young people to encourage business start ups</li> </ul>	<ul style="list-style-type: none"> <li>Research and design stage (including establishing methods of reaching the target audience and the design of appropriate materials)</li> <li>Delivery stage – systematic roll out of information via web, printed materials, events etc.</li> </ul>	New Economy (via Greater Manchester Strategy)	Economic Partnership LSC/SFA Schools, colleges etc	1.3, 1.6	Medium
<ul style="list-style-type: none"> <li>Work with partners to develop initiatives that foster and promote innovation in Bury</li> </ul>	<ul style="list-style-type: none"> <li>Establish innovation task and finish group to develop innovation initiatives, adding value to existing innovation activities e.g. through universities, M:KC, NWDA and NESTA</li> <li>Deliver initiatives to address gaps</li> </ul>	Economic Partnership	M:KC NWDA NESTA	1.2	Medium
<ul style="list-style-type: none"> <li>Investigate the potential for new business and innovation hubs, including cross sector R&amp;D workspace(s) to develop new business ideas, innovation and research</li> </ul>	<ul style="list-style-type: none"> <li>Review level of demand for new workspace in Bury</li> <li>Identify potential sites for workspace</li> <li>Investigate funding opportunities (including public (including European), private and community partnership models)</li> <li>Develop new space</li> </ul>	Economic Partnership	Property developers M:KC New Economy	1.2,,	Long

**Objective 2: Encouraging skills development to meet Bury and Greater Manchester's economic needs**

- 2.1 Embed effective partnerships across educational institutions, agencies and providers to link 14-19 education, economic development and adult skills.
- 2.2 Encourage links between schools, further education, higher education and business
- 2.3 Develop progression routes and pathways into and through higher level skills for learners suffering disadvantage, whether economic, social or geographic
- 2.4 Encourage Bury's businesses to invest in the skills of their workforce, particularly those supporting Bury's most competitive key sectors
- 2.5 Ensure Bury's young people and adults have access to high quality careers information, advice and guidance
- 2.6 Increase the volume and quality of work experience in Bury
- 2.7 Enhance access to provision of vocational qualifications, including by increasing the take up of the Skills Pledge and Apprenticeships
- 2.8 Create a larger role for the public sector to mitigate the effects of the recession, including supportive public sector procurement

OBJECTIVE 2 INDICATORS		LATEST DATA	BASELINE	2013 SCENARIO	COMMENTS
NI 080: ACHIEVEMENT OF A LEVEL 3 QUALIFICATION BY AGE 19 - % OF COHORT (SOURCE: DCSF)	TREND	2007/8	50.6%	60.0%	Trend already anticipates a significant increase in proportion attaining level 3 by age 19
	UPPER SCENARIO			62.5%	
NI165 - PROPORTION OF WORKING AGE ADULT POPULATION WITH NVQ LEVEL 4 OR ABOVE (SOURCE: ANNUAL POPULATION SURVEY)	TREND	DECEMBER 2008	28.9%	31.3%	Achieving average change in rate in England (0.8 percentage points p.a.)
	UPPER SCENARIO			32.8%	

Project Description	Key milestones and outputs	Potential Lead	Project Partners	Relevant Objectives	Timeframe
<ul style="list-style-type: none"> <li>• Examine the potential to use public sector procurement to increase the number of apprentices working in Bury</li> </ul>	<ul style="list-style-type: none"> <li>• Establish cross departmental Bury Council task and finish group to establish current practices and scope for increased employment of apprenticeships</li> <li>• Explore scope to extend to other public sector organisations / private sector partners</li> </ul>	Bury Council	Economic partnership New Economy LSC/SFA Learning providers Bury Council	2.3, 2.6, 2.8	Short
<ul style="list-style-type: none"> <li>• Ensure Bury's young people and adults have access to high quality careers information, advice and guidance</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a review of the current careers information, advice and guidance arrangements in Bury</li> <li>• Review best practice elsewhere</li> <li>• Recommend improvements</li> <li>• Implement new arrangements</li> </ul>	LSC / SFA Bury 14-19 Connexions	Bury Council Schools, colleges etc. New Economy Adult Learning Service	2.1, 2.5	Short

