

Bury's Community Strategy 2005 - 2025

A VISION FOR BURY



Welcome to Bury's second Community Strategy.

Our first Community Strategy was published in 2001 and set out our aspirations for the future of the borough. The vision contained in the Strategy was developed through listening to people about their hopes, and their fears - and being clear about what matters to people in their lives, as well as the pressures, challenges and opportunities facing the borough.

Three years on we decided it was time to review our first Strategy and focus more clearly on outcomes and priorities through which we will make our vision of Bury as a great place in which to live, work, visit and study a reality.

We have translated this vision into nine clear Ambitions which describe what a great place in which to live, work, visit and study will be like.

By 2025, Bury will be:

- *The place to live in Greater Manchester*
- *An area where people feel safe and secure.*
- *The healthiest Borough in the North West*
- *A popular visitor destination*
- *The premier retail town in the north of Greater Manchester*
- *A centre of excellence for education in the North West*
- *A place where each township thrives*
- *An area with first class services.*

Factors that influenced the review of the Community Strategy include:

- *More up to date information available following a range of sources (such as 2001 census)*
- *Detailed plans for the borough's town centres following widespread consultation*
- *More established working at a local level through the Area Initiative, with 6 Area Boards*
- *The need for a more integrated approach to improving the quality of life for people of the borough*
- *Ongoing commitment to delivery and improvement together with the need for a more focused action plan to support better delivery and management of performance.*

In delivering sustainable communities for Bury, we have structured our Community Strategy Action Plan into five Delivery Themes:

- *Safe, Strong and Confident Communities*
- *Children and Young People*
- *Sustainable Communities and Transport*
- *Healthier Communities and Vulnerable People*
- *Quality Services*



Widespread and ongoing consultation and involvement at borough and area level has informed the production of our Strategy. We are committed to making sure this continues and strengthens. We will monitor our progress against the targets we have set ourselves and let people know how we are doing.

We will review our Strategy each year to make sure it continues to progress those issues of most importance to all of us in the borough.

We are looking forward to working with you to make these plans a reality.

Geoff Higginbottom
Chair
Bury Local Strategic Partnership

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In developing the Community Strategy a number of strengths and opportunities were considered, as well as pressures and challenges. These were considered at both borough, and sub-regional levels as the fortunes of the Borough of Bury are inextricably linked to the fortunes of the Regional Centre.

Key Issues for Greater Manchester

Vision

The Strategy for Greater Manchester ("Sharing the Vision") sets out the overall vision for the area as "A world-class city-region at the heart of a thriving North West".

Challenges and Opportunities

These include:

- *Manchester as a Regional Centre*
- *Manchester Airport*
- *Significant tourist destination*
- *Birthplace of the Industrial Revolution and strong industrial legacy*
- *Successful diversification into new service sector industries*
- *Strong higher education centre*
- *Strong sporting and cultural legacy*
- *High levels of deprivation*
- *High levels of crime and disorder in some areas*
- *Need for significant housing renewal in some areas*
- *Health inequalities across the sub-region*



Key Issues for Bury

Vision

To make Bury a great place in which to live, work, visit and study

Challenges and Opportunities

- *The link to the Regional Centre*
- *Bury is seen as relatively affluent when compared to Greater Manchester but this can distract from the actual picture in Bury. The English Indices of Deprivation 2004 show Bury to be the 99th most deprived borough*
- *Liveability – the borough scores highly in this area. There are three main reasons for this:*
 - Education – highly regarded schools and Bury LEA is identified as the 4th best education authority in the country.
 - Connectivity – the Metrolink system links the borough's major centres to the Regional Centre (soon to be extended, including to Manchester Airport). Bury also sits astride the crossroads of the east-west (M60/62) and north-south (M60/66) motorway network
 - Environment – large parts of the borough have good physical environment and also enjoy socially stable communities and relatively low levels of crime and disorder

- *Strong identity for the diverse areas and towns that make up the borough and detailed proposals in place for the town centres, including the development of the evening economy*
- *Opportunity to develop a dynamic housing market, including a quality rented sector but challenge of ageing stock in an area surrounded by Housing Market Renewal pathfinders*
- *Opportunities to attract new high value service sector operations to Bury that will allow local people to work closer to home.*
- *Relatively highly skilled workforce and low levels of unemployment*





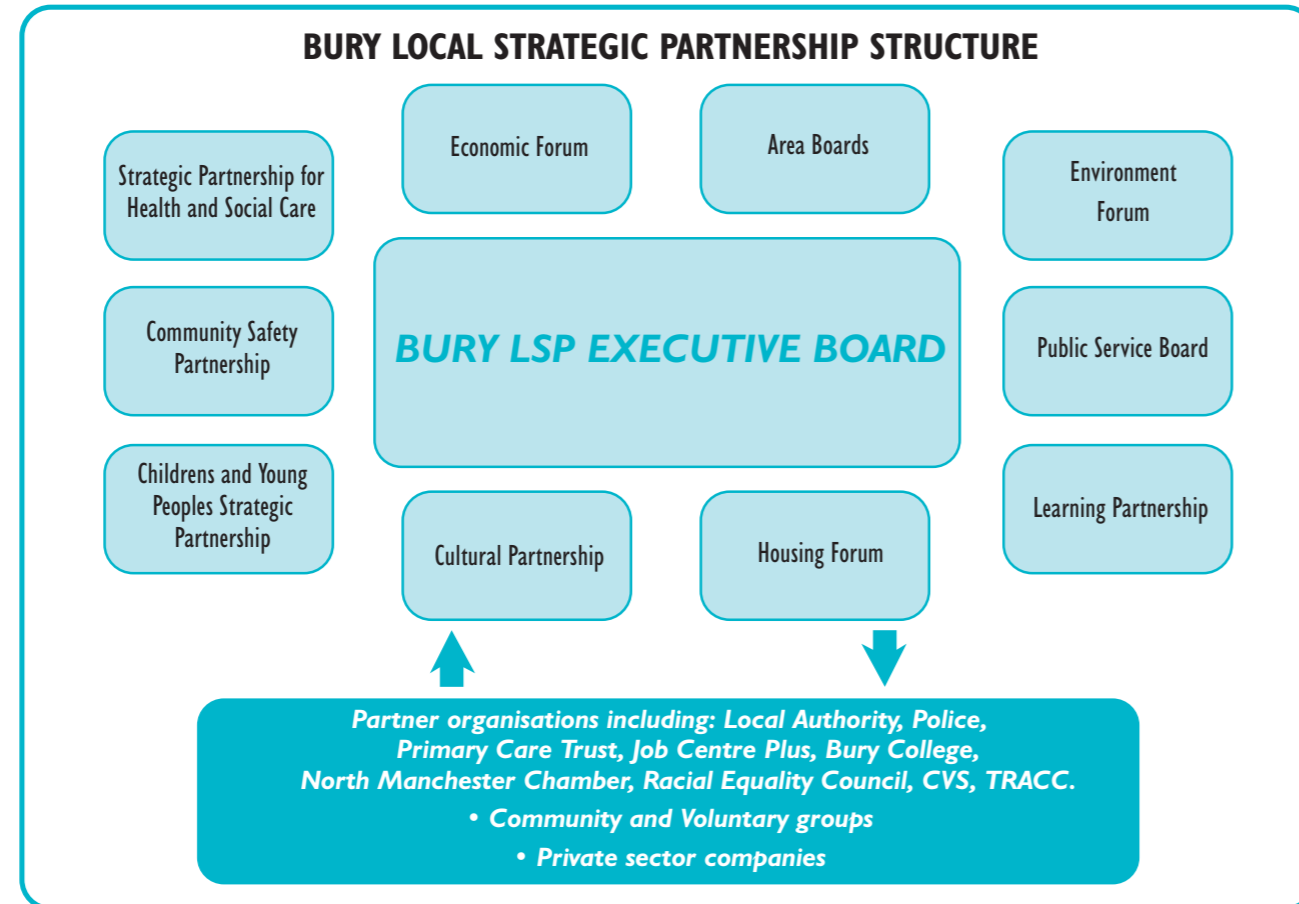
The Bury Community Strategy has been developed by Team Bury – the Local Strategic Partnership (LSP) for the borough. This is a family of partnerships that brings together all sectors in the Borough. It is responsible for developing and monitoring the delivery of the Community Strategy as part of its overall role in improving the quality of life for people throughout the Borough.

