

Let's do it!



**BURY 2030 STRATEGY
SEPTEMBER 2020**

Bury Council consists of six towns: **Bury**, **Prestwich**, **Radcliffe**, **Ramsbottom**, **Tottington** and **Whitefield**

Key considerations

Section 1 - Introduction from Council Leader and CCG Chair

Over the past year we've taken a long, hard look at ourselves.

We have looked at our strengths: Our accolade this year as the Greater Manchester Town of Culture 2020; the new system-wide ways of delivering health and social care; our longstanding, award-winning town centres and green spaces; and our resilient communities that are supporting each other and standing strong in the face of the global pandemic.

We have also acknowledged our big challenges: after decades of improvement, increases in life expectancy for local people have stalled; life expectancy and healthy life expectancy is lower than the rest of the country; deprivation remains highly concentrated in the same areas as in 2010 and again in 2015; a lot of work is needed to regain our place as leaders in educational attainment; and the journey to carbon neutrality will be a massive challenge.

We have started a conversation with people across all our towns and communities about their views of our Borough; we have talked about where we want to be in 10 years' time and most importantly what we can *all* do to help get us there.

The conversation has been interrupted by Covid-19. We are all still responding to the emergency and will be dealing with the economic and health impacts for some time. But we are learning so much about ourselves: the way we work together in times of crisis; how a new model of relationship focused public services can help people to become more empowered to transform their own lives; and how businesses can support each other and their local communities. Our emergency response gives us confidence that, when we work together, we can make a real difference.

This is a strategy which brings all that thinking together.

The Bury 2030 Strategy has been developed by the 'Team Bury' partnership for everyone who has a stake in our Borough's future: local people, community groups, organisations of every sort, whether public, private or voluntary. This is not just a "public sector" strategy. It belongs to all of us and delivering it is a responsibility we all share.

This strategy is a call to action for everyone in our Borough to get behind the change we all want to see and do all we can to make it happen. It is a commitment to a decade of reform; a bold ambition to tackle deprivation and improve growth through a programme of work that covers people; places; ideas; infrastructure and the business environment.

To make it happen, our plan commits public service leaders and front-line staff to improving essential services, such as schools and health and care services, as well as supporting economic regeneration and the enhancement of our physical environment.

But we know that it is the relationships, not services, which truly make the difference to people's lives. This is already true in each of our townships which identify quite distinctly and have their own tight communities. We want to build on this and make a radical shift from a service to a relationship-based system, through empowered local communities. Through valuing the skills, strengths and successes of individuals and communities, we will strike a clearer balance between high quality service delivery and a new focus on community building through our collective inspiration, aspiration, participation and collaboration. If we harness this properly we can tackle

some of the great causes of inequality within the Borough: a poor start in life; blinkered horizons; poor education; and poor quality work. Together can make sure everyone has the best possible life chances.

The spirit of the people of our Borough will ensure that its future surpasses its distinguished past. This will be a place in which people are helped to make the best of themselves, and where everyone can explore their dreams. A place in which the relationships we nurture combine into the community we love.

As the late, great Victoria Wood – born in Prestwich and brought up in Bury - said ‘*Let’s do it.*’

Leader & CCG Chair

Dreams

*I don't know what I want to be when I'm older
But I know how I want to feel
I want to feel a sense of normality
With relationships that are real
I thought about being an air hostess
Or a beautician doing nails
Something I can earn my own money
To spend in all the sales
I'd like to live out in the sun
Maybe the United States
Somewhere by a golden beach
Just hanging with my mates
I hope wherever I end up
My life is full of smiles
I dream of feeling safe and loved
Without social work files*

By the Bury Care Leaver's Forum, February 2020

Section 2 - Context

As a Borough, we are embarking on the ambitious programme of change at a time when we and the whole nation are facing up to the enormous social and economic challenges resulting from the Covid-19 pandemic. We are experiencing our greatest challenge in a generation.

Covid-19 has already affected every person, every business and every community in some way. To some it has been inconvenient, to some challenging and, to many it has been devastating. Some people have lost loved ones; many have been shielded and faced isolation and loneliness. A great many people or their families have or are now experiencing poor health or concerns for their health in the future.

The impact has been unequal and unfair, starkly highlighting and deepening inequalities. Many more people in Greater Manchester are now experiencing unemployment than before the crisis, businesses have closed or reduced staff numbers. Further redundancies and business closures are unfortunately inevitable – the extent will depend on how the economy recovers.