<ul style="list-style-type: none"> <li>• Work with businesses to increase the take-up of and access to vocational qualifications, including: <ul style="list-style-type: none"> <li>§ promoting the skill pledge</li> <li>§ encouraging the take up of higher level apprenticeships and HE opportunities</li> <li>§ reducing the number of young people in employment without training</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Identify economic partnership members' links with business.</li> <li>• Develop mechanisms for cross/joint referrals of businesses to complementary support services, including joint promotional campaigns etc.</li> </ul>	Economic Partnership	Bury Council LSC/SFA Business Link Adult Learning Service	2.4, 2.7	Medium
<ul style="list-style-type: none"> <li>• Examine the potential to provide more and better work experience opportunities for Bury residents (young people and adults)</li> </ul>	<ul style="list-style-type: none"> <li>• Review existing work experience programmes and opportunities</li> <li>• Consult with local businesses to discuss current work experience arrangements</li> <li>• Review best practice elsewhere</li> <li>• Identify possibility of new or enhanced work experience programmes in Bury</li> <li>• Organise new work experience programmes</li> </ul>	Economic Partnership	Bury Council LSC / SFA. Bury 14-19	2.1, 2.6	Medium
<ul style="list-style-type: none"> <li>• Develop tailored initiatives for undergraduates and others on similar level courses to bring them into employment in Bury businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Consult with local businesses to discuss current arrangements for accessing graduates</li> <li>• Consult with university, colleges etc to baseline existing initiatives</li> <li>• Working with partners establish how the Economic Partnership can add value to existing activity</li> </ul>	Economic Partnership	Universities M:KC New Economy	2.2, 2.5,	Long

**Objective 3: Strengthening Bury's cultural offer and growing the visitor economy**

- 3.1 Co-ordinated marketing directed to existing and new potential visitors
- 3.2 Promote strengthening of the accommodation sector
- 3.3 Work with attractions to improve the visitor experience, using national quality assessments and best practice
- 3.4 Ensure the continued success of all Bury's key visitor attractions, including Bury Market
- 3.5 Support and encourage local events
- 3.6 Develop an evening economy in our town centres which provides a vibrant mix of activity to appeal to a range of age groups
- 3.7 Improve Bury's tourism infrastructure
- 3.8 Develop Ramsbottom as a key visitor destination in line with the recommendations outlined in the East Lancashire Railway Development Strategy

OBJECTIVE 3 INDICATORS		LATEST DATA	BASELINE	2013 SCENARIO	COMMENTS
TOTAL NUMBER IN EMPLOYMENT IN HOSPITALITY AND TOURISM SECTOR (SOURCE: ANNUAL BUSINESS INQUIRY, SIC 2003 DEFINITIONS)	TREND	2008	4,123	4,501	Assumes annual increase equivalent to GB (2.0%) not Bury (1.8%)
	UPPER SCENARIO			4,557	

Project Description	Key milestones and outputs	Potential Lead	Project partners	Relevant Objective	Timeframe
<ul style="list-style-type: none"> <li>• Work with Bury's sub-regional partners to promote Bury's tourist offer. Emphasising Bury's unique cultural heritage, rural setting and tourist attractions</li> </ul>	<ul style="list-style-type: none"> <li>• Review current marketing strategies for Bury and discuss new and innovative ways of promoting its offer</li> </ul>	Bury Council	AGMA NWDA Marketing Manchester	<b>3.1</b>	Short
<ul style="list-style-type: none"> <li>• Local area partnerships to develop area plans and identify ways to support the evening economy in their area</li> </ul>	<ul style="list-style-type: none"> <li>• New area plans developed</li> <li>• Consultation with local businesses and residents</li> <li>• Implementation of new plans</li> </ul>	Local area partnerships	Residents Businesses Bury Council Economic partnership	3.6	Short
<ul style="list-style-type: none"> <li>• Work with Bury's accommodation sector to achieve recognised quality standards</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of existing activity</li> </ul>	Bury Council		<b>3.2</b>	Short
<ul style="list-style-type: none"> <li>• Develop Visit Bury website, to provide a dedicated web portal to provide visitor information, marketing and booking systems</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with partners to create steering group for new website development</li> <li>• Develop content and design</li> <li>• Deliver website</li> </ul>	Bury Council	Bury Economic partnership Bury cultural/ tourist businesses Marketing Manchester	3.1, 3.2, 3.4 3.7	Medium
<ul style="list-style-type: none"> <li>• Work through the Bury Attractions Group with attractions to improve the visitor experience, using national quality assessments and best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Continuation of existing activity</li> </ul>	Bury Council	Bury Attractions Group	<b>3.3, 3.8</b>	Medium