Team Bury is made up of a number of elements:

- Executive Board
- Thematic Partnerships (for example Community Safety Partnership and Learning Partnership)
- Geographical Partnerships – 6 Area Boards
- Organisations and Groups

This can be shown as diagram on right

A Community Network for the borough is being developed.



The Bury Community Strategy

The Community Strategy is a long term plan to ensure communities within Bury are sustainable, now and for future generations.

The Community Strategy identifies local challenges and priorities for achieving this and sets a range of actions to be carried out. It is produced on behalf of Team Bury which reflects the fact that success depends on us working together to improve the social, economic and environmental well-being of our borough.

Bury's first Community Strategy was published in 2001, together with six Local Community Plans. This first strategy was the just the beginning of community planning in the borough. The processes and relationships through which the strategy was produced have evolved since 2001, and will continue to do so.

Specific consultation events have been held as part of the development of our Community Strategy. The outcomes and findings of a whole series of other community engagement and consultation exercises have also been considered, reflecting the fact that community planning covers a wide range of partnerships, organisations and groups. Included in this was information from:

- Census 2001
- Residents Survey 2003 and 2004
- Community Cohesion Survey 2004
- English Indices of Deprivation
- Bury Health Survey 2004
- Knowledge Economy Audit 2004
- Crime and Disorder Audit
- Community Mapping (Bury Reassurance Project) 2005
- Area Board Listening Days
- Stakeholder Conferences

Key issues and findings from these studies and surveys will be contained in the Borough Profile which will be produced to be considered alongside this Community Strategy.



Community Strategy - Ambitions

Ambitions – Bury in 2025

We have set clear Ambitions for the future of our borough. They are based on the evidence and information about Bury today in 2005, and reflect the concerns and issues people have raised with us through surveys, meetings, complaints, comments, during elections and in day to day contacts.

The Ambitions provide a clear statement about how the borough will be in 2025 and will allow us all to see how well we have done in achieving what we have set out to do.

The place to live in Greater Manchester

Bury is already an attractive place to live, with 78% of respondents to our Community Cohesion survey satisfied with their neighbourhood as a place to live, and 95% feeling it had improved recently. Unlike many of our neighbouring areas we saw our population grow between 1991 and 2001 (3.1% increase compared with a 2% decrease in the North West). We want to ensure it is the location of choice in the sub-region. We see this happening through regeneration of the existing urban whilst continuing to protect the countryside and preserve the features that make the Borough popular.

An area where people feel safe and secure.

Close working with the Police has reduced crime in recent years and Bury now has one of the lowest crime rates within Greater Manchester. There is however room for improvement and our partnership with the Police will continue to look for ways to make the Borough a safer place and address people's fear of crime.

The healthiest Borough in the North West

Bury has significant challenges in terms of health, for example 19% of local people have a limiting long term illness (Census 2001). By working with other agencies in the Strategic Health Partnership we can reduce the health inequalities that exist in (and across) the Borough.

A popular visitor destination

Bury already attracts people to the borough for days out and longer visits. But we

recognize that to achieve this Ambition we need to further develop our borough as a visitor destination. We will focus on heritage partnerships (East Lancashire Railway and refurbishment of the canal basin), investment in leisure activities (modern and attractive parks, public access to the countryside) and revitalising town centres. Enhancements to the cultural quarter in Bury including approximately £1.2 million refurbishment of the museum and arts facility, environmental schemes and community safety initiatives are also contributing to making centres vibrant and welcoming during the day and in the evenings.

Premier retail town in the north of Greater Manchester

To support the growing residential population, comprehensive leisure and retail schemes are at an advanced stage. These have been designed to complement existing developments and add to the list of attractions such as Bury's Famous Market.

A centre of excellence for education in the North West

We are proud of our national reputation for educational excellence. We have a Local Education Authority which is recognized as excellent, Bury College has Beacon Status as does Holy Cross sixth form college. Continuing with good exam results and popular schools, we are looking to increase the life choices of our residents.

Each township thriving

A key feature of the Borough is its strong sense of community with each of the six townships having a distinctiveness that we are keen to celebrate and develop as we deliver our Ambitions for the future.

An area with first class services.

We want local people to receive the best possible services.

Quality jobs for Bury people

We want the people of the borough to have the right skills to enable them to access quality jobs wherever they are. Bury has low unemployment (2.2%) but many jobs within the borough are part-time and lower paid. We also want to improve local job opportunities (48% of the workforce currently commutes out of the borough) and to create the right conditions for more highly skilled, knowledge based jobs to locate in the Borough.

The Bury Community Strategy - Focus

Taking account of the needs and aspirations of all our communities, now and in the future, means we must work on a wide range of issues – some of which have the potential to conflict with each other. We need to consider national and regional priorities as well as those things which are important locally. We need to look at the facts and figures we have (e.g. reported crimes) and consider these alongside people's views (e.g. feelings of safety). We need to work together to achieve common goals, but in a way which supports individual organisations and groups meeting their own objectives.

At all times we focus on:

- **The people of the borough – residents, employees and businesses, students and visitors**
- **The places in which they live, work, study and visit; and**
- **The organisations and groups that work to make the borough a better place for all**

Delivery Themes and Action Plan 2005-2008

We are proud to have already achieved considerable success in relation to some of our Ambitions. The challenge for the future is to maintain such success and improve still further. In other areas we have more work to do but the borough is fortunate to have the necessary commitment, energy and enthusiasm to help us achieve our vision.

There are many plans, strategies and partnerships in place across the borough, Greater Manchester (sub-region), North West (region) and nationally which contribute towards meeting the goals we have set ourselves in the Community Strategy.

We have developed an Action Plan which sets out the main activities we are planning to focus on locally for the next three years, and the main outcomes these activities contribute to.