Many positives have been revealed in our response to the pandemic so far. It has shown the strengths of our communities; the stoic spirit of our residents and the effectiveness of our partnerships, networks and relationships. It has shown the value of the reform work previously done - our response would not have been possible without the excellent joined up health and social care services delivered in our neighbourhoods, or the joint health and care commissioning arrangements between the council and the CCG. The Covid-19 response has also forced us all to innovate and has resulted in significant shifts in the ways public and community services are designed, delivered and accessed. This includes significant and welcome developments in our digital infrastructure.

Our plan for Bury 2030 sets out a period for emergency recovery activity. We have already begun implementing this, knowing it was vital to provide immediate support to people and businesses. To supplement this, we have mapped out an initial two-year plan to continue to strengthen the resilience of communities across the Borough while supporting people to live with and recover from the crisis. This is to ensure that we repair the damage done to our society, economy and environment so we have a solid foundation on which to build for the future. It will also ensure that we are better prepared for any future crisis.

Our initial priorities are to respond to core issues such as poverty and polluted environments, to maintain relationships between communities and public service and to consolidate the progress we have made in targeting our resources.

Beyond that, there is an unprecedented opportunity to build a fairer society with no-one left behind by tackling our climate emergency, social inequality and unequal access to opportunities.

This plan tries to learn the ongoing lessons from the Covid-19 pandemic, to build resilience for our ongoing response and to lay the foundations to enable the Borough, as part of the wider Greater Manchester city-region, to build back better.

Section 3 - Let's Do It - overview of the document

'Let's Do It' encapsulates our strategy. It reflects the need for all of 'us' to be involved in creating change. It shows that there is important work we all need to 'Do' and that we cannot be passive. It is a call to action, to develop a collective vision ('it') of what the future can look like.

Yes, this is about the council, the NHS, the police and other public services – they must all play their critical role - but it is much more about communities and individuals and how people can do their bit to make a better life for themselves and their neighbours.

Let's Do It has a special resonance in Bury, having been taken from the Victoria Wood song of the same name (also known as The Ballad of Barry and Freda). Victoria Wood, the famed actor, singer and comedian was herself born in Prestwich and you can see a statue of her in Bury in the Library Gardens. Her family have kindly given us permission to use 'Let's Do It' without a fee. Just one of the gifts Victoria Wood has given us.

Let's

This is a framework for joint endeavour. It proposes a partnership involving everyone in our six towns and the communities within them, aimed at creating the right conditions for people to make better lives for themselves. It is a plan to co-design our own futures and those of our communities.

Bury is a proud Borough made up of six individual townships and distinct community groups including those of faith. This strategy seeks to recognise and develop the unique identities of each of our towns and individual communities and faiths, but working towards one overarching ambition for the whole place.

But this requires all towns and community groups to work together. That is why the apostrophe in let's is important - Let **Us**. We stand in this together!

Do

This is a call to action. The truth is that without everyone's participation this strategy won't work. We all have a role to play and we must give permission and the right delivery structures for individuals, communities and neighbourhoods to act towards building kinder, more resilient communities.

We know that at times it can be daunting to bring about change so this plan also contains some key behaviours that will serve as a guiding light to us all.

We have made specific proposals for how we will work together and the key things we will commit to delivering over the next two years. Our plan will be reviewed together on an ongoing basis and the priorities for the future agreed in a structured way each year.

It

The 'It' in 'Let's Do It' means having a shared focus on what we want our Borough and its residents to be in ten years' time.

Doing 'it' means recovering in a way that achieves our vision of tackling deprivation and inequality whilst securing economic recovery and ultimately securing ambitious growth.

Our definition of success will be equal life chances for all our residents across every township and at a level which surpasses the England average.

All residents in the Borough will have a healthy life expectancy with the current gap between our Borough and the England average closed by 2026. We will be known as public service thought leaders, working system-wide to tackle the determinants of a quality life.

'It' is the vision which we are going to create together, and that means we need it to include everyone's voice.

At the heart of this is supporting our Borough's businesses to deliver inclusive growth. We want the Borough to be a place where businesses can thrive, but we will only support businesses which are committed to the local community. Businesses need to demonstrate the social value they create through their supply chains, employment practices, product development, and the prices they charge. This will deliver the kind of economic growth which genuinely improves the quality of life across the whole Borough.

3.1 – ‘Let’s’ – our collective responsibility

This strategy is a proposal for a completely new relationship between public services, communities and businesses that will enable shared decision making. It advocates democratic accountability and listening to each other through genuine co-production and the joint delivery of services. We want to hear the voice of every community of identity or experience in the Borough, whether that’s a community gathered around a certain town, a specific religion, or sexual orientation, for example. We will be reviewing our consultation process to make sure there are no systemic prejudices embedded within it and that everyone is given an equal say.

