

One Council.

One Plan.

Our Corporate Plan: 2013-16

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

We are pleased to present the Bury Council Corporate Plan for 2013-16 which outlines our strategic direction over the next three years. This plan provides us with a framework around which to focus our efforts and measure our progress towards the vision for our borough, which you can see on page 5.

We are in an incredibly challenging period nationally and globally and we have to ensure that we are well placed when the economic upturn does come and support people through difficult times particularly those most reliant on our front line services.

The Plan for Change Programme of Savings had identified savings of almost £9 million for 2013-14 to 2014-15 (£3.9 million in 2013-14 & £5.1 million in 2014-15). We have revised these forecasts and expect we will require an additional almost £9 million over the next two years. It should be noted that this is in addition to achieving savings of over £9 million already being delivered in 2012-13 and £15 million in 2010-11.

The council also faces challenges such as a forecast increase in population and people aged over 65 and a rise in demand for statutory services alongside increased expectations of what the council and other public services can provide on behalf of our residents and community.

To deal with these challenges we will need to work differently and more efficiently, explore opportunities to work with and empower communities, share resources with partnership organisations and co-ordinate transport, regeneration and economic development functions across Greater Manchester.

It is a difficult time for all our public services at the moment; however it is also an opportunity for us to make some significant changes making sure we get the best for our residents. Our aim is to be a council delivering efficient, responsive and high quality services that make a real difference to people's lives. Our staff will be central in achieving this – their engagement and actions to deliver on the outcomes are key.



Cllr Mike Connolly
**Leader of
Bury Council**



Mike Kelly
**Chief Executive
Bury Council**

What we do: Around the clock

Despite the challenging times that Bury Council is experiencing, we continue to deliver a range of quality services to 185,060 local residents throughout the year. We have achieved many successes during 2012-13 including:

- Winning contracts to deliver our payroll services for other organisations,
- Reducing incidents of anti-social behaviour,
- Increasing recycling, reuse and composting,
- Reducing permanent exclusions from schools, and
- Continued partnership with Bury Football Club to deliver a Health and Social Care partnership for residents.

In one day we:

- Welcome **156** visitors to our galleries and museums.
- Were placed **37th** in the 2013 Stonewall Workplace Equality Index.
- Complete **13** social care assessments.
- Serve **3,201** free school meals.
- We Tweet on average **10** times to update the public on the latest news and information.

In one year we:

- Backing Young Bury has supported over **100** businesses to help them engage with apprenticeships and the campaign has provided **137** learning and working opportunities across the council.
- Receive **1,481,425** hits to the Bury Council website.
- Support **710** people to stop smoking.
- Set up a network of **50** Green Champions to encourage carbon reduction into all areas of council activity.
- Issue **4,000** Blue badges.
- Answer on average **32,561** adult care telephone queries.
- Reduce our carbon emissions by **8%** between 2008-9 and 2011-12.
- Have increased our recycling rates from **28%** to **46%**, the **3rd** best rate in Greater Manchester.



Our Vision

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.

The Plan for Change continues to be implemented across the organisation to make the savings agreed at Budget Council in February 2013. This allows the council to plan for the long term and develop a vision for the future through a three-year budget-planning approach.

In the original Programme of Savings we committed to undertake a series of reviews. These have allowed us to work up a series of more detailed options, a number of which we plan to implement from the start of the 2013-14 financial year.

There have been reviews taking place across CCTV and control rooms, destination management, environmental services, highways, leisure, libraries and parks and countryside. These reviews will continue to develop proposals and where appropriate reports for consultation or final decision will be taken to Cabinet.

Alongside the review programme, we have also made £5.5 million of internal efficiencies. Many of these changes have already been implemented including the introduction of the department of Communities and Neighbourhoods which replaces Environment and Development Services.

The original Programme of Savings would have secured the £17.7 million required to balance the council's budget by 2015. However, following a series of government funding changes which impact negatively on our current budget, further savings requirements of £6 million (2013-14) and £2 million (2014-15) has resulted in a revised programme.

In order to 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 continue with our commitment to be open and transparent, informing you about what we plan to do and take into account your views and comments as we develop and finalise a range of savings options to ensure that Bury Council continues to provide value for money for the taxpayer in this challenging financial climate.

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 people by 2022 but this period will also see a significant shift in the age balance. By 2022, the population aged 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: 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.