We have structured our Action Plan around Delivery Themes. These show our priority areas for action over the next three years and reflect the fact that many of our actions have more than one outcome – for example clean streets increase people's satisfaction with their neighbourhood, but also help people feel safer.

Delivery Themes

Safe, Strong and Confident Communities

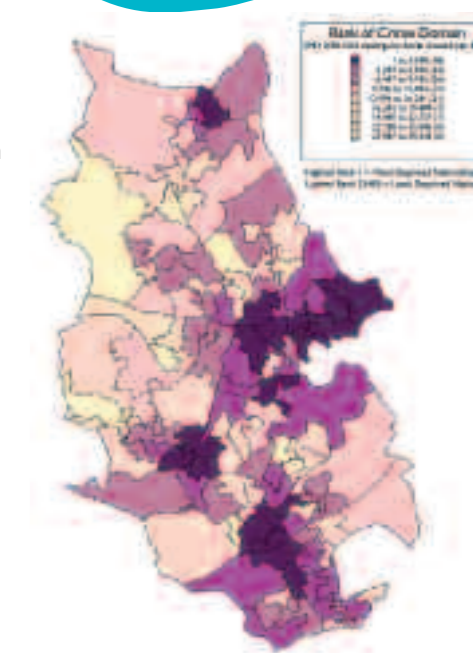
Reducing levels of crime and disorder, as well as fear of crime is a priority. The map shows English Indices of Deprivation in relation to crime in Bury. This Domain measures the incidence of recorded crime for four major crime themes (burglary, theft, criminal damage and violence) representing the occurrence of personal and material victimisation at a small area level.

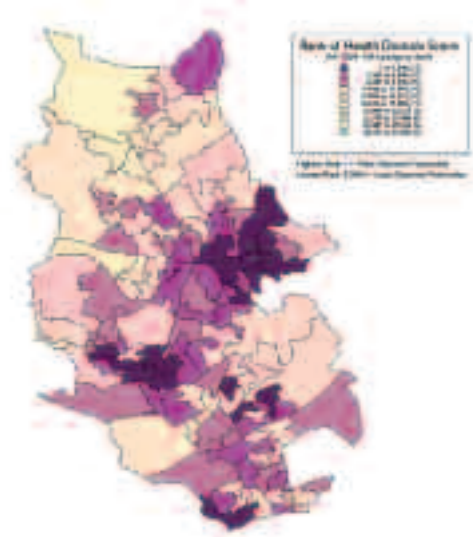
The community planning process recognises the need to engage with communities in the delivery of outcomes, as part of the civil renewal process. As part of delivering the Community Strategy Community Agreements will be developed. These Agreements will state the roles and responsibilities of agencies in delivering agreed outcomes. In addition, through a process of dialogue and consultation, the Agreements will also include the roles and responsibilities communities identify for themselves in achieving these outcomes. Specific work will be done with young people to identify their contribution to communities.

Children and Young People

In planning for, and investing in the future it is essential that we work with children and young people. We need to ensure services, facilities and ways of working which recognize their needs and have a new focus on outcomes. Whilst some children do well, others need more assistance and support to achieve their potential. We want all our children to have the best possible start in life, and to build the foundations for improved life chances, so an increasingly personalised approach needs to be developed.

Children and young people also have important things to say about a range of their, and other, services. It is crucial that we develop better systems to collect and act on these views as part of improving what we do, and the ways we do it.





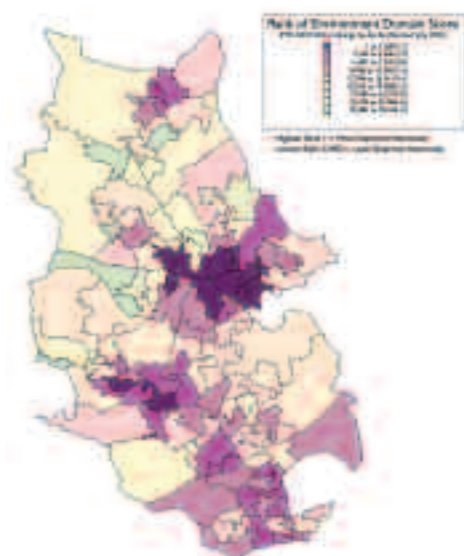
Healthier Communities and Vulnerable People

Improving the health of the people of the borough is a priority for us all. We will focus on maintaining good health, providing opportunities for fun and enjoyment as well as providing health and social care services.

The map below shows the English Indices of Deprivation in relation to health and disability. This domain identifies areas with relatively high rates of people who die prematurely or whose quality of life is impaired by poor health or who are disabled, across the whole population.

Sustainable Communities and Transport

The quality of the environment in which we live and work is important to us all and we are fortunate that it is good for large parts of the borough and we have pleasant places in which to live and visit, which, depending on personal choice, might be increasingly vibrant "urban village" centres close to Manchester or semi rural locations in the Pennine foothills. Our vision ensures that we maintain and build upon this and that our urban environment matches the quality of the rural environment in the Borough. We



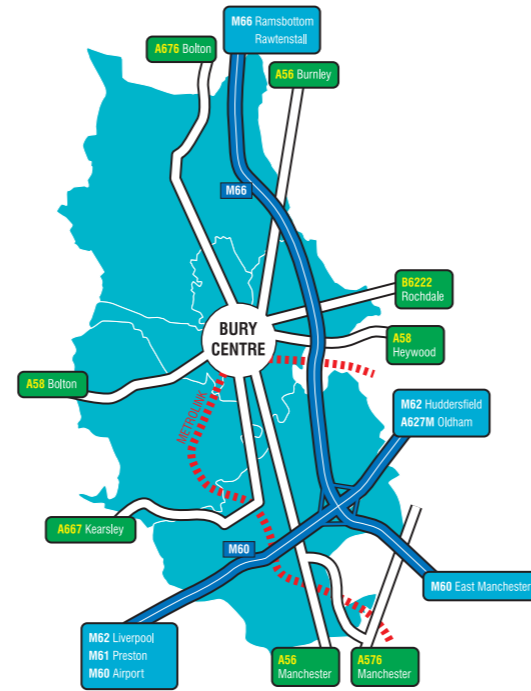
are aware of our rich heritage and local environment. We recognise it as a valuable and vulnerable resource that needs our protection and enhancement to ensure that it continues to be a source of enjoyment and inspiration for both future generations and ourselves.

The map left shows the English Indices of Deprivation in relation to the Living Environment. This Domain focuses on deprivation with respect to the characteristics of the living environment. It comprises two sub-domains: the 'indoors' living environment which measures the quality of housing and the 'outdoors' living environment which contains two measures about air quality and road traffic accidents.

The borough also has excellent communication links – with the Metrolink system connecting the Borough's major centres to the Regional Centre. Bury also sits astride the crossroads of the east - west (M60/M62) and north – south (M60/M66) motorway network.