The diversity of our Borough is part of what makes it a special place to live and therefore our Community Strategy has to be representative of the different views of the people who live and work here. It will, however, only work if people in each town and neighbourhood take responsibility for their own wellbeing and the successes of their community - this strategy calls for all of us to play our part through our *aspiration; inspiration; participation and collaboration*.

Whilst the council has an important role to play this is a much broader call to action for example it includes GPs, the Fire and Rescue Service and the Police who are much more connected to the communities they serve than any other public service. This ambitious strategy will only be delivered with the full commitment of all public services operating in the Borough.

An approach based on relationships

We know that it is the individual relationships in people’s lives that make the difference to our life chances and experiences. On that basis we are working to re-organise public services in the Borough at a neighbourhood level and using the Greater Manchester reform principles of delivering:

- A **new relationship** between public services and our residents which is based on co-design and accountability for shared decision making. Public services are going to work with you, not do to you.
- An **asset-based approach** that recognises and builds on the strengths of individuals, families and our communities, rather than focussing on the deficits.
- **Behaviour change** in our communities that builds independence and supports residents to be in control.
- A **place-based shaping of public services** that redefines local services and puts individuals, families and communities at the heart of decision making.
- A stronger prioritisation of **wellbeing, prevention and early intervention**.
- An **evidence-led** understanding of risk and impact to ensure the right intervention at the right time.
- An approach that supports the development of **new investment and resourcing models**, enabling collaboration with a wide range of organisations.

Our response to Covid-19 showed the difference we can make when people, communities and organisations of all kinds work together. At the height of the pandemic over 800 volunteers from across the Borough stepped up to work with Community Hubs. Thanks to their dedication, nearly 1,400 vulnerable people received direct support. We also know that friends and families looked after another 6,000 people who were also shielding.

Let’s harness the community spirit we have seen through our remarkable people-led, relationship-based Covid-19 response and build on it.

3.2 – ‘Do’ - doing our bit to make our Borough a great place

This strategy will create the conditions in which individuals and communities have greater power and control over their lives. We also want to encourage everyone to actively participate in public life, particularly those who are most disadvantaged and least heard.

Our collective aim is to put people and their communities at the heart of what we do. People should have a voice and an ability to influence the way services are delivered and decisions are taken. To do this we will need the input of local residents, voluntary, community and faith groups, businesses and industry partners.

There is a vibrant ‘People Powered Bury’ network, which has created the following principles as a guide to how we can all do our bit for our communities:

<p>Inspiration – We are proactive and creative, building on our collective strengths to make a difference to what matters most to us by:</p> <ul style="list-style-type: none"> • Really listening to understand each other and our shared potential • Growing relationships & new connections across boundaries • Being open to trying new things and doing things differently • Valuing the skills, strengths and successes of individuals and communities 	<p>Aspiration – We realise hopes and dreams by:</p> <ul style="list-style-type: none"> • Demonstrating pride in our collective and individual achievements and in the place where we live • Ensuring everyone has an equal voice and equal life chances by harnessing and nurturing all talents • Championing innovation, always looking for ways to improve quality of life for all • Being courageous and stepping out of our comfort zone to help ourselves and others • Opening doors at every opportunity
<p>Participation – We all take responsibility for making a difference by:</p> <ul style="list-style-type: none"> • Committing to making a positive, practical difference in addressing and tackling our challenges • Asking ‘what matters to you?’ and ‘How can I help?’ • Being flexible and putting our energies where we can make the most positive difference • Demonstrating dignity, kindness and respect in everything we do 	<p>Collaboration - We will bring our collective talents, energies and power together for the greater good by:</p> <ul style="list-style-type: none"> • Bringing people together from all corners of life • Listening and learning from all voices • Trusting and helping each other, always working together • Listening when others talk and then responding, helping and enabling • Supporting development and growth and removing barriers to collaboration

Across the Borough there are people and organisations who are already **doing** this and making our Borough a great place to live. It doesn’t need to be difficult. Keep your neighbourhood clean and tidy. Be kind to your neighbours. Make more sustainable choices, recycle and minimise your waste. Walk or cycle if you can – support the environment and your own health. Let’s **DO** it.

Let’s do it in our neighbourhoods - We have seen from the response to the idea of a Bury Strategy that people identify strongly with where they live, rather than at a Borough-wide level. We’ve also seen the power of local communities responding to a shared challenge. Building from this success, we want to create public services which are more relationship and locality focused.

