

Meeting: Strategic Commissioning Board			
Meeting Date	03 February 2020	Action	Receive
Item No	13	Confidential / Freedom of Information Status	No
Title	Bury Strategy Update		
Presented By	Lynne Ridsdale, Deputy Chief Executive, Bury Council		
Author	Lynne Ridsdale, Deputy Chief Executive, Bury Council		
Clinical Lead	Dr. Jeffrey Schryer, CCG Chair, NHS CCG Bury		
Council Lead	Lynne Ridsdale, Deputy Chief Executive, Bury Council		

Executive Summary
An update to Board on the latest activity in the development of the Bury 2030 strategy
Recommendations
It is recommended that the Strategic Commissioning Board: <ul style="list-style-type: none"> <li>Review the presentation slides and provide their strategic input into the proposals.</li> </ul>

Links to Strategic Objectives/Corporate Plan	Yes
Does this report seek to address any of the risks included on the Governing Body / Council Assurance Framework? If yes, state which risk below:	No
Add details here.	

Implications						
Are there any quality, safeguarding or patient experience implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Has any engagement (clinical, stakeholder or public/patient) been undertaken in relation to this report?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Have any departments/organisations who will be affected been consulted ?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any conflicts of interest arising from the proposal or decision being requested?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any financial implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>

Implications						
Are there any legal implications?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Are there any health and safety issues?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
How do proposals align with Health & Wellbeing Strategy?	Proposals are in relation to development for overall vision and strategy for the Borough, including health and wellbeing.					
How do proposals align with Locality Plan?	The Locality Plan refresh was developed alongside the development of the Bury 2030 Strategy and in many ways a forerunner of the strategy.					
How do proposals align with the Commissioning Strategy?	The Bury Strategy will provide the strategic vision for the Borough for the next decade, articulating the key outcomes for the people of the Borough which should sit centrally within future commissioning plans.					
Are there any Public, Patient and Service User Implications?	Yes	<input checked="" type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
How do the proposals help to reduce health inequalities?	Focus on IMD will ensure Bury Strategy targets activity to drive necessary increases in quality of life and outcomes for residents of the Borough.					
Is there any scrutiny interest?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
What are the Information Governance/ Access to Information implications?	N/A at this stage – will be considered as part of wider integration work					
Has an Equality, Privacy or Quality Impact Assessment been completed?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Is an Equality, Privacy or Quality Impact Assessment required?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are there any associated risks including Conflicts of Interest?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Are the risks on the CCG /Council/ Strategic Commissioning Board's Risk Register?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	N/A	<input type="checkbox"/>
Additional details	<i>NB - Please use this space to provide any further information in relation to any of the above implications.</i>					

Governance and Reporting		
Meeting	Date	Outcome
CabJET	20/01/2020	At time of writing, report still to take place
JET	13/01/2020	Noted and comments fed back on

## **Bury Strategy Update**

### **1. Introduction and background**

- 1.1 This report is a further update to SCB following earlier papers in October and December 2019 with regards to the latest developments in relation to the Bury (2030) Strategy.
- 1.2 The Bury Strategy will be our 10 year vision for the place rather than a plan just for any given organisation – this is a plan for the Borough of Bury, by the people of Bury.

### **2. Presentation slides**

- 2.1 Following the public engagement on Bury 2030 and discussions at key partnership meetings during the autumn work has continued to develop the narrative for an agreed vision and approach, based on feedback received and linked to the 5 themes of the Local Industrial Strategy.
- 2.2 National journalist, and Bury's own, Phil Collins has developed the Bury story, outlining the 'as is' state of the Borough and a development session with Team Bury partners in January brought public, private, voluntary and community sector leaders together to develop a joint delivery plan for the strategy.

### **3. Recommendations**

- 3.1 It is recommended that the respective Members of the Board review the proposals outlined in the slides and provide their strategic input into the proposals.

### **4. Actions Required**

- 4.1 To review this report and to provide strategic input into the development of the Bury Strategy with any specific contributions to be sent to [corporate.core@bury.gov.uk](mailto:corporate.core@bury.gov.uk)

**Lynne Ridsdale**  
**Deputy Chief Executive (Corporate Core)**  
[l.ridsdale@bury.gov.uk](mailto:l.ridsdale@bury.gov.uk)  
**January 2020**

**Bury 2030**

**Team Bury 23 January 2020**

# Today

Welcome - In the room:

- The Team Bury partnership & wider community leaders
- Our independent facilitators - Centre for Local Economic Strategies
- Cambridge Econometrics

Plan for discussion:

- Sharing the Bury 2030 thinking so far – community feedback & partner discussions
- Context – Local economic position
- Workshops to develop our 2030 vision and detailed delivery plans

Has everyone picked up a name sticker?