<ul style="list-style-type: none"> <li>Continue to develop Bury's tourism infrastructure and information to help inform visitors, include signage, tourist information points, maps and leaflets</li> </ul>	<ul style="list-style-type: none"> <li>Undertake an audit of current tourist infrastructure</li> <li>Development of tourism infrastructure and information action plan</li> <li>Implement plan</li> </ul>	Bury Council	Local businesses The Economic Partnership	<b>3.7</b>	Medium
<ul style="list-style-type: none"> <li>'Festive Bury' - a special festival schedule utilising special opportunities and local events in town centres, parks, district neighbourhood to raise the local tourism profile. This should emphasise Bury's food heritage and the Bury market, which are key strengths</li> </ul>	<ul style="list-style-type: none"> <li>Undertake consultation with key partners (e.g. Bury Market, local businesses etc) to establish the precise focus of such a festival</li> <li>Undertake feasibility/impact assessment</li> <li>Deliver festival</li> </ul>	Bury Council	The Economic partnership Cultural organisations Tourist organisations Bury Market	3.5	Long

#### **Objective 4: Attracting and retaining talent**

- 4.1 Work with MIDAS and Marketing Manchester to promote Bury's offer as a high-quality place to live and to locate a business
- 4.2 Attract gifted graduates from GM and UK colleges and universities to live and work in Bury.
- 4.3 Encourage young and mid-career professionals/entrepreneurs to engage in community and civic development
- 4.4 Create innovative public / private sector networks to enhance Bury's social capital.
- 4.5 Ensure the availability of a high quality housing offer

OBJECTIVE 4 INDICATORS		LATEST DATA	BASELINE	2013 SCENARIO	COMMENTS
TOTAL NUMBER IN EMPLOYMENT IN KNOWLEDGE INTENSIVE BUSINESSES (SOURCE: ANNUAL BUSINESS INQUIRY, SIC 2003 DEFINITIONS)	TREND	2008	4,840	4,840	Turn to average GB growth (2.3% pa) after 2008
	UPPER SCENARIO			5,413	
NI165 - PROPORTION OF WORKING AGE ADULT POPULATION WITH NVQ LEVEL 4 OR ABOVE (SOURCE: ANNUAL POPULATION SURVEY)	TREND	DECEMBER 2008	28.9%	31.3%	Achieving average change in rate in England (0.8 percentage points p.a.)
	UPPER SCENARIO			32.8%	

Project Description	Key milestones and outputs	Potential Lead	Project partners	Relevant Objectives	Timeframe
<ul style="list-style-type: none"> <li>Work with Midas and Marketing Manchester to ensure maximum promotion of the Bury brand and increase the number of residents and businesses moving to the area</li> </ul>	<ul style="list-style-type: none"> <li>Agree partnership approach with MIDAS and Marketing Manchester</li> <li>Roll out approach</li> </ul>	Economic partnership	Marketing Manchester MIDAS	<b>4.1, 4.2, 4.3</b>	Short
<ul style="list-style-type: none"> <li>Promote Bury at sub-regional colleges and universities as an attractive place for graduates to work and live</li> </ul>	<ul style="list-style-type: none"> <li>Devise pilot promotional campaign and resource requirements</li> <li>Deliver campaign and review</li> </ul>	Bury Council / universities	Bury Council Universities, colleges etc.	<b>4.2, 4.3</b>	Medium

<ul style="list-style-type: none"> <li>Develop 'the Bury Magnet' – a networking organisation to engage young and mid-career professionals and entrepreneurs and to facilitate integration into the community and networking</li> </ul>	<ul style="list-style-type: none"> <li>Establish scope and organisational structure of the organisation and resource requirements</li> <li>Identify funding requirements and sources</li> <li>Roll out approach</li> </ul>	Economic Partnership	Bury Council Bury businesses Third Sectors organisations, Universities Colleges	<b>4.4</b>	Long
<ul style="list-style-type: none"> <li>Develop a Bury internship programme for gifted graduates from GM and UK universities to live and work in Bury. Involving placements with firms, the public sector and government agencies. Investigate the potential for this to be linked to free accommodation</li> </ul>	<ul style="list-style-type: none"> <li>Determine scope and scale of internship programme</li> <li>Identify funding</li> <li>Targeted roll out of internship</li> </ul>	Economic Partnership	Bury based businesses Government agencies Third sector, Bury Council Universities Colleges	<b>4.2</b>	Long
<ul style="list-style-type: none"> <li>Develop Bury's housing offer so that it better meets the needs of talented individuals and their families</li> </ul>	<ul style="list-style-type: none"> <li>Review current housing stock and wider supporting infrastructure (schools, transport etc) and its suitability for attracting talented individuals</li> <li>Identify interventions to boost attractiveness</li> <li>Implement proposals</li> </ul>	Economic Partnership / Housing Strategic Partnership	Bury Council	<b>4.5</b>	Long