This approach to public service delivery will support those who face the most difficult and often multiple challenges, such as long term unemployed, significant mental health challenges, and drug and/or alcohol dependencies. Our community based and relationship focused services will

help to identify the most complex cases earlier and support people to develop plans to address the challenges they face sooner. Working with neighbourhood, community and faith groups services will more easily identify community assets, and stem the rising demand and costs of public services.

We want to acknowledge the strong feedback from our residents that they identify as townships or communities of interest. The neighbourhood delivery model is our response to this: it moves delivery of services to communities of 30-50 000 people in which we know change happens. Partners across the Borough have agreed to organise place-based services across five neighbourhood footprints (each for one township, with one neighbourhood covering two towns to optimise how we organise and deliver services).

The neighbourhood teams will comprise:

- A **Community Hub** which will support people to take responsibility for their own health and wellbeing, and seek support in the community in the first instance.
- The **health and care integrated teams**, working together to deliver joined up services, supporting people with chronic, long term physical and mental health conditions, to be in control of their care and their lives, living well at home, and focused on early intervention and prevention and the avoidance of unplanned care who will actively case manage the most complex cases for
- **Children's and adult's early help** teams across wider public services which will target our support to help vulnerable people who are going through particularly tough times. We're bringing together social workers, schools, housing, youth services, employment teams, probation, police and other services in a way which helps people to access opportunities and create new ones on their own, without creating long-term dependency on public assistance.

All of our work in neighbourhoods will be guided by the principles of inspiration, aspiration, participation and collaboration. In practice this means:

- **Listening to what is important to residents within each neighbourhood** and using **local intelligence** to help identify the local outcomes.
- Supporting each **neighbourhood to determine its own priorities** which will influence where we all focus our efforts.
- Recognising and valuing the **important contribution of voluntary, community and faith groups** in improving health and wellbeing.
- Adopting an **asset-based approach** across all our teams within neighbourhoods; start with recognising the things that people and places have and gain an understanding of what a good life means for them and targeted of resources based on risk.
- **Empowering public service staff** to support people in ways that work for them. Staff will not be constrained by organisational boundaries and will work together to respond to individual and community needs.

To achieve this, we will develop community capacity through embracing co-production, continuing to champion community asset transfers and developing the voluntary and community sector.

Section 3.3 – ‘It’ – the change we want to see

Our strategic targets are to:

- Significantly reduce the gap in life-expectancy between wards within the Borough and by 2023 be the best among our statistical neighbours in addressing the internal health inequalities gap.
- Closing the gap in average life expectancy between the Borough and the England average by 2026.
- Close the gap in average healthy life expectancy between the Borough and the England average by 2026.
- Increase the average pay in the Borough to above the England average by 2030
- Be a carbon neutral borough by 2038.

Specific indicators will be developed during the consultation based on feedback on the things that matter most to our residents however, suggested performance measures include:

	2020 – Issue	2030 – Suggested Measure
People	<ul style="list-style-type: none"> • Differences in life expectancy between the most and least deprived areas are worsening • Ill health often hits people in the borough at a younger age than in other areas of Greater Manchester • Social isolation and loneliness is at an unacceptable level in a borough known for its friendlessness • In-work poverty a big issue, particularly the number of our children living in poverty; often evidenced by those accessing free school meals and using foodbanks • Support to those who need it most must be protected through any new models of care and public sector reform 	<ul style="list-style-type: none"> • Reduce the gap in life expectancy across the Borough to ensure equal life chances • Increase healthy life spans, particularly in deprived areas • Broader social networks and reduction in demand for mental health support for isolation • Reduction in children experiencing adverse childhood experiences and those living in poverty • Reduction of children in need of care or with a ‘looked after’ status and other vulnerable cohorts
Place	<ul style="list-style-type: none"> • 2019 Index of Multiple Deprivation: found that the Borough has become relatively more deprived compared to others; including across Greater Manchester • People are rightly proud of our green spaces however our carbon emissions are too high and we are not doing enough to protect our environment • Physical activity is important to people but not enough of our residents feel able to make use of our parks and spaces to improve their wellbeing 	<ul style="list-style-type: none"> • Ensure the borough is the least deprived of it’s statistical neighbours by 2030, including a reduction in the proportion of people living in fuel poverty to below the national average • Air quality levels improved • Increase in recycling and improvement in waste handling measures • Increase in the utilisation of outdoor space for exercise/health reasons • Community safety targets for reduction crime and anti-social behaviour achieved
Ideas	<ul style="list-style-type: none"> • Current volunteer network requires 	<ul style="list-style-type: none"> • Public service workforces which