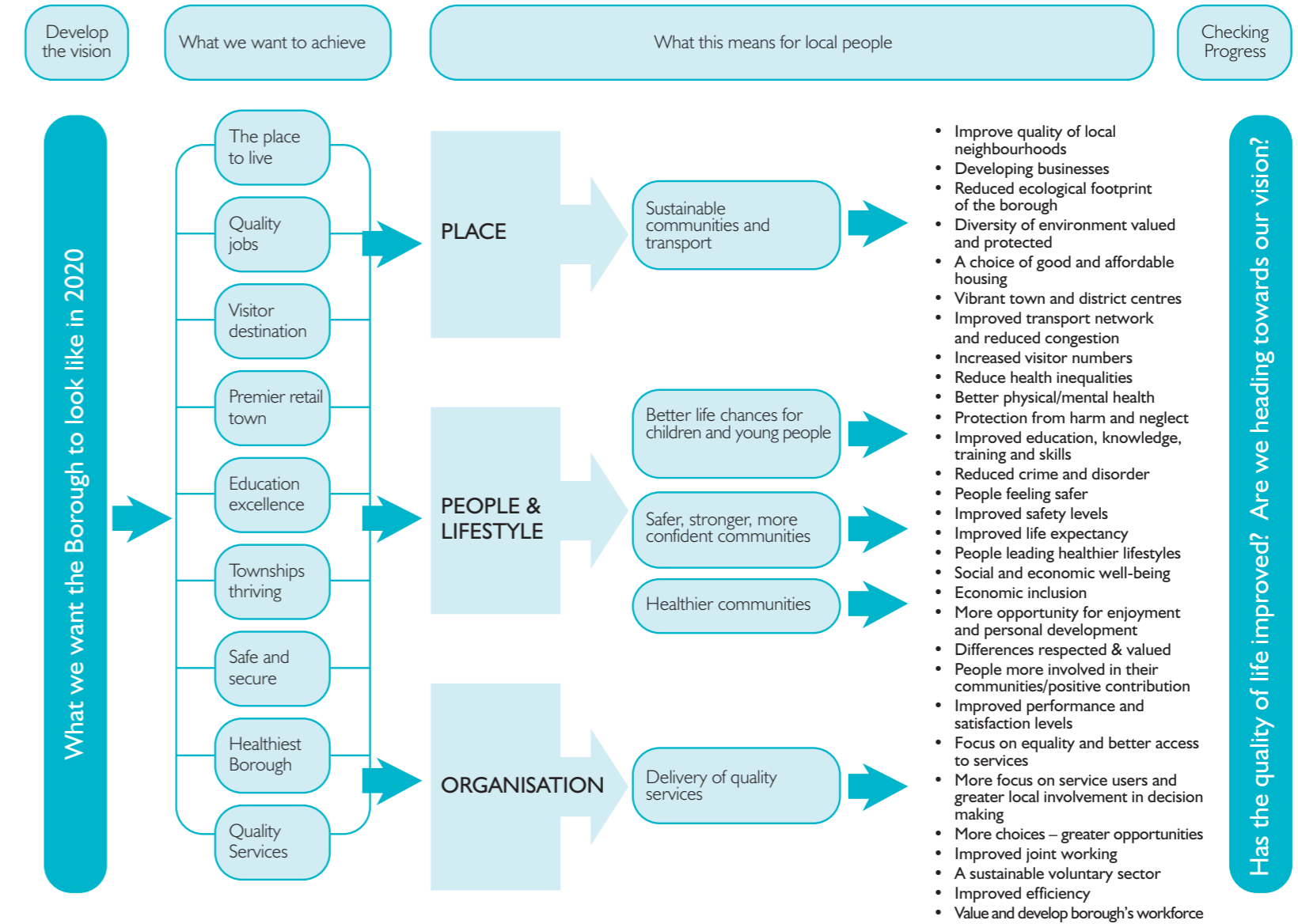
Quality Services

The borough is served by a range of organizations – public, private, voluntary and community. In order to deliver our Ambitions these all need to work as effectively and as efficiently as possible, with workers and volunteers with the necessary skills and competencies. Services must meet the diverse needs of the borough's communities and enable people to have choices about the way in which they access those services.



Map showing Bury and communication links

A summary of our Ambitions, Focus, Delivery Themes and Action Plan outcomes is shown below:



What we want the Borough to look like in 2020

Has the quality of life improved? Are we heading towards our vision?

Ways of Working – Our Shared Principles

Our Ambitions set out how we see the Borough in 2025, and the Delivery Themes and Action Plan show the main areas on which we will focus during the next three years in our journey towards achieving the vision.

In the work carried out to develop the Community Strategy, and in the work which will now follow in delivering it we are committed to a number of core principles that shape the way in which we do things:

Sustainability

In taking action we will make sure that we don't compromise the ability of future generations to meet their own needs. Sustainable development is required in order to create a society where everyone has a good quality of life while maintaining and enhancing the environmental resources upon which human societies depend. We will aim to integrate social, economic, environmental and physical objectives. Integration is the key to achieving sustainable development. Most development meets at least one of these goals, however, progress in one area, for example, economic growth at the expense of environmental degradation will affect social conditions and the economy in the longer term. We look for creative and innovative solutions to the challenges in the borough and focus on achieving a balance between social, environmental and economic objectives at all times.

Bury has a history of promoting sustainable development. The Council and its partners recognised the importance of moving towards more sustainable patterns of development and published Bury's Local Agenda 21 Strategy in 1998. Since then good progress has been made although challenges still remain.

The development of the community planning process, with its remit to contribute to the achievement of sustainable development and sustainable communities, together with the establishment of Bury's LSP (Team Bury) provides a framework to take the LA21 process forward in a more holistic manner.

In delivering this Community Strategy we want the communities that make up the borough to be sustainable. This means ensuring communities that meet the diverse

needs of existing and future residents, their children and other users, as well as contributing to a high quality of life and providing opportunity and choice. Communities achieve this in ways that make effective use of natural resources, enhance the environment, promote social cohesion and inclusion and strengthen economic prosperity.

Equality and Diversity

In taking action we recognise the right of our communities' to have their own identity, to being heard and to having their needs addressed, to celebrate the richness of these differences in a way that brings people together and does not set one set of needs against another.

Being inclusive and promoting equality of opportunity enables us to provide services fairly to all sections of the community which includes our employment practices. We want to reduce the inequalities that exist in the Borough and create a more inclusive Borough where people feel they have a sense of belonging. We are committed to promoting trust, understanding and good relations between all communities.

Community Cohesion

In taking action we will focus on developing understanding and good relations between different communities and people from different backgrounds, faiths and cultures.

We will work in partnership to make sure our vision for the future is understood and shared by all, and that there is a sense of belonging for all communities. We are striving for a Borough where the diversity of people's different backgrounds and circumstances are appreciated and positively valued, and where those from different backgrounds have similar life opportunities. As part of achieving this, strong and positive relationships need to be developed between people from different backgrounds and different age groups in the workplace, in schools and colleges, and within neighbourhoods.



Regeneration and Renewal

In taking action we will focus on regenerating the borough. Regeneration describes efforts to tackle linked problems of unemployment, social exclusion, physical dereliction and environmental well being, responding to the needs of local communities.