**Objective 5: Building the Digitally Networked Bury**

- 5.1 Ensure that Bury's key development sites are supplied with fibre to the premises next generation broadband
- 5.2 Provide more households and businesses with next generation broadband to increase access to businesses and services and reduce the need to travel
- 5.3 Improve the provision of information and data on Bury's website
- 5.4 Encourage development of e-learning partnerships and initiatives in the Borough.
- 5.5 Provide informal education and information about social media to businesses, educators, artists and the third-sector in Bury and nearby areas.
- 5.6 Test new initiatives to use high bandwidth broadband to enable the delivery of new public sector business models

OBJECTIVE 5 INDICATORS		LATEST DATA	BASELINE	SCENARIO	COMMENTS
TOTAL NUMBER IN EMPLOYMENT IN ICT DIGITAL / COMMUNICATIONS (SOURCE: ANNUAL BUSINESS INQUIRY, SIC 2003 DEFINITIONS)	TREND	2008	2,362	2,014	Assumes past 5 year average growth (-3.1% pa)
	UPPER SCENARIO			3,637	Assumes constant increase, based on significant growth since 1998

Project Description	Key milestones and outputs	Potential Lead	Project partners	Relevant Objectives	Timeframe
<ul style="list-style-type: none"> <li>• Work to take broadband into the most challenging and deprived areas of Bury</li> </ul>	<ul style="list-style-type: none"> <li>• Local area partnerships to review ICT provision and take up in their area</li> <li>• Identify barriers to access</li> <li>• Develop initiatives as appropriate</li> </ul>	Bury Council	Third Sector organisations Economic partnership	5.2	Medium
<ul style="list-style-type: none"> <li>• Fibre to the premises Next Generation Broadband to be supplied to Bury's key employment sites</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a strategy to accelerate roll out of next generation fibre to the premises broadband to Bury</li> <li>• Identify funding sources</li> <li>• Deliver next generation broadband infrastructure</li> <li>• Promote take-up and usage of next generation broadband</li> </ul>	Economic Partnership	Bury Council GMPTe Manchester Digital New Economy Bury Council Bury Digital	5.1	Medium
<ul style="list-style-type: none"> <li>• Delivering IT support and advice through a range of mechanisms in order to get businesses online</li> </ul>	<ul style="list-style-type: none"> <li>• Work with Business Link to identify current IT support and advice structure</li> <li>• Review appropriateness of this in light of availability of next generation broadband access</li> <li>• Develop new services if appropriate</li> <li>• Deliver services</li> </ul>	Bury Council Business Link	GM Chamber of Commerce Sector organisations Bury Digital	<b>5.3, 5.5</b>	Medium
<ul style="list-style-type: none"> <li>• Support development of e-partnerships and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Review current level of access to e-partnerships and initiatives in Bury</li> <li>• Clarify gaps in products and services needing to be provided</li> <li>• Deliver service</li> </ul>	Bury Council	GM Chamber of Commerce Sector organisations Bury Digital	<b>5.4</b>	Medium

<ul style="list-style-type: none"> <li>• Making Bury Europe's First 'Open City' – creating a space on the Bury website for 'open source motion', building on the Vancouver model where local data is accessible to developers for applications etc</li> </ul>	<ul style="list-style-type: none"> <li>• Undertake feasibility and impact study building on data.gov.uk</li> <li>• Develop Bury approach and roll out</li> </ul>	Bury Council	Bury Council Local Bury businesses Bury Chamber of Commerce LSP partners	<b>5.6</b>	Long
<ul style="list-style-type: none"> <li>• Test new initiatives for innovative public service delivery using next generation broadband access</li> </ul>	<ul style="list-style-type: none"> <li>• Identify potential areas for development of new initiatives – e.g. NHS, colleges</li> <li>• Develop new initiatives and roll out</li> </ul>	Economic Partnership	NHS Bury Council	5.6	Long

**Objective 6: Developing the Retail, Leisure and Office Sectors to unlock the Economic Potential of the Borough's Town and District Centres and Key Employment Sites**

- 6.1 Developing additional business plans for the borough's Town and District Centres and Employment Sites, building on the Local Development Framework and the Local Community Plans.
- 6.2 Engage, strengthen and promote additional Town and District Centre Partnerships, and support existing Business Group Partnerships, in all centres in the borough
- 6.3 Investigate voluntary business improvement districts throughout the borough
- 6.4 Build on existing investor relationships and attract new investment
- 6.5 Identify sites for Grade A office space in strategic locations around Bury town centre, building on the work of Bury But Better 2 and the Local Development Framework.