	<p>further support including increased links to all forms of community action</p> <ul style="list-style-type: none"> • Mutual aid and community interest communities exist across the borough and are well respected for supporting their members; more can be done to ensure that a greater proportion of our residents can engage in community based groups and find support from their own networks 	<p>are representative of the community</p> <ul style="list-style-type: none"> • Increase in volunteers and engagement with community fora • Increase in successful referrals to social prescribing • Greater number of positive outcomes from Active Case Management through our Integrated Neighbourhood Teams
Infrastructure	<ul style="list-style-type: none"> • Access to high quality transport, roads and infrastructure remains a priority for residents • Home improvements particularly in types of accommodation, availability of quality living space and energy efficiency are also important across the borough • We still have rough sleeping and 'sofa surfing' in the borough due to a lack of appropriate accommodation • Inconsistent availability of broadband and mobile phone networks in preventing digital inclusion and equal access to opportunities 	<ul style="list-style-type: none"> • Increase per capita funding for major public transport and highway schemes • Increased access to affordable housing • Improve energy performance and reduce emissions • No rough sleeping and a reduction of number of homeless people and families in temporary placements • Roll out of new full fibre network and improved access to digital networks and support to those who need it to get online • Increase in the digital skills of all residents
Business	<ul style="list-style-type: none"> • Skill shortages and gaps have been reported by businesses and need to be addressed to achieve our ambitions for growth • Pay levels below the national average has reduced the number of applicants • Space to grow and develop has limited our potential to see new start-ups and to retain successful businesses 	<ul style="list-style-type: none"> • More of our schools and educational establishments rated as good or outstanding • Improved educational attainment across all stages and a reduction in the proportion of residents with no qualifications • More apprenticeships being started and completed across the Borough • Increased employment rates, with corresponding reduction in benefit claimants • Increase in average earning across the borough to encourage skill development and attract workers to the borough • Improved availability of high quality offices space and suitable work premises

Section 4 - Vision for the Borough in 2030

Our shared vision for 2030 is about building communities and relationships rather than delivering services.

Our Borough is already a great place to live and work, and we are all proud of our towns and countryside. However, the learning from our collective emergency response to Covid-19 is that we can achieve more if we value the skills, strengths and successes of individuals and communities. This means promoting the factors that support good health and wellbeing, protecting against poor health and building and fostering communities that sustain wellbeing. It also means directly addressing any inequalities based on identity whether this be racial, gender related, or based on sexual orientation, age or disability. We will make sure our Borough is a place where everyone is able to thrive.

Our first conversation with communities in autumn 2019 told us clearly that residents identify as living in six towns within the Borough. We listened and now plan to work within townships to articulate a clear vision and identity for these towns. We will also remodel our services at a neighbourhood level so that people can access support more easily when they need it and that these services build on existing community assets.

Public services alongside voluntary, community and business partners will also work Borough-wide to create better opportunities for health, wellbeing and success of all the residents. This activity will be organised around the **five themes** of the local industrial strategy, to ensure every place has the conditions for good life:

- **Healthy People:** We want to improve health and well-being by working with communities and residents to ensure that all people have a good start and enjoy a healthy, safe and fulfilling life.
- **Thriving, green Places:** All six towns should be thriving and sustainable and by 2030 we will have delivered key regeneration opportunities within our town centres. Everyone will be living in a high-quality carbon-neutral environment by 2038.
- **Co-designed Ideas:** We will routinely harness the voices and creativity of all our residents in developing future plans; celebrate the diversity of our community and offer an 'opportunity guarantee' for everyone who wants to develop through volunteering or needs specific support to get back to playing a fulfilling role in the community.
- **Future-proofed Infrastructure:** All people and businesses in the Borough will have access to modern well-managed infrastructure including excellent housing, transport and superfast broadband as part of a new 'digital first' norm.
- **Inclusive Business Growth:** Our Borough will have a thriving local economy which will be recovered from the impacts of Covid-19 and from which all residents can benefit through a first-class all-age skills offer, high quality local jobs and targeted support for people experiencing hardship, including those who are working.

Through this approach the national Industrial Strategy sets out a 'Grand Challenge' to increase healthy life-expectancy by at least five years by 2035, while reducing the gap between richest and poorest. We aim to be the best among our statistical neighbours in addressing the internal health inequalities gap by 2023 and to close the gap in life expectancy between Bury and England average by 2026.