Economic Outlook: The latest forecasts for growth in the economy are poor and indications are that the government will continue to make budget savings beyond 2015. This could have further implications for local authorities. The prevailing economic climate is making it harder to generate income from fees and charges, and commercial lettings of Council property are becoming more challenging.

Closing the gap: Although we do not display widespread deprivation at a borough level, there are pockets of deprivation throughout the borough. These 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 2013-14 to 2015-16 as follows:

	Savings Requirement (£m)
2013-14	10.300
2014-15	11.800
TOTAL	22.100

These savings are in addition to the £8.7 million reduction in revenue funding suffered by the council in 2012-13.

The position beyond 2014-15 is less clear given the impending Comprehensive Spending Review.

All indications however are that the current reductions in funding for Local Government will continue beyond the period of current spending review.

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 2013-14 the council seeks to maintain its minimum level of balances at £4.4m 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 gross capital budget of £39m over the three-year period to be funded primarily from grants, external contributions and the Housing Revenue Account business plan.

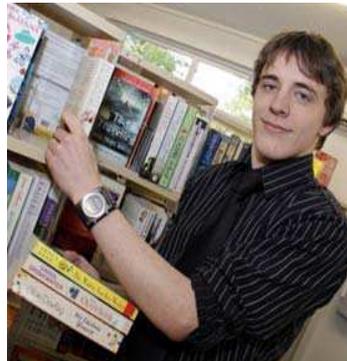
The Dedicated Schools Grant (DSG) is a ring-fenced grant provided to local authorities and can only be spent on schools and specified areas within the Schools Block. For 2013-14 the Council will receive £146m in DSG. The amount of funding per pupil in 2013-14 is £4,821.97, the same as in 2012-13.

There are a number of changes to the NHS which will have an impact on the council's finances; over £6million has been transferred to cover the cost of supporting people with learning disabilities. Responsibility for Public Health also transfers to local authorities from April 2013; this is a ring fenced budget



and funding of £9m will be transferred from the Department for Health.

Under the Localism Act, Council Housing now operates on a self-financing basis (since April 2012). This means that all rents raised from Bury tenants are now retained in the Borough. A key aspect of self-financing was that the Council took responsibility for the debt associated with the Housing Revenue Account (£78m); this debt must be serviced from rents, along with other running costs; management, maintenance, repairs etc. A 30 year Business Plan is used to manage this and determine levels of future investment in the 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 and council tax benefit 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 in the country. It 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

The City Deal for Greater Manchester was announced in March 2012 and is seen as a major step in empowering the city region to make decisions to maximise its economic growth. The City Deal sets out a range of bespoke agreements between the government and the Greater Manchester Combined Authority based on the needs and opportunities of the region's economy. The themes include:

- Invest in local infrastructure through a revolving Infrastructure Fund.
- Establish a Greater Manchester Investment Framework.
- Create a City Apprenticeship and Skills Hub.
- Strengthen Greater Manchester's Business Growth Hub.
- Develop Manchester's role as a beacon for high value inward investment.
- Establish a Low Carbon Hub to reduce emissions by 48% by 2020.
- Establish a housing investment fund to use local and national investment to develop new housing.
- Work with Department for Transport on a broad package of transport proposals.

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 2013-2016 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"> • Bury Wider Leadership Group • Team Bury • AGMA and the Manchester family
Legislation and statutory requirements	<ul style="list-style-type: none"> • Strategic Needs Assessment • Statutory requirements arising from legislation

There will be further opportunities throughout 2013-2016 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.

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

Looking back: 2012/13

2012

April 2012: The new build £12 million Millwood Primary Special School in Radcliffe was opened to children.

July 2012: Youngsters took part in the Summer Reading Challenge at Bury libraries. Children entered the Story Challenge by reading six books from their library during the school summer holidays.

September 2012: Bury Olympic Torch Bearers were invited to the Town Hall to meet the team that organised the torch relay which went through the borough in 2012.

November 2012: Under its Plan for Change, Bury Council held its second period of consultation as it strives to find a further £8.7 million in budgets savings.

2013

January 2013: Bury Market was breaking records when it comes to attracting visitors across the country, with 1,500 coaches making their way to the town's award-winning market.

A M J J A S O N D J F M

May 2012: Bury benefitted from a slice of £1 million to tackle binge drinking. The Active Safer Communities project is designed to put decision-making and resources in the rights hands of local people to help them to eradicate the effects of alcohol abuse.