OBJECTIVE 6 INDICATORS		LATEST DATA	BASELINE	2013 SCENARIO	COMMENTS
NI151 - RESIDENT EMPLOYMENT RATE (SOURCE: ANNUAL POPULATION SURVEY)	TREND	2008	71.4%	70.9%	Assumes GMFM changes made to resident employment rate
	UPPER SCENARIO			71.4%	Return to 2008 level

Project Description	Key milestones and outputs	Potential Lead	Project partners	Relevant Objectives	Timeframe
<ul style="list-style-type: none"> <li>• Continue to support town and district centre partnerships to take ownership of the development of their local areas</li> </ul>	<ul style="list-style-type: none"> <li>• Set up meetings with local area partnerships to promote working together</li> </ul>	Bury Council	Local residents and businesses Economic Partnership	6.2	Short
<ul style="list-style-type: none"> <li>• Develop a successor to "Bury the Place" following its conclusion in June 2010.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop programme to launch from mid-2010 onwards</li> <li>• Make links to Town Centre Management and BID scheme for Bury Town Centre.</li> </ul>	Bury Council	Economic Partnership Marketing Manchester BTCMB	6.4	Short
<ul style="list-style-type: none"> <li>• Local area partnerships to develop area plans which identify employment sites of sub-regional importance and their development needs</li> </ul>	<ul style="list-style-type: none"> <li>• Develop new area plans</li> <li>• Consultation with local businesses</li> <li>• Implementation of new plans</li> </ul>	Local area partnerships	Businesses Bury Council Economic partnership	6.1. 6.2	Short

<ul style="list-style-type: none"> <li>Investigate the potential for additional town and district centre partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Identify areas with potential to have a town centre partnership</li> <li>Develop partnership agreements for those areas</li> </ul>	Economic Partnership	Local businesses	6.2	Medium
<ul style="list-style-type: none"> <li>Develop business plans for the borough's Town and District Centres and Employment Sites</li> </ul>	<ul style="list-style-type: none"> <li>Identify town/district centres and employment sites without a business plan</li> <li>Building on work of the town centre partnership, develop business plans for each of the borough's Town and District Centres</li> </ul>	Economic Partnership	Local businesses	6.1	Medium
<ul style="list-style-type: none"> <li>Investigate the potential for voluntary business improvement districts and the potential for projects to be considered for funding to encourage local marketing, branding, shop front enhancements, use of empty units etc</li> </ul>	<ul style="list-style-type: none"> <li>Identify and investigate the potential for BID areas in Bury</li> <li>Roll out pilot BID projects</li> </ul>	Economic Partnership	Local businesses Economic Partnership	6.3	Long
<ul style="list-style-type: none"> <li>Identify space for new Grade A office space to meet increasing demand.</li> </ul>	<ul style="list-style-type: none"> <li>Beginning planning new developments after Townside is completed and filled</li> <li>Identify space and link to land identified through Core Strategy</li> </ul>	Economic Partnership	MIDAS Bury Council	6.5	Long

**Objective 7: Creating a Sustainable and Low Carbon Bury**

- 7.1 Identify the opportunities and threats to Bury's economy from the shift to a low carbon economy and take appropriate action
- 7.2 Ensure access to next generation broadband to reduce the need to travel
- 7.3 Encourage low and zero carbon developments and development zones
- 7.4 Support and promote remote working and local employment opportunities for a positive environmental impact and better work/life balance
- 7.5 Pursue a collective approach to the low carbon agenda by working with the rest of the sub-region to take advantage of economies of scale

OBJECTIVE 7 INDICATORS		LATEST DATA	BASELINE	2013 SCENARIO	COMMENTS
TOTAL NUMBER IN EMPLOYMENT IN ENVIRONMENTAL TECHNOLOGY (SOURCE: ANNUAL BUSINESS INQUIRY, SIC 2003 DEFINITIONS)	TREND	2008	4,840	4,606	Return to 2007 high after recession by 2013 and continue
	UPPER SCENARIO			5,405	
CO2 EMISSIONS (kt CO2) (SOURCE: GMFM)	TREND	2008	1,089.1	1,047.7	GMFM
	UPPER SCENARIO			1,034.6	Assume better performance than AGS, showing reductions of 5% to 2013