A number of areas within our borough show high levels of deprivation. Overall, eleven of the Super Output Areas in Bury fall within the 10% most deprived nationally, and 24 within the most 20% most deprived nationally (Indices of Deprivation 2004). Looking at these SOA's in terms of wards, Bury's most deprived wards are:

- East
- Radcliffe North
- Radcliffe West
- Besses
- St Mary's

These wards have been targeted due to the scale of regeneration issues impacting on these areas requiring a focus of various themes of the Community Strategy. However, we also recognise that a characteristic of Bury is that pockets of deprivation are often hidden within wards, therefore issues within non targeted wards also need to be considered through a number of spatial priorities under themes and delivered through Local Community Plans.

Celebration

In taking action we will promote our borough's strengths and the successes of its people and services. We will celebrate what we do well as part of developing confident communities and confident organizations.



Delivering for the Borough

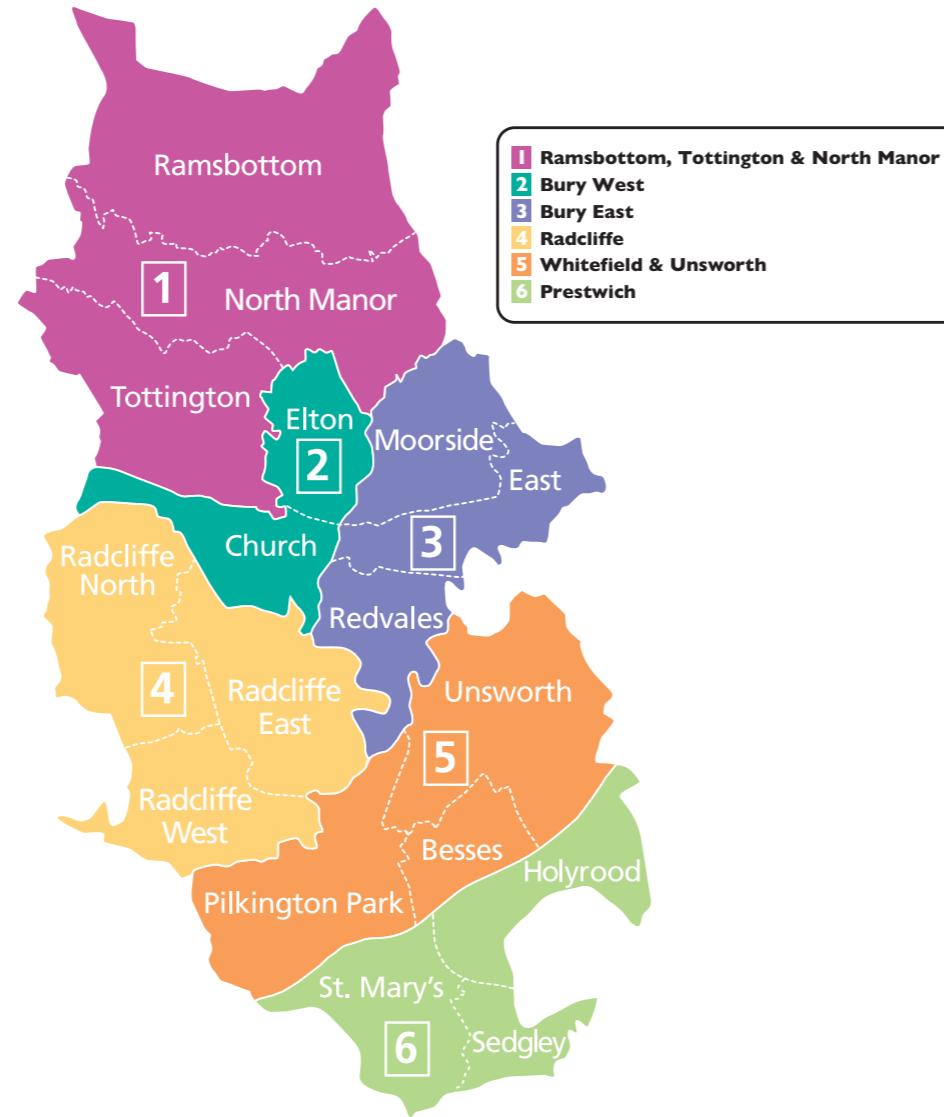
The Community Strategy and its Action Plan will be delivered by the network of partnerships and organisations that make up Team Bury. The Action Plan identifies the lead partnership which will act as the accountable body for achieving each outcome, whilst recognising more than one partnership may contribute towards achieving that outcome. In some cases there is not currently an effective partnership in place to take this role. In those instances development work will take place during 2005/06 to make sure the partnership is in place. A lead organisation is named as accountable body in the interim.

The Local Strategic Partnership will receive regular progress reports on delivering the Action Plan and is currently developing its performance management framework. This will take into account the different levels of performance management and the role of other parts of Team Bury in monitoring achievement. The framework will include:

- Overall performance at the borough level
- Performance of thematic partnerships
- Performance at Area Board level
- Performance of individual partner organisations

A Community Conference will be held each year in order to report progress to a wider audience and review and roll forward the Action Plan. An Annual Report on progress will also be produced.

Delivering at a Local Level



Local Community Plans 2005 – 2008

In order to connect the Community Strategy to the people and the communities that make up our Borough, the Ambitions have been translated into action plans at a local level. Local Community Plans have been produced for 2005-2008 which build on the first Local Community Plans published in 2001. These Plans take into account borough priorities as well as concerns and issues identified locally. They are based on the 5 Delivery Themes.

Area Boards are the focus for community planning at this level. Consultation has been carried out with local people at events such as Listening Days to discover their likes and dislikes in each area. Area Boards will receive regular performance reports and will review the Local Community Plans each year.

Delivering Through The Strategy Framework

As well as being delivered through the network of partnerships and organizations, and Area Boards, the Community Strategy will be delivered through the Strategy Framework across the borough.

The diagram below illustrates how the strategies and plans in place within Bury support both the development and delivery of the Community Strategy.



What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Overall levels of Crime and Disorder reduced	Overall crime levels reduced by 28% by 2008	14231 reported crimes in 2003/04	Community Safety Partnership
People feeling safer To reduce by 10% the	Feeling of being 'unsafe' out alone and using the town centre by 2008. (Night). To reduce by 10% 'signal crimes and environmental issues' by 2008. To complete the Bury Reassurance Project by 2007 to ensure improved understanding of the factors which influence, and the actions which address feelings of safety.	Fear of crime 'unsafe' town centre 58% people feeling of being 'unsafe' out alone and 53% feeling unsafe using the town centre at night (2004). To agree 'fit for Bury purpose' basket of measures by July 2005. Reassurance Project commenced 2004.	Community Safety Partnership
Improved safety levels	50% reduction (from the 1994-1998 average) in the number of people killed or seriously injured in road accidents (by March 2010) Integrated approach to safety education and awareness raising	55 people killed or seriously injured (2003/04) Range of safety education and awareness raising provided by partners (e.g. Crucial Crew).	Strategic Partnership for Health and Social Care Community Safety Partnership
People more involved in their communities	Community Agreements developed for all 6 Area Boards by 2006 Maximise number of people involved in decision-making % of people who feel they can influence decisions affecting their local area 20% of residents who believe their comments are listened to (March 2008). Maximise the number of people who feel they are involved in improving their neighbourhoods 60% of residents know who to contact if they want to change things (March 2008) 73% residents undertake voluntary, unpaid work (March 2008)	Establish a baseline in 2005 % of people who feel they can influence decisions affecting their local area (June 2004) 11% of residents believe their comments are listened to (June 2004) Establish a baseline in 2005 50% of residents know who to contact if they want to change their local area (June 2004) 69% of residents undertake voluntary, unpaid work (June 2004)	Bury MBC