August 2012: Public and private sector employers joined forces to increase opportunities for young people. Bury Council and O2 were Backing Young Bury and recruited young people to their organisations.

October 2012: 2,200 pupils in total have attended the Be Safe Be Cool project workshops. They tackle sex, drugs, alcohol, crime, personal safety, anti-social behavior and cyber bullying.

December 2012: Hundreds of households in Bury will benefit from state of the art technology fitted into social housing properties, leading to more affordable energy bills, thanks to a multi-million deal signed between Japan's Department of New Energy and Development and AGMA authorities.

June 2012: A special awards ceremony was held for adults who have studied courses with Bury Adult Learning Service. They were nominated by their tutors in recognition of their achievements and presented with a certificate.

February 2013: Prestwich Works was opened following the success of Radcliffe and Bury Works. Residents can use the internet to search for jobs and training opportunities, and can get expert advice face-to-face to boost their employment prospects.

To look at more of our ongoing good news stories take a look at the My News Desk section on www.bury.gov.uk

...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:



↑ Partnership organisations will continue to work together to provide support for our residents during the implementation of the Welfare Reform.

The Community Cohesion Plan 2013-16 will support Bury to be a place where people from different backgrounds have equal opportunities. →



← Recycling bins in town centres and park recycling centres will be made available to improve our recycling rates.



← Backing Young Bury will continue to promote employment opportunities for our young unemployed residents by working in partnership within the Council and externally with our business community, colleges and training providers.



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



Team Bury will work together to improve the safety on our roads through the Streetsafe Strategy by increasing drivers' awareness of the dangers and anti-social aspects of speeding in residential areas. →

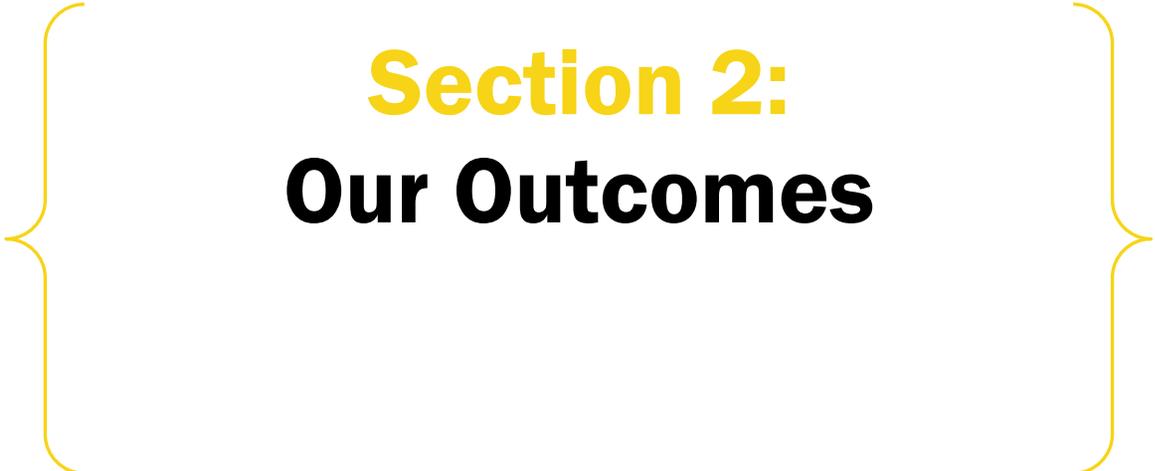


← We will be developing a new Early Intervention Service which will deliver better outcomes for families in a more efficient, timely and cost effective way.

↑ Adult Care Services will continue to support homeless people in Bury through our Homelessness Strategy and Cold Weather provision.

We will fight for a 'Fair Deal for Bury' against additional cuts to get what is best for our residents during tough times. →





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 2013-2016:

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. The Poverty Strategy 2013-16 for Bury has now been completed and approved and progress against the strategy will be monitored by the Welfare Reform Project Group.

Homelessness Strategy – This strategy will be refreshed in 2013. The introduction of the cold weather provision for rough sleepers has been successful. In December 2012 we launched a new service called HEN (Housing Employment and New opportunities) the first customers moved in December 2012 and are participating in new activities.

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 unemployed people by working in partnership within the council and externally with our business community, colleges and training providers.