4.1 – People

“The enterprise and spirit of the people in our six towns is the engine of our economic growth. But a happy, healthy life is still the prey of chance.

We cannot rest happy in a place where the gap between the lives of our most and least fortunate remains so wide. The task before us is to create the conditions for everyone to have the best possible start in life, to have opportunities to grow within their community, and to be the author of their own life.”

Our initial priorities for 2020-2022 are to:

- Develop stronger, more resilient and connected communities. We will ensure that people are in control of care their own care. Public services will be transformed into enablers, supporting people to remove the barriers in their own lives.
- Establish a new, sustainable model of community-based health and care connected to wider public services through the development of our integrated neighbourhood teams and establishment of Community Hubs that will be co-designed with residents in each neighbourhood.
- Empower people to take responsibility for their own health.
- Develop our Living Well at Home strategy to sustain people in the comfort of their own homes and communities.
- Develop an all-age and integrated learning disability proposition, including for those children who need additional support with their education, emotional or mental health needs.
- Roll out our physical activity strategy to support healthy, active lifestyles. This will include a review of the future of council-owned leisure centres.
- Reform mental health provision and integrate services within wider Health and Social Care teams.
- Further develop the children’s Early Help teams and approach with partners across the Borough, and strengthen our universal and targeted early years offer to improve school readiness.
- Implement new models for Urgent, Planned and Intermediate care.
- Ensure the long-term sustainability of the residential & domiciliary social care markets.

Our commitment to ... Tackling health inequalities

Our population is living longer, but not necessarily enjoying longer years of healthy life. Like everywhere else, public resources to give people the care they need are also diminishing. The gap between forecast need and resources in the Bury health and care system is now £86m by 2020/21.

We understand that good health is more than simply the absence of disease. It is about aspects of safety, physical functioning, control, nourishing relationships, financial and emotional security and a sense of purpose. Our model of care has people living at home and in their communities at its heart. It is critical that people can support themselves and others, living in affordable homes with good jobs, access to green space and feeling safe in their communities. Health and care services will be more easily accessible when they need them, with ‘home first’ being the guiding principle.

To provide quality care in communities, we have established integrated neighbourhood teams through a multi-agency Local Care Organisation. These teams are working closely with general

practice, health and social care professionals as well as the voluntary sector to actively case manage those people who are at risk of multiple long-term conditions or hospital admissions. By 2022 will further expand these teams to bring an 'all age' focus; integrate mental health services and more effectively target our resources at a sufficiently early stage so that demand on statutory services is reduced.

Our further priority areas for transformation in the next few years are urgent care, intermediate care, mental health and learning disabilities. We also know that we are not achieving national standards in other key areas such as planned care, access to diagnostic tests and cancer services.

No one partner has all the answers to delivering a financially and clinically sustainable system, but we are working together to respond. We have pooled our resources of over £600m across health and care. All public service commissioners are working together to provide person-centred, place-based and outcome-focused care and through the Local Care Organisation we have a partnership to continue to develop community provision which keeps people out of hospital and in their own homes.

In the 'Let's do it' spirit, everyone can do their bit by ensuring they access care settings at the right level for their need, on a community level as far as possible. We are encouraging people to look after and improve their own health through exercise, social engagement and a good diet. It's estimated that physical inactivity by itself costs the Borough over £4.5m a year. A great way to support Bury 2030 and live a healthier life is to join a sports team in the Borough. Not only is this shown to increase physical health it can help to improve mental wellbeing and contribute to the local economy through creating local jobs. The Bury Directory has information about the groups and activities across the Borough. Advice on how to join a team as well as a whole host of other ways to improve your physical wellbeing can also be found by contacting your local Community Hub.

Population health and well-being throughout life - In the most deprived parts of our Borough the onset of poor health begins at age 54 for men and 56.5 for women, up to 13 years before state pension age and life-expectancy of only around 4.5 years beyond. Inequalities also exist across other dimensions including ethnicity, gender, sexuality and disability. For instance, from national research we know that there is a large difference in infant mortality by ethnicity with rates highest amongst Pakistani, Black Caribbean and Black African groups. In addition to this, the National Child Measurement Programme indicates that among children most minority ethnic groups have higher levels of being overweight or obese at age 10-11. Unfortunately, inconsistent categories and small sample sizes means that there is very little ethnicity aggregated data at a local or regional level.

Our health is our own responsibility, and we need to invest in our own futures. At the same time, we will make sure to remove any barrier which makes it more difficult for certain groups to access the advice, support or services necessary to live a healthier life.