Project Description	Key milestones and outputs	Potential Lead	Project partners	Relevant Objectives	Timeframe
<ul style="list-style-type: none"> <li>• Support take-up of the Enworks environmental business support programme</li> </ul>	<ul style="list-style-type: none"> <li>• Review how Economic Partnership can best promote environmental business support programme</li> <li>• Review and monitor performance of the programme in Bury</li> </ul>	Groundwork	Economic partnership	7.5	Short
<ul style="list-style-type: none"> <li>• Deliver retrofitting pilots in Pimhole and Elms Estate</li> </ul>	<ul style="list-style-type: none"> <li>• Implement Pimhole and Elms Estate retrofitting plans</li> <li>• Review potential to roll out to other areas</li> </ul>	Bury Council Six Town Housing	Casey Construction Hillserve Economic Partnership	7.4	Short
<ul style="list-style-type: none"> <li>• Networking events for low carbon firms and their supply chains</li> </ul>	<ul style="list-style-type: none"> <li>• Design and develop forum model (including market research/consultation with the local business community)</li> <li>• Deliver new forums</li> </ul>	Bury Chamber	Economic Partnership Sector organisations Environment Commission Climate Change Agency	7.4	Medium

<ul style="list-style-type: none"> <li>Support the development of the Bury Sustainability Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Ensure co-ordination of the relevant aims in the Sustainability Strategy with aims of the Economic Strategy</li> <li>Review economic impact of the Sustainability Strategy</li> </ul>	Sustainable Development Partnership	Economic Partnership Environmental Commission Climate Change Agency	<b>7.1, 7.6</b>	Medium
<ul style="list-style-type: none"> <li>Explore the potential for renewable energy targets for new developments</li> </ul>	<ul style="list-style-type: none"> <li>Hold consultations with local and sub-regional developers about the possibility of renewable targets on developments</li> <li>Collect further evidence on feasibility</li> <li>Report back on feasibility of targets</li> </ul>	Sustainable Development Partnership / Economic Partnership	Bury Council Local developers	7.4	Medium
<ul style="list-style-type: none"> <li>Development of a low-carbon focused business support programme that deploys environmentally sound energy efficiency approaches to enhance the viability of Bury businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Work with Business Link to identify current low carbon business support and advice structure</li> <li>Review appropriateness of this</li> <li>Develop new services if appropriate</li> <li>Deliver services</li> </ul>	Economic Partnership Business Link	Environment Commission Climate Change Agency GM Chamber Local businesses NWDA	7.1	Long
<ul style="list-style-type: none"> <li>Develop training programmes that meet the skills needs of the low carbon economy</li> </ul>	<ul style="list-style-type: none"> <li>Work with businesses to identify the skills needs generated by the transition to a low carbon economy</li> <li>Connect businesses to training providers to meet these needs</li> </ul>	Economic Partnership	Environment Commission Climate Change Agency Local businesses LSC/SFA Colleges, training providers, universities	7.1	Long
<ul style="list-style-type: none"> <li>Support remote working and local employment opportunities for a positive environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>Identify economic and environmental impact of increasing the level of remote working</li> <li>If economic case, identify best practice in supporting remote working and roll out programme</li> </ul>	Economic Partnership	Environment Commission Climate Change Agency GM Chamber Local businesses	7.2	Long

### **Objective 8 Tackling worklessness, inequality and poverty**

- 8.1 Coordination of multi-agency activity to tackle the barriers to employment faced by many of Bury's out of work residents
- 8.2 Ensuring that all Bury residents have the skills they need to access work
- 8.3 Promotion of better health, work and well-being practices for all people living and working in Bury
- 8.4 Promotion of volunteering activity and pre-employment activities to maintain skills and provide a pathway to return to paid work
- 8.5 Work with employers to increase the diversity of their workforces
- 8.6 Review Bury MBC's and other public sector organisations' current arrangement for fostering local economic benefit
- 8.7 Increase take-up of Local Employment Partnerships