# Bury 2030

Lynne Ridsdale

Bury Council Deputy Chief Executive

# Introduction

- Bury 2030 strategy under development, informed by big conversation with residents & partners last year
- A ten year plan for Bury people, place, innovation, infrastructure and business development which will drive local productivity & growth
- Designed to deliver a new relationship within & between public services and communities – communities listened to, enabled & re-engaged
- Enabled by “People Powered Bury” community capacity building and skills/behaviours
- Looking to drive 10 years of reform – vision to be one of the first post industrial northern districts to fully deliver inclusive growth. A place to “live a good life” – green space; connectivity; community & quality jobs

# Key principle – creating the conditions for people to take more control over their lives

- *Relationships in people's lives matter more than public services*  
All public service staff trained in listening with an open mind; empathy and finding out what really matters to people – and given time & freedom to act on results
- *Neighbourhoods the place where change happens*  
Neighbourhood delivery model for all our services
- *Power needs to shift from public service to our communities*
  - New governance to give community, voluntary & faith groups control - influence over commissioning; co-design services & review delivery
  - Radical new delivery models including exploring greater commissioning of voluntary organisations
  - New public service roles which help people navigate the system and build relationships?
- Wellbeing at the heart of future strategy: aspiration; resilience; optimism and lives that people feel compare well (Layard)
  - Culture and community groups as a mechanism to connect people and feel pride in place
- Need to describe this in a simple way that gets people involved.....



All this makes us Happy  
Beginning with GM Town of Culture



## The emerging framework – 5 themes; 10 priorities

### “Bury Happy” 2030?

#### Happy People

Community –  
Aspiration &  
Capacity

Neighbourhood  
Delivery

#### Thriving Places

Carbon neutral  
  
Economic Strategy

#### Creative Ideas

Culture  
  
Wellbeing

#### Enabling Infrastructure

Digital  
  
Transport

#### Enterprising Business

Inclusive business  
Growth  
  
Education & Skills

Bury **People Powered** “behaviours”  
– common way of living & working together

# Outcomes – Genuine Inclusive Growth

*"We aim to become the first post-industrial area to grow more quickly than the national average, but economic growth is only valuable if it helps people to grow. We must create not just full employment but also fully meaningful employment, with the genuine prospect of progress and promotion. Bury cannot be happy without growth that extends to all six towns and to all the people in them. This is an enterprise in partnership between the politicians, the professionals, the representatives of community, faith and voluntary organisations and - most importantly - the people of Bury"*

**We will be known as the place that has achieved real inclusive growth –  
Greater growth & less deprivation than national average**

- In-work poverty minimised
- Class leader for education & skills
- Residents reaching retirement in good health
- Life expectancy gaps closed
- Carbon neutral

## Bury Strategic Leadership Group (BSLG)

Leader of the Council (with Chief Executive); Independent Chair of VCFA; Independent Chair of LCO; CCG Chair; Chair of Bury Business Leadership Group; Chair, Bury Community Leadership Group [NEW]; Chamber Commerce?; Interfaith Chair / faith leaders; Local MPs?; GMP Chief Superintendent; GMFRS; Chair, Bury College

## Bury 2030 Proposed Governance

### Bury Public Service Leader's Group (PSLG)

- Deputy Leader
- Chief Executive/Accountable Officer of the CCG
- LCO Rep
- Rotating representation from BCLG
- GMP divisional Commander
- Local Fire rep
- DWP rep
- University of Bolton
- Principal, Bury College
- Holy Cross
- Primary School Rep
- Secondary School Rep
- Early Years Provider rep
- Six Town Housing
- Further Housing Association Rep
- Persona
- Council Executive Directors?