Working together we can support everyone to live a healthier life. For example, we have developed a 'Making Bury Friendly Strategy'. The objective is to become a dementia, ageing well, autism, learning disability, carer and breast feeding friendly borough, while, at the same time, reducing loneliness and social isolation for all. We are also encouraging intergenerational activities through community groups such as 'Bee Keepers', 'Corrie Gardeners', 'The Fed' and 'Rammy Men' who are linking in with school age children to share learning, build relationships and challenge perceptions.

To empower people further we will:

- Work with our communities to help them self-care, build on strengths and assets.
- Bring public services and the voluntary sector closer together. A network of five Community Hubs will be fully operational by 2021 and will become the gateway for staying well support, befriending, debt advice and substance misuse advice. The Hubs will be the conduit to the voluntary sector and a front door for residents to get involved with their community in a voluntary capacity or to seek help. Whilst we have been thinking about this model for some time, the Covid-19 response shows us how much passion and willingness there is from local people to help and we want to facilitate a way to keep this going.
- Join-up all public services at a neighbourhood level through all-age 'early help' approach, with a focus on prevention rather than picking up the pieces once a crisis has already happened. It is essential that this takes a personalised 'whole person' approach.
- Creating conditions where healthy options become the easy and default options. This will include investing more resources in: 'health literacy'; the ongoing development of the Wellness team; a new physical activity strategy including a review of Council leisure centres; and new opportunities for running, cycling, walking across the green space in our beautiful Borough.

Giving children the best start in life - We want every child to have the best start in life with a happy, healthy childhood that enables them to go on to lead fulfilling adult lives.

Since 2012 we have implemented the Greater Manchester (GM) multi-agency Early Years Delivery Model (EYDM). The model recognises the 1001 critical days of a child's life, starting at conception and harnessing the universal reach of maternity services and Health Visiting for the crucial early identification of vulnerability in both parents and infants.

Although we have made positive progress in early years outcomes since the implementation of the EYDM, children in our Borough who are on free school meals are less likely to be 'school ready' by age 5 with 60% achieving a good level of development compared to 71% of those not on free school meals. This inequality doesn't stop when children get to school, rather the gap in the percentage of children achieving 5 GCSEs at A*-C between those living in the most deprived areas and those in the least deprived areas remains substantial. We know that we need to do more to ensure that all children have the same life chances. To support this we will be continuing to focus on strategies and tools that provide families with high quality universal and targeted support in the crucial pregnancy to age 5 period which will build capacity, resilience and independence within families and local communities.

It's important to understand the ways in which poverty and ethnicity can intersect. Across England we know that poverty is more likely to effect BAME children. Bangladeshi, Pakistani, Chinese and Black groups are about twice as likely to be living on a low income and experience child poverty than the White population. The work of the Bury 2030 strategy will directly address these inequalities supporting those in poverty to move out of it, helping ensure every child has the best start to life, is equipped with aspiration for the future, receives a good education and ultimately a good job.

The gap between those in affluent and poorer areas starts early before children get to school and requires early identification of need and the right support to ensure parents have the knowledge, support and skills to give their child the best start to life.

To do this we will:

- Continue to roll out the Early Years Digital app across Bury. This provides a digital tool to replace the paper-based assessment completed by parents and Health Visiting up to the age of 2. This will provide a digital record of a child's development that can be shared across

professionals such as health visitors, schools and health services, enabling them to work together to better support families.

- Develop our support to parents through implementation of the 'Essential Parent' resource library – a comprehensive, quality assured web-based information portal which will provide information to parents and carers on a range of health and wellbeing issues relevant to the different stages of child development from pregnancy to age 5. We will also invest in developing peer to peer support, as part of the wider "Opportunity guarantee" – see section 4.3 for more information.
- Support work at a GM level to review and enhance our early years 'priority' pathways with a focus on developing our antenatal parenting offer; embedding our support for parent and infant mental health; supporting good physical development; social, emotional and behavioural support and support for children and families with high needs living in complex contexts. This work will ensure that we provide an evidence-based offer to families where needs are identified. We will work as an integrated system across local authority, health and education services to provide support.
- Continue to focus on strengthening our early years speech, language and communication pathway. Speech and language are the building blocks for school readiness. Research shows that if the first three years of a child's life aren't filled with sound and language, they will struggle to thrive in later life. Children whose speech and language skills are behind their peers will find it harder to adapt to the school environment and start learning. Children from low income households will be exposed to significantly fewer words than their peer by age 3.
- We will continue to promote the BBC's *Tiny Happy People* campaign to support parents with understanding how they can support early language development from pregnancy onwards.
- We know that to achieve our ambition for all children in Bury we need to invest in our early years workforce to ensure they have the right skills and competencies to help children achieve their potential. We will work in partnership to support development of the Greater Manchester Early Years Workforce Academy.
- For children and families who require more complex help we have teams operating in each providing coordinated, family-focused and evidence-based interventions, using a single early help assessment process and a key worker system.