OBJECTIVE 8 INDICATORS		LATEST DATA	BASELINE	2013 SCENARIO	COMMENTS
NI 152 - WORKING AGE RESIDENTS ON OUT-OF-WORK BENEFITS - % OF WORKING AGE RESIDENTS (SOURCE: DWP)	TREND	MAY 2009	13.8%	14.7%	Using basic trend from 2004 to 2009.
	UPPER SCENARIO			9.9%	Achievement of LAA targets
NI 153 - WORKING AGE RESIDENTS ON OUT-OF-WORK BENEFITS IN THE MOST DEPRIVED AREAS - % OF WORKING AGE POPULATION (SOURCE: DWP)	TREND	MAY 2009	31.9%	32.6%	Continuing trend
	UPPER SCENARIO			28.0%	Showing same average decrease as in Manchester (-0.7%) as opposed to Bury increase (0.1%)

Project Description	Key milestones and outputs	Potential Lead	Project partners	Relevant Objectives	Timeframe
<ul style="list-style-type: none"> <li>• Develop Working Neighbourhoods Teams in Bury's most deprived areas</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainability Plan in place to take forward Radcliffe Works WNT</li> <li>• Ongoing - Work with Six Town Housing ALMO to embed worklessness as part of their Statutory City Region Pilot.</li> <li>• Set implementation plan to take the model forward into other areas using NWDA funding.</li> </ul>	Six Town Housing / Bury Council	New Economy, Job Centre Plus, LSC/SFA	8.1, 8.2	Short
<ul style="list-style-type: none"> <li>• Develop Bury's Adult Advancement Network</li> </ul>	<ul style="list-style-type: none"> <li>• Re launch the initiative in Bury.</li> <li>• Increase partner participation</li> </ul>	Bury Council	New Economy, Adult Advancement and Careers Service, etc.	8.2, 8.3	Short
<ul style="list-style-type: none"> <li>• Promote take up by Bury's businesses of Local Employment Partnerships</li> </ul>	<ul style="list-style-type: none"> <li>• Identify economic partnership members' links with business.</li> <li>• Develop mechanisms for cross/joint referrals of businesses to Local Employment Partnerships, including joint promotional campaigns etc.</li> <li>• Monitor take up of LEPS</li> </ul>	Economic Partnership	Bury Council JCP	8.6	Short

<ul style="list-style-type: none"> <li>Work with Greater Manchester partners to implement the Employer Engagement ERDF project</li> </ul>	<ul style="list-style-type: none"> <li>Set up meetings with partners to co-ordinate the delivery of the project</li> <li>Deliver the project</li> </ul>	Economic Partnership	Bury Council New Economy Business Link, JCP, LSC	8.1	Short
<ul style="list-style-type: none"> <li>Identify opportunities in the public sector for the Future Jobs Fund to mitigate youth unemployment</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing - Work with the LCC to identify opportunities.</li> <li>Agenda item on the Bury Employment &amp; Support Task Group</li> </ul>	New Economy	Bury Council Economic Partnership JCP	8.5	Short
<ul style="list-style-type: none"> <li>To work with partners to support the development and delivery of the Invest to Save programme, supporting long-term Incapacity Benefit claimants into work</li> </ul>	<ul style="list-style-type: none"> <li>Feed in local intelligence on the barriers / key issues facing the long-term IB client group in</li> <li>Identify local providers who could be interested in bidding for / being part of the supply chain for the Invest to Save pilot</li> <li>Identify local health, skills and neighbourhood services that could be aligned to the Invest to Save pilot, particularly in the most deprived neighbourhoods</li> <li>Ensure local priorities are fed into the Invest to Save commissioning conversations</li> </ul>	New Economy	Bury Council Economic Partnership JCP Adult Learning Service	8.2	Short
<ul style="list-style-type: none"> <li>To work with partners to develop an Integrated Neighbourhood Services pilot that will bring together multi-agency teams in Radcliffe, to support residents into work</li> </ul>	<ul style="list-style-type: none"> <li>Create baseline indicators for Radcliffe</li> <li>Identify key services to be included in pilot teams</li> <li>Secure support of those complementary services and design the service offer for Radcliffe residents</li> <li>Begin integrated delivery</li> </ul>	New Economy	Bury Council Economic Partnership Adult Learning Services	8.1	Medium
<ul style="list-style-type: none"> <li>Promote volunteering and other pre-employment activities to maintain the skills and motivation of those out of work</li> </ul>	<ul style="list-style-type: none"> <li>Review existing provision</li> <li>Review best practice elsewhere</li> <li>Identify possibility of new or enhanced volunteering and other pre-employment activities programmes in Bury</li> <li>Implement new approach</li> </ul>	Economic Partnership	Third Sector Partners Local businesses Bury Council Educational institutions Adult Learning Service	8.3	Medium
<ul style="list-style-type: none"> <li>Work with employers to increase the diversity of their workforces. Overcome barriers within recruitment processes and working practices that might prevent certain groups from accessing jobs (e.g. lone parents, people with disabilities and health problems).</li> </ul>	<ul style="list-style-type: none"> <li>Target local employers and establish partnerships with them to promote diversity</li> </ul>	Economic Partnership	Bury Council Local businesses GM Chamber	8.4	Medium