- Meet monthly against programme delivery
- Outcome review
- Focus rotating across Bury2030 (LIS) themes

### Bury Community Leadership Group (BCLG)

- To include rotating representation from BPSLG
- Tenants and Residents Association(s)
- Deputy Chair of VCFA
- Community Sports and Leisure Groups
- Community Arts and Heritage groups
- Community health and care providers
- Community faith leaders

- Meet monthly (tbc – for the group to decide)
- To provide community voice in co-design, co-development and co-delivery of Bury 2030 activity, track progress on outcomes, explore further opportunities to develop plans and provide two way feedback loop with BSLG as 'leaders of place'

### Statutory / specialist Groups

- Children's Board
- Bury Business Leadership Group (BBLG)
- Community Safety Partnership
- Health and Wellbeing Board

- Meeting frequency determined by existing Terms of Reference with call to review in light of Bury 2030 governance arrangements (tbc – for the group to decide)
- Providing particular focus on elements of work, either as statutory functions or as advisory groups (in the case of BBLG) to supplement the PSLG and BCLG, with two way feedback loop with BSLG as 'leaders of place'

### BSLG/ PSLG Associate Members

- Greater Manchester Combined Authority -PSR and wider strategy teams (GMCA)
- Greater Manchester Health and Social Care Partnership (GMH&SCP)
- Centre of Local Economic Strategies (CLES)
- New Local Government Network (NLGN)
- Barclays (given Thriving Local Economies Pilot)
- Representatives from Academy Trusts?
- Local Government Association
- Nesta

- Invited to BSLG/PSLG as 'critical friend' and peer challenge/support to the locality
- Promotes work of Bury, provides single voice from 'place' and positions Borough as place to pilot new approaches

# Discussion over lunch

- Q & A from the floor – Panel?
- Challenges & ideas

# Bury Economic resilience



# Discussions

- 5 x 15 minute discussion slots; one for **each theme** of the strategy:
  - Contribution to the 2020 analysis & 2030 Narrative & Vision
  - Populate the Activity plan: 2020; 2022; 2025
- Rotate through themes in the order on your sticker:
  - Red – People –Facilitator: Lesley Jones and Vicky Maloney
  - Green – Place - Facilitator: Donna Ball
  - Orange – Ideas – Facilitator : Victoria Robinson
  - Purple – Infrastructure – Facilitator: Kate Waterhouse
  - Black - Business – Facilitator: Andrew Roberts and Elizabeth Clark
- Use the time to also find – or find out about! - your coffee partner

# Plenary – are we ready to deliver the vision?

*"We aim to become the first post-industrial area to grow more quickly than the national average, but economic growth is only valuable if it helps people to grow. We must create not just full employment but also fully meaningful employment, with the genuine prospect of progress and promotion. Bury cannot be happy without growth that extends to all six towns and to all the people in them. This is an enterprise in partnership between the politicians, the professionals, the representatives of community, faith and voluntary organisations and - most importantly - the people of Bury"*

- **Feedback from each facilitator**
  - Baseline
  - Vision
  - Delivery plans



# Next Steps

- Strategy to be written up, including feedback from today
- Parallel work to propose delivery “behaviours” through the People Powered network
- Resident consultation during March – what and how
  - On line
  - Community meetings
  - Via your networks
- Strategy and programme of work launched April, with new governance to deliver

# Slides for Workshops

"The enterprise and spirit of the **people** of Bury is the engine of our economic growth but good fortune in Bury is still the prey of chance. We cannot rest happy with a place where the gap between the lives of our most and least fortunate are so wide. The task before us is how we create the conditions for our town and its people to prosper. A place in which people are helped to make the best of themselves, where everyone can be the author of their own life. Nobody will be durably happy who is not healthy, wealthy and well"

## 2020

- 2019 Index of Multiple Deprivation: Bury has become relatively more deprived compared to others; more people are living in (the same) areas of deprivation now than in 2015
- Differences in life expectancy between the most and least deprived areas in Bury of
  - 11.3 years for men (14.8 healthy) and
  - 8.5 years for women (13.4 healthy)
- In most deprived onset of poor health begins at age 54 for men and 56.5 for women
- In-work poverty a big issue – 7000 children in the Borough live in 'poverty'; 67% have at least one working parent
- "People Powered" delivery being explored; social prescribing; self-care support; skills/behaviour & community capacity

## 2030

- Communities have the power, confidence & resources to commission services & support that meets their needs
- Public services & community capacity joined up at 5 x neighbourhood level:
  - active complex case management (Long term health conditions; Troubled Families; Working Well)
  - Early Help for complex lives – schools; police; fire & LA
  - Leadership of place through community engagement
- Troubled Families & Working Well programmes targeting resources; unblocking barriers to work and preventing people leaving work
- Local Care Organisation & One Commissioning Organisation for health & social care improving outcomes and reducing demand through a shift from acute/residential provision to active intervention in the community

"Bury is the place we are happy to call home and others want to visit and invest in. Six towns which together are one; a dramatic setting which is bordered by the natural riches of green spaces. Ours is a place that is rich in possibility and which we will preserve for future generations, a place to grow up and grow old in safety, comfort and prosperity."