What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Differences between communities and individuals respected and valued	Better communication with local people to promote awareness and understanding so: 60% of residents agree that their neighbourhood is an area where people from different backgrounds get on well together (March 2008) 50% of residents agree that ethnic & cultural differences are respected in their local area (March 2008) Targets relating to respect for other social groups reflecting the diversity of the borough to be set following baselining. 15% agree other people in the borough got unfair	priority to public services (March 2008). 49% of residents agree that their neighbourhood is an area where people from different backgrounds get on well together (June 2004) 47% of residents agree that ethnic & cultural differences are respected in their local area (2004) Baseline for other social groups reflecting the diversity of the borough (including age and disability) to be set during 2005	22% agreed other people in the borough got unfair priority to public services (2004) Currently no lead partnership
People to have the knowledge and skills they need to enter the world of work, further their education or take an active role within their communities	Increase vocational qualification attainment and improved employer engagement to link to employment Targets for NVQs to be set in 2005. Increase the number of people achieving basic literacy and numeracy skills - people to achieve a level 1/2 qualification in 2005/06. 2454 people to achieve a level 1/2 qualification in 2006/07	Proportion of population with - NVQ4 26.1% - NVQ3 45.7% - NVQ2 64.6% - NVQ1 80.1% 1138 people achieving level 1/2 qualifications in 2003/04	Learning Partnership

* Where there is no partnership in place or the partnership is not sufficiently developed, a lead organisation has been identified

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What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Develop economic inclusion	<p>Improve debt awareness and financial capacity through the establishment of a Community Finance Agency</p> <p>Increase the number of community enterprises</p> <p>To increase employment rates in most deprived super output areas (SOAs) and particular groups, including¹:</p> <ul style="list-style-type: none"> Disadvantaged young people Ethnic minorities (FT 14) Those with the lowest qualifications (FT 16) People on incapacity benefit Those aged 50+ People with disabilities/learning disabilities Lone parents <p>(baseline and targets to be determined)</p> <p>Develop the capacity of service providers and employers to recruit and retain employees from these groups</p> <p>Develop a process to link local people to new and existing job opportunities ensuring local benefit through planning agreements and negotiation</p> <p>Improve gross weekly pay of Bury's workforce by improving the quality of employment opportunities (target to be set in 2005)</p>	<p>Community Finance feasibility study (January 2004)</p> <p>One community enterprise – Re>build and one credit union – St Bernadettes</p> <p>14 SOAs in worst 10% in country in terms of employment (East Bury, Inner Radcliffe, Besses and Rainscough, Prestwich) and 10% Bury workforce workless</p> <p>9045 people in Bury on incapacity benefit 73.9% employment rate (2002/03)</p> <p>Gross weekly pay of Bury's workforce £400 (NW average is £440)</p>	Economic Forum

¹ FT = Floor Target (set by Central Government)

* Where there is no partnership in place or the partnership is not sufficiently developed, a lead organisation has been identified

Note: These are indicative areas and targets which will be developed further as part of the re-configuration of services and strengthened partnership working during 2005

What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Be healthy Sexually healthy and healthy lifestyle	<p>Reduction to 32.4 per 1000 in under 18 conception rate by 2008 (27.8 per 1000 by 2010)</p> <p>4591 children at Key Stage 1 and 6890 children at Key Stage 2 taking part in physical activity for at least 2 hours per week (March 2006)</p> <p>To increase to 65 the number of schools working at level 3 of the Healthy Schools Standard by 2005/06</p> <p>All schools to be smoke free by 2005/06</p>	<p>201 children at Key Stage 1 and 596 children at Key Stage 2 taking part in physical activity for at least 2 hours per week (2002)</p> <p>54 schools working at Level 3</p> <p>15 schools still to declare smoke free</p>	Children and Young Persons Partnership
Stay safe Safe from maltreatment, neglect, violence and sexual exploration	<p>% of children and young people who feel safe in their schools and communities</p> <p>100% of designated teachers receiving single agency training by December 2005</p> <p>100% of schools to have received whole school training by August 2007</p> <p>50% reduction in the number of children killed or seriously injured in road accidents (by March 2010)</p>	<p>Baseline to be established during 2006</p> <p>Baseline to be identified in 2005</p> <p>Baseline to be established in 2005</p> <p>7 children killed or seriously injured (2003/04)</p>	Children and Young Persons Partnership
Enjoy and achieve Achieve stretching national educational standards at primary and secondary school	<p>62% of 15 year olds achieving 5 GCSEs at grades A* to C (or equivalent) in 2006</p> <p>70% of children leaving care with 1 or more GCSEs (or equivalent) (A* - G)</p> <p>Reduce half-day sessions missed: - secondary schools -7.05% - primary schools – 5% (March 2007)</p>	<p>53.9% of 15 year olds achieving 5 GCSEs at grades A* to C (or equivalent) in 2004</p> <p>37.25% of children leaving care with 1 or more GCSEs (or equivalent) (A* - G)</p> <p>Half-day sessions missed - secondary schools (7.6%) - primary schools (2003/04)</p>	Children and Young Persons Partnership

* Where there is no partnership in place or the partnership is not sufficiently developed, a lead organisation has been identified

Children and Young People

What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Enjoy and achieve	<p>86% of 11 year olds achieving level 4+ in English and Maths in 2006</p> <p>38% of 11 year olds achieving level 5+ in English and Maths in 2006</p> <p>% of 14 year olds achieving level 5+ in 2006 in:</p> <p>English - 82%</p> <p>Maths - 84%</p> <p>Science - 79%</p> <p>ICT - 76%</p> <p>To raise attainment of pupils from underachieving minority ethnic groups and to close the achievement gap within the borough:</p> <p>5+ A* - C target to be set</p> <p>Key stage 3</p> <p>English L5+ 73%</p> <p>Maths L5+ 75%</p> <p>Science L5+ 63%</p>	<p>82% of 11 year olds achieving level 4+ in English and Maths in 2004</p> <p>29% of 11 year olds achieving level 5+ in English and 37% achieving level 5+ in Maths in 2004</p> <p>% of 14 year olds achieving level 5+ in 2004 in:</p> <p>English - 76%</p> <p>Maths - 76%</p> <p>Science - 68%</p> <p>ICT - 67%</p>	
<p>Making a positive contribution</p> <p>Engage in law-abiding positive behaviour in and out of school</p>	<p>37.9% rate of re-offending for all young offenders (aged 10-17) in 2005</p> <p>Reduced youths causing annoyance with 1,433 fewer incidents reported (April 2003 - March 2006)</p> <p>Community Agreement developed for young people</p>	<p>31.46% rate of re-offending for all young offenders (aged 10-17) in 2003/04</p> <p>6469 incidents of youths causing annoyance reported in 2001/02C</p> <p>Community Agreement process being developed setting out positive role in communities</p>	Children and Young Persons Partnership
Social and economic well-being	<p>75% of care leavers going into education, employment or training</p> <p>Number of business start-ups among 18-24 year olds (Target to be set in 2005)</p> <p>Multi-agency transition planning procedure fully implemented in the academic year 2006/07.</p> <p>95 young people transfer with person centred transition plan 2005/06</p> <p>100% target group transfer with person centred transition plan 2006/07</p>	<p>31.8% of care leavers going into education, employment or training</p> <p>Baseline to be established in 2005</p> <p>Multi-agency transition planning procedures piloted 2004/05</p> <p>2005 transition - 48 people have persons centred transition plan</p>	Children and Young Persons Partnership