Council Tax Support Scheme - Bury Council is committed to protecting vulnerable people in the borough by protecting disabled people, people with caring responsibilities, lone parents with children under the age of five, war pensioners and war widows/widowers; and bereaved people who were previously considered to be vulnerable, for a period of 12 months. Pensioners will not be affected by any of the changes.

Local Social Fund Replacement – The key aim has been to design and develop a local provision which is easily accessible to all those who have a genuine need for short-term financial help. This includes expanding awareness to under-represented groups, specifically pensioners and young families. The overarching approach is aimed at not only alleviating immediate need but also to provide financial advice to customers in order to maximise their incomes and provide a better solution to debt or financial problems.

Performance Measure	Baseline (2012/13 year end result unless specified)	Target 2013/14	Target 2014/15	Target 2015/16
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:

Key projects 2013-16:

Supporting Communities, Improving Lives - As part of Greater Manchester's Whole Place Community Budget Pilot and the national Troubled Families programme 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 – Work is underway in upgrading the Falcon and Griffin extra care housing scheme, this work will be completed by March 2013. The new Redbank extra care scheme facility was officially opened in September 2012.

Housing Allocations Policy – The consultation on the new allocations policy has been completed and work is underway to review the allocation process so we are able to help those in the greatest need.

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 customers 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 ensuring 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 (2012/13 year end result unless specified)	Target 2013/14	Target 2014/15	Target 2015/16
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
% of children and young people in care adopted during the year who were placed for adoption within 12 months.	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: <ul style="list-style-type: none"> • Pakistani Heritage • Mixed white and black Caribbean • White other • Gypsy Roma 	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 2013 -2016:

Health Reform - We will be continuing 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.

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 44% as of November 2012. 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.

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. Bury Council will be working in partnership with Six Town Housing to develop an empty property pilot in Radcliffe on a cluster basis along arterial routes.

Registry Office Annual Performance Report - To comply with the General Registry Office Good Practice Guides, Bury's Registry Office will complete an annual performance report which includes performance measures against waiting times, customer satisfaction and service delivery plans.

Investment in LED (light emitting diode) lighting - Between January 2013 and January 2017 we plan to change approximately 11,000 existing street lights on around 1,850 side roads throughout the borough. We will be changing these street lights to the latest LED street lighting fixtures. These new lights will improve the overall efficiency and quality of the street lighting across the borough.

Streetsafe Strategy - Streetsafe is our new strategy for improving road safety in residential streets and estates throughout the borough. The strategy includes proposals that will make it easier for people to walk, cycle and use public transport instead of their cars. Our Streetsafe Strategy aims to make our neighbourhoods better places to live and encourage communities to get out and about more and lead healthier lives. The strategy will raise awareness of the dangers of speeding in residential areas, introduce 20 miles per hour speed limits, and expand road safety training in schools.

Remodelling of the library service - This project includes the establishment of community hubs, a welcoming, accessible community building consolidating a range of organisations in one location. Additionally, there will be the further introduction of Radio Frequency Identification (RFID) which is a method of remotely storing and retrieving data using devices attached to a product. The latest RFID-enabled checkout machines allow users to return and renew materials, check the status of reserved items and pay charges.

Developing visitor attractions and economic development opportunities - Bury's Economic Development Strategy sets out a shared vision of making the borough "a great place in which to work, visit and study". Through an agreed action plan a range of activities will be implemented to accelerate Bury's economic growth and ensure that our residents derive maximum benefit from a successful economy.

Adoption of the Local Plan Core Strategy - Following the publication of the document, the Core Strategy will be submitted to the Secretary of State and will be subject to an independent examination. Once adopted, the Core Strategy will provide an up-to-date policy document against which planning applications will be determined.

Performance Measure	Baseline (2012/13 year end result unless specified)	Target 2013/14	Target 2014/15	Target 2015/16
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

Prevalence of breastfeeding at 6 to 8 weeks	TBC	TBC	TBC	TBC
Rate of alcohol-related admissions per 100,000 population (DSR)	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 2013 -2016:

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.