<ul style="list-style-type: none"> <li>Review Bury Council's and other public sector organisations' current arrangement for fostering local economic benefit Ensure that Bury's most deprived residents are benefiting from public sector opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Review scale of spend by department with partners</li> <li>Examine the scope to develop local economic benefit clauses in all public sector contracts over £1 million in value</li> </ul>	Bury Council	Bury Council NHS Bury Bury College Other local service providers	8.1, 8.5	Long
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### **Objective 9 Improving Neighbourhood Level Quality of Life**

- 9.1 Engage with communities through existing Local Area Partnerships and engage them in local decision making
- 9.2 Ensure local area plans are reviewed, updated, implemented and embedded in the work flowing from the Economic Strategy
- 9.3 Work with Bury's third sector to identify and address community needs
- 9.4 Promote civic pride and local community participation
- 9.5 Develop Bury's green infrastructure to support sustainable economic growth and improve health and wellbeing

<b>OBJECTIVE 9 INDICATORS</b>		<b>LATEST DATA</b>	<b>BASELINE</b>	<b>2013 SCENARIO</b>	<b>COMMENTS</b>
NI 002 - PROPORTION OF PEOPLE WHO FEEL THEY BELONG TO THE NEIGHBOURHOOD (SOURCE: DCLG)	TREND	MAY 2009	54.6%	54.6%	No historic data
	UPPER SCENARIO			59.5%	Achieve North West rate (59.5%) by 2013
NI 003 - CIVIC PARTICIPATION IN THE LOCAL AREA (SOURCE: DCLG)	TREND	MAY 2009	10.1%	10.1%	Assuming keeping level same
	UPPER SCENARIO			14.0%	Achieving England average

<b>Project Description</b>	<b>Key milestones and outputs</b>	<b>Potential Lead</b>	<b>Project partners</b>	<b>Relevant Objectives</b>	<b>Timeframe</b>
<ul style="list-style-type: none"> <li>Review current local area plans and ensure that they are updated to reflect the Economic Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Review current local area plans</li> <li>Consult with local businesses and community</li> <li>Adopt new plans</li> </ul>	Local area partnerships	Businesses Community	9.2	Short
<ul style="list-style-type: none"> <li>Work to implement Bury's third sector resilience action plan to combat the recession</li> </ul>	<ul style="list-style-type: none"> <li>Arrange meetings with major third sector organisations in Bury to discuss the implementation of the plan</li> <li>Meet with partners to co-ordinate the different aspects of the action plan</li> <li>Deliver action plan</li> </ul>	B3SDA	Bury Council Economic Partnership	9.3	Short

<ul style="list-style-type: none"> <li>• Provide support to promote the economic impact of Bury's green infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Meet with representatives from Bury Council to discuss the economic impact and needs of Bury's green infrastructure</li> <li>• Define role for Economic Partnership in supporting Bury's green infrastructure going forward</li> </ul>	Bury Council	Economic Partnership	7.3	Medium
<ul style="list-style-type: none"> <li>• Provide opportunities for retired local people to contribute to the community by utilising their knowledge and experience in the community through local businesses and government agencies (e.g., mentoring and tutoring young people on different subjects).</li> </ul>	<ul style="list-style-type: none"> <li>• Establish mentoring pool</li> <li>• Match mentors to young people and implement</li> </ul>	Bury Council	Economic Partnership Third Sector	9.4	Long
<ul style="list-style-type: none"> <li>• Supporting small-medium scale neighbourhood-level arts projects across Bury (e.g., public art exhibitions incorporating guided tours by participating artists and artist groups, educational activities for local schools and businesses).</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and review extent of arts support already undertaken</li> <li>• Build on best practice models and implement</li> </ul>	Cultural partnership	Third Sector partners Local cultural groups Local artists Bury Schools Bury College	9.4	Long