Healthier Communities and Vulnerable People

What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Life expectancy improved	<p>Increased life expectancy for</p> <p>Women - 82.5 years</p> <p>Men - 78.6 years</p> <p>Achieved by:</p> <p>A 40% reduction in deaths from heart disease and stroke in people under 75</p> <p>A 20% reduction in deaths from cancer in people under 75</p> <p>A 20% reduction in death by suicide and undetermined injury</p>	<p>Life expectancy:</p> <p>Women - 79.8 years (national 80.6 years)</p> <p>Men - 75 years (national 75.9 years) (2002)</p>	Strategic Partnership for Health and Social Care
People leading healthier lifestyles	<p>Improved integration of approach to delivery of health and social care provision in the borough</p> <p>Non-smokers protected from the effects of tobacco smoke by:</p> <p>Bury a smoke free town by 2008</p> <p>By 2010 reduce the number of smokers:</p> <p>- Male 25% (18-24 age range)</p> <p>- Female 20% (18-24 age range)</p> <p>40% of people taking moderate (30 minutes a day) exercise by 2010</p> <p>50% of people taking moderate (30 minutes a day) exercise by 2020</p> <p>4591 children at Key Stage 1 and 6890 children at Key Stage 2 taking part in physical activity for at least 2 hours per week (March 2006)</p> <p><u>Diet</u></p> <p>Reduce by 0.5% per annum the % of the adult population which is obese (March 2008)</p> <p><u>Drinking/Drugs</u></p> <p>Reduce the number of people drinking over the sensible alcohol unit (target to be set in 2005)</p> <p>Targets to be set in 2005 following study</p>	<p>Joint arrangements in place for Adult Care Services</p> <p>Existing smoking levels:</p> <p>- male 35% (18 - 24 age range)</p> <p>- female 36% (18 - 24 age range)</p> <p>21.5% of the adult population of Bury is physically inactive. This rises to 35% in certain areas of the borough</p> <p>Nationally, 32% of people taking moderate (30 minutes a day) exercise (2004)</p> <p>201 children at Key Stage 1 and 596 children at Key Stage 2 taking part in physical activity for at least 2 hours per week (2002)</p> <p>14.5% of the adult population of Bury is obese</p> <p>Nationally, 1:5 boys and 1:4 girls are overweight or obese</p> <p>21.1% of people drink over the sensible alcohol limit.</p> <p>Research study into drugs (markets and use) in Bury under way.</p>	Strategic Partnership for Health and Social Care

Healthier Communities and Vulnerable People

What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Reduce Health Inequality between Communities	<p>Narrow the gap between the 20% most deprived communities and the population as a whole measured by life expectancy at birth and infant mortality</p> <p>NB linked to targets above for reducing deaths from heart disease and cancer.</p> <p>tackle the underlying determinants of ill health by:</p> <ul style="list-style-type: none"> - reducing adult smoking rates to 21% (with a reduction prevalence among routine and manual groups to 26%) - Halt the year on year rise in obesity in children under 11 	<p>Redvales ward is in the 10% most deprived wards</p> <p>Bury - current smoking rates 29.2%</p>	Strategic Partnership for Health and Social Care
People have choices that enable them to have control over their lives and achieve their aspirations	<p>Promote Mental Health By 2010: -reduction in suicides within the borough by 20%</p> <p>Monitor and evaluate outcomes from implementation of borough Mental Health Promotion Strategy</p> <p>Job Control By 2007 at least 20 employers have policies which explicitly state how they maximise the job control of their staff (include all statutory organisations represented on the LSP)</p> <p>Establish a job control partnership group</p> <p>Develop a workplace health programme with Groundwork</p> <p>Carers Carers supported, with 30% of total assessments to be Carer's assessments</p> <p>1300 carers supported in 2005/06</p>	<p>Promote Mental Health Suicides within the borough 8.7 (1996) per 100,000 population)</p> <p>Job Control Employer survey to establish baseline data</p> <p>27.3% of people who completed Bury Health Survey (2002) have low job control.</p> <p>Carers Currently below 25%</p> <p>1150 Carers supported at present</p>	<p>Strategic Partnership for Health and Social Care</p> <p>Learning Disability Partnership</p>

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Healthier Communities and Vulnerable People

What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Opportunities for enjoyment and personal development	<p>Increased usage levels:</p> <ul style="list-style-type: none"> • Libraries – 6,000 visitors per 1,000 population • Art Gallery/Museum – 306 visits per 1,000 population • Leisure facilities – 1,124,000 visitors per year • 5% increase in library internet usage • 20% increase in Leisure cards <p>Enhanced awareness of Bury's 'Culture Quarter' and its facilities (March 2008)</p> <p>72% of residents satisfied with parks and open spaces (March 2007)</p>	<p>Usage levels (2003/04)</p> <ul style="list-style-type: none"> • Libraries – 5393 per 1,000 population • Art Gallery/Museum – 211 visits/usages per 1,000 population • Leisure facilities – 1,087,118 visitors <p>Internet usage = 59,447 'access hours' (2003/04)</p> <p>Baseline to be set by awareness survey in 2005</p> <p>71% of residents satisfied with parks and open spaces</p>	Cultural Partnership

What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Improved quality of local neighbourhoods	82% of people satisfied with their neighbourhood as a place to live (March 2008) 66% resident satisfaction with street cleanliness by 2007 Cleanliness Index Rating 13.5% by 2006/07 72% of residents satisfied with parks and open spaces (March 2007) Reduce the number of days when air pollution is moderate or high for PM10 at Bury road side Increase the area of local nature reserve to 1Ha per 1000 of the population	78% of people satisfied with their neighbourhood as a place to live (2004) 48% resident satisfaction with street cleanliness (2003/04) Cleanliness Index Rating of 16% (lower is better) 71% of residents satisfied with parks and open spaces (2003/4) During 2004 there were 12 days when air pollution was moderate or higher for PM10 at Bury road side There are 4 local nature reserves within the Borough (2005) or 0.68 Ha per 1000 residents (2002 popularity)	Bury MBC
Developing Businesses	Business/commercial expansion by opening up: - Bury Ground (sub-regional strategic site) - Townside Field - Dumers Lane/Radcliffe Road - Pilsworth (March 2008) Increase number of business starts Improve sustainability of new business start ups in the Borough by increasing the number still in existence after 12 and 24 months. Reduce number of VAT deregistrations as a percentage of stock at end of year to 9.5% % of businesses satisfied with the local area as a business location. Develop Bury's image as a place to do business (Marketing Strategy) Relative employment/output growth in priority economic sectors in the area (i.e. knowledge economy, retail, leisure and office based)	Bury Ground identified as a sub-regional strategic site. 3 local strategic sites identified. 9 Employment Development Areas identified Business starts per 10,000 working population (26.9%) (37.2% in GM) Number of VAT deregistrations as a percentage of stock at end of year (10.7%) (Business Stock – 4,545) Baseline to be established in 2005 Employee jobs: - Manufacturing 14.5% - Construction 3.4% - Distribution, hotels & restaurants 26.4% - Transport & commerce - Finance, IT and other business 11.2% - Public admin, education and health 32.9% - Tourism 7.8%	Economic Forum