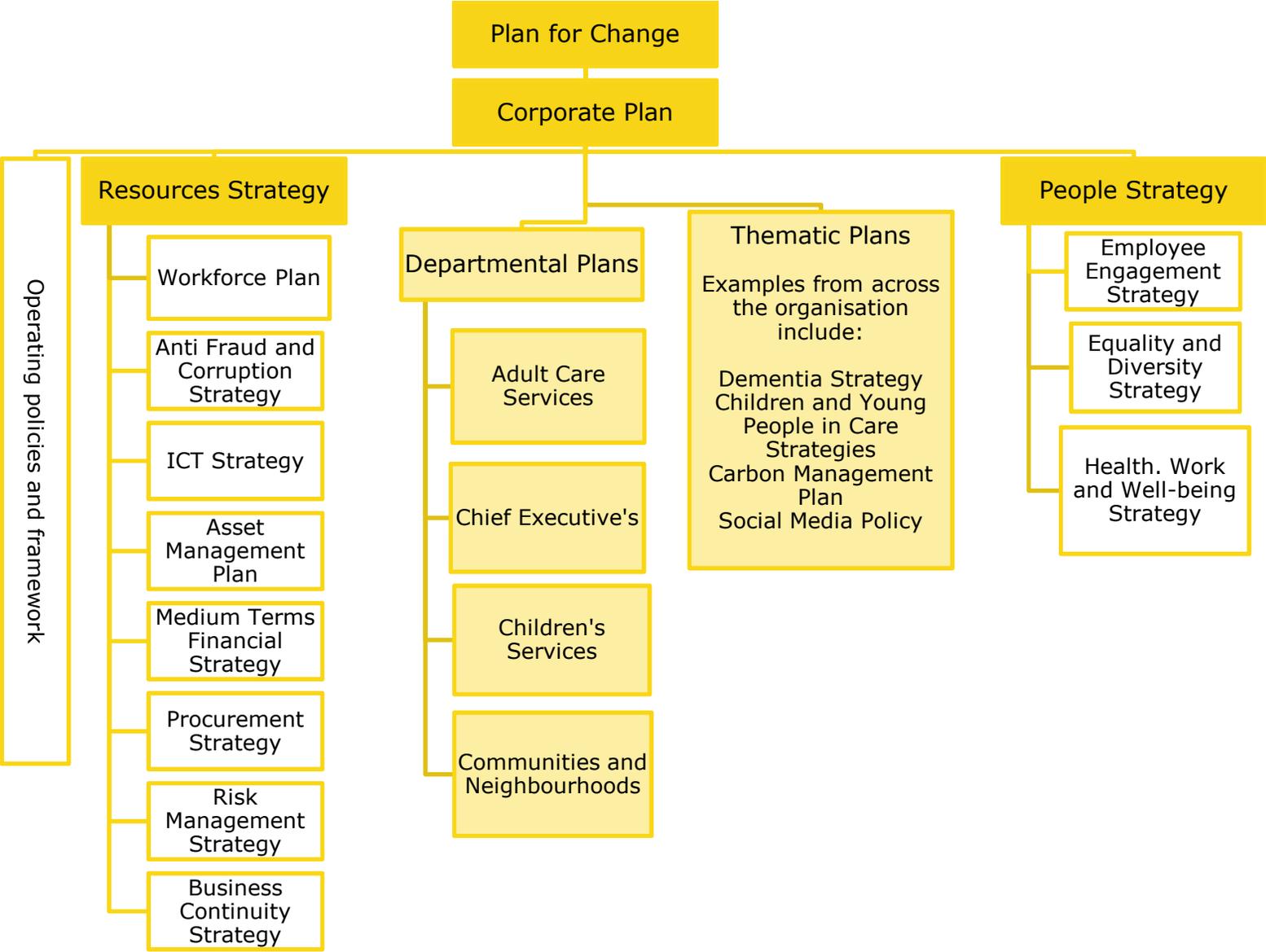
Accommodation Review - We will be making better use of the council's assets with a full review of all of the current accommodation and implementing agile working to aid efficient working and achieve accommodation savings.

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 (2012/13 year end result unless specified)	Target 2013/14	Target 2014/15	Target 2015/16
% 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	No target set	No target set	No target set

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?	
Cabinet	The Cabinet 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.
Employee Voice	Focus groups involving a variety of Bury Council employees used for consultation purposes.
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.
Overview and 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.
Stonewall Workplace Equality Index	Stonewall works to achieve equality and justice for lesbians, gay men and bisexual people through policy development, cultural and attitudinal changes, lobbying for legal changes and good practice design and advice.
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