## 2020

- We know people identify locally; six town centres are critical
- A borough known for its beautiful scenery and green space – 12 Green Flag Parks
- A safe borough where crime levels are generally amongst lowest in GM
- Bury town centre **Purple Flag** town & Business Improvement District (June 20) with 5 year business plan for growth
- Carbon neutral commitment by 2030

## 2030

- **Key town Centre initiatives developed:**
  - **Bury** Town Centre sites developed: Civic; market & Interchange - Metrolink expansion
  - **Prestwich** town centre regenerated, now hosting digital and creative workspaces, integrated public services hub & 250 residential units
  - **Radcliffe** regeneration complete - newly positioned town centre, secondary school, civic amenities & residential growth
  - **Ramsbottom** – infrastructure for demand
- Carbon neutral (?) through GM Clean Air strategy 2021 - 2024; EV charging points; City of Trees & transport strategy

# Infrastructure

*"Bury has the advantage of being a town with strengths of its own and a vital part of greater Manchester. Power will flow from London to Manchester; Manchester to Bury and from Bury to you. Bury has good transport links, thriving museums, businesses and digital connectivity. Our housing plans will ensure no Bury children of the future grow up in poverty"*

## 2020

- Borough needs more infrastructure to connect local people to jobs – housing; business space; transport and digital
- GM Infrastructure strategy – transport, energy, water, flood risk, digital, green & blue
- Social infrastructure under development eg new school for Radcliffe

## 2030

- Managed implementation of GMSF to deliver 7,500 new homes & associated infrastructure across 6 key sites (brownfield first) by 2037
- Digitally inclusive with full fibre access for all
- Resilient green/blue infrastructure, delivered through Local Plan
- Housing needs met through balanced provision; empty homes minimal
- Metrolink expansion plans & GM Bus Reform strategy implemented
- Local Transport Plan will deliver
  - New roads.
  - Local & major junction Improvements.
  - Public transport improvements.
  - Cycling and pedestrian routes

# Business Environment

*"The Bury of tomorrow will be a flourishing Borough where business is growing place and work is of a high quality. The worth of work is measured by satisfaction as well as pay packet. Bury will become a town where all our residents have the skills to access such work and no one is left behind"*

## 2020

- Proactive business engagement networks: SMEs and business leaders – resources & strategy
- biggest barriers to business investment, expansion & growth are space & skills
- Education, skills and training rank nationally 174/317 (IMD)
- Further & Higher Education Offer
  - 2 x local colleges including STEM campus at Bury College
  - University of Bolton on site 2021; degree courses start 2022
- Chamberhall?

## 2030

- Northern Gateway site (Heywood Pilsworth) occupied - 500 000 sq.m. of employment floorspace incl. advanced manufacturing, 25,000 new jobs
- Local Economic Strategy - clear plans to attract, develop & support business sectors through infrastructure & people/talent
- Education & skills strategy now delivering talent for local businesses
  - Reputation for high quality education recovered: school improvement; SEND restructure; Radcliffe High School & capital investment in others
  - FE & HE curriculum joined up to future business workforce needs
  - Borough-wide apprenticeship strategy

# Ideas

"The value of beauty is prized as highly in Bury as the value of money. The power behind Bury is the place and its people; this is a place rich in natural green space; culture and space for talent to grow. Think of the Art Museum, The Met, the Fusilier Museum, Prestwich and Radcliffe carnivals, Bury Pride, Glaston-Bury and the Irwell Sculpture trail. Each is a testament to our cultural vitality, where the connections we make and the relationships we nurture combine to make us happy within the community we love"

*"...I have stayed true to that first idea that people can have a day in their lives that is very important and if they can reconnect with that day, reconnect with the people they were then, they can suddenly revive their emotions." Victoria Wood*

## 2020

- Bury is GM (six) Towns of Culture 2020 - launch pad for re-engagement of our communities & pride within them

## 2030

- Tourism & cultural economy destination
- A creative "hub" of regional and national significance, based on academic understanding of the science of happiness