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What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
	Promote the knowledge economy in Bury. Funding to be in place for Bury Business Net Successor Programme (April 2005-2007)	Knowledge Economy Action Plan agreed	
Reduced environmental impacts & resource consumption	8% reduction, on 2000 baseline, in Co2 emissions from community sources 20% recycling rate by March 2006 and 33% recycling rate by 2010 To reduce the ecological footprint of residents in the Borough	Emissions equated to 1,307,541 tonnes in 2000. 9.21% recycling rate (2003/04) The ecological footprint of residents in the Borough 5.36 global hectares (2004)	Bury MBC
Diversity of environment valued and protected	No net loss of designated sites Action to protect historic buildings at risk of loss or decay and number of Conservation Areas appraisals 1ha of local nature reserve per 1,000 of the borough's population Achievement of English Nature's ANGST standards for accessible green space Increase the distribution & abundance of species & habitats identified in Local Biodiversity Action Plans Data Gap for landscape character	Existing areas of ecological importance such as statutory or non-statutory designations (SSSI, SBI, BAP priority habitats & ecological corridors) Landscape character assessment baseline study (currently at draft stage) 0.68ha of Local Nature Reserve per 1000 of the Borough's population Landscape character assessment baseline study (currently at draft stage)	Bury MBC

Ecological footprint – the land required by the people of the borough to provide continuously provide all the resources and services they presently consume and to absorb all the waste they presently discharge wherever that land might be. If the entire world's population used the same resources as Bury residents in 2004 two more earths red planets would be needed to sustain the planet's population.

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Increased numbers of visitors to the borough	Visitor spend Tourist days by category of visitor (Targets to be set in 2005) Tourist numbers by category of visitor (Targets to be set in 2005)	Expenditure (2003) £87.96 million 5,365,300 (2003) 4,907,940 (2003)	Bury MBC
Improved housing	Reduction in the proportion of unfit houses by 4% per annum (March 2007) 100% council housing meeting the decency standard (March 2010)	2732 unfit private properties (2001 Stock Condition Survey) 23% of council housing below decency standard (2003/04) Number/% of dwellings on large housing schemes (above 25 units) that are provided under affordable housing policy	Housing Forum
Vibrant town and district centres	Development of retail, office and leisure provision in Bury Town Centre (March 2007) Completion of Phase 7 of Townside Fields by April 2007 Regeneration of Inner Radcliffe through implementation of the "Re-inventing Radcliffe" vision including the development of master plans for: • Sustainable Urban Neighbourhood Quarter (March 2005) • New Radcliffe Riverside School (March 2007) Contribute to vitality of other district centres in the borough	"Bury but Better" action programme in place Plan for "Re-inventing Radcliffe" adopted 2004	Bury MBC
Improved transport network and reduced congestion	Reduce rate of traffic growth to 8% above baseline to ease congestion and impact on the environment (2011) 2.8% of journeys to work to be by cycle (2011) 52% of pupils walking to school; all schools with Travel Plans (2010) Reduce the % of roads worn out to 7% for classified non-principal roads and to 8% for residential roads by March 2007	Traffic growth in Bury is currently 15% above 1988 base year 1.2% of all journeys to work are by cycle 45% of pupils walk to school; 8 schools have travel plans 12% of classified non-principal roads and 14% of residential roads are worn out (2003/04)	Bury MBC

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Equality and ease of access and provision of services	Co-ordinated access to information and services in the borough: - 2 more Council Information points to be established - 6 Borough Information Points established - Co-ordinated approach to Translation and Interpretation Services Target to be set for residents who believe they are kept well informed about services in the borough Introduce a borough web-portal	4 Council Information Points established Establish baseline for residents who believe they are kept well informed about services in the borough (2005 Residents Survey) Existing web-sites for partnerships and organisations	Public Service Board
Valuing and developing the borough's workforce	Public sector workforce profiles that reflects the diversity of the Borough: Age Gender Ethnicity Disability } Targets to be set in 2005	Baseline to be established in 2005	Public Service Board
Sustainable Voluntary Sector in the Borough	Concerns of voluntary sector addressed so reduced numbers identify the concerns highlighted in 2004: Resources Inadequate financial stability (15%) Inadequate facilities (8%) (March 2008) Develop a basket of indicators which describe the sustainability of the voluntary sector (March 2006) focused on: • Governance & management • Resources • Marketing • Partnership Working • Diversity & Equality Target to be set following baseline for % of Voluntary Sector who believe the Voluntary Sector Compact is working well.	Priority issues for the voluntary sector: Inadequate financial stability (24.6%) Inadequate facilities (13.8%) (2004) (2004 Audit) Voluntary Sector Compact introduced. Baseline established in 2005 in relation to the proportion of the Voluntary Sector who believe it to be working well.	Council for Voluntary Services

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What We Want To Be Different (Outcomes)	What We Want To Achieve (Targets)	Where We Are Now (Baseline)	Who Is Accountable for Delivery*
Improved performance of services resulting in improved satisfaction.	<p>Increase of % of residents satisfied with overall delivery of public services to them/their neighbourhood from baseline established in 2005.</p> <p>Satisfaction with local authority services</p> <p>Satisfaction with Health Services</p> <p>Satisfaction with Police</p> <p>% of users satisfied with public transport</p>	Baseline to be established from 2005 residents survey.	
Improved focus on service users	<p>Phase 1 – to map existing approaches to user focus and community engagement across the borough, including communication, consultation and participation (end 2005)</p> <p>Phase 2 – to identify priorities and targets following the scoping process in Phase 1.</p>	Range of approaches used by organisations and partnerships for improving user focus and community engagement.	
Improved joint working	<p>Joint information base provided through borough and area profiles (2006)</p> <p>Integrated performance management framework for the borough including development of LPSA (2) (March 2006)</p> <p>Co-ordinated consultation programme for the borough.</p>	<p>Separate information databases held by organizations and partnerships</p> <p>LPSA (1) agreed and due for completion by March 2006.</p> <p>Some shared consultation takes place.</p>	
Improved efficiency	Increasing efficiency demonstrated by delivering 2.5% efficiency savings per annum		

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