4.2 Place

“This is the place we are proud to call home and where others want to visit and invest in. Six towns together in one dramatic setting bordered by natural riches of green space. Ours is a place rich in possibility which we must preserve and improve for future generations. It is a place to grow up and grow old in safety, comfort and happiness.”

Our initial priorities for 2020-2022 are to:

- Co-design and start an ambitious programme of regeneration and improvement in all our town centres.
- Deliver the Strategic Regeneration Framework for Radcliffe.
- Be carbon neutral by 2038, as part of the Greater Manchester network and as national eco-leaders.
- Create more opportunities for cycling and walking.
- Develop a green and blue infrastructure strategy.
- Maintain our green flag parks and purple flag town centre status for Bury.
- Develop a sustainable future for Bury market.
- Attract new capital projects and encourage inward investment in all our towns.

Our commitment to ... Carbon Neutrality

The Bury 2030 consultation showed that residents hugely value the beautiful, green spaces within the Borough. We want to protect these places, making sure they can be enjoyed by future generations.

In 2019, Bury Council declared a Climate Emergency and a pledge was made to strive for carbon neutrality by 2030 and, further, to be single-use plastic free by 2022.

Significant progress has been made so far, with carbon emissions across Bury reduced by 31% over a ten-year period (2007 – 2017). There is much more work to do to become carbon neutral, however, which further analysis indicates may not be achievable by 2030. The Council is therefore refining its commitment to align with other Greater Manchester districts and achieve carbon neutrality by 2038. To achieve this we are:

- Supporting greener modes of transport.
- Creating a Greater Manchester Clean Air Zone.
- Developing a Housing Strategy towards carbon neutral homes.
- Creating a Climate Action Strategy for Bury to achieve carbon neutrality by 2038.
- Working with Salford and Bolton Councils, in conjunction with the Forestry Commission, to develop City Forest Park. This brings together 330 hectares of key green spaces and woods to create an urban forest the scale of New York’s Central Park.

A Greater Manchester Clean Air Action Plan is being developed to reduce nitrogen dioxide pollution and help tackle health inequalities. Unclean air, generated mainly by road vehicles, is a major cause of ill health and early death in our townships. Our Borough currently has the second highest use of road vehicles within Greater Manchester and a third of households in the Borough own more than two cars.

We also want to make sure that our natural assets fulfil their potential, are safe, well used and well connected. Our Borough is in a unique position with the River Irwell and the

Manchester, Bolton and Bury Canal running through its core. This, combined with thriving public parks and other green spaces that our residents appreciate so much, makes our Borough a great place to live. Improvements to green and blue infrastructure are crucial to improving the physical form of our towns as well as to improving the health and wellbeing of our residents. We will be developing a green and blue infrastructure strategy to make sure the future generations can enjoy thriving green places.

In the 'Let's do it' spirit, everyone can do their bit by using greener travel options such as walking, cycling or taking public transport where possible. We are asking people to recycle more, and make sure to recycle the right things. We are also asking people to make their homes as fuel efficient as possible and will be helping homeowners and landlords to fit their homes with the latest insulation and renewable energy heating, helping to protect our climate and save money on fuel bills.

Thriving town centres - Prioritising our Place means recognising the distinct identities of our townships and the diversity of each community. We want to celebrate the character of each of our six towns. To help each place thrive we're investing in our town centres as the beating heart of the Borough. We will create more free spaces where people can meet, prioritising relationships and social interaction in the design of what we build. As we do this, we are committed to becoming eco-leaders, ensuring future generations can enjoy our green spaces and breathe clean air. By investing in our town centres, we will help businesses recover from the Covid-19 crisis and create more jobs. This will mean different things for different towns:

- For **Prestwich**, this means a mix of high quality and sustainable housing, more community spaces, a public service hub, a new library and lots of flexible spaces which can serve local entrepreneurs and act as pop up entertainment venues.
- For **Radcliffe**, it means delivering the key projects identified in the Strategic Regeneration Framework, including building a public service hub, expanding the Market Hall and Market Chambers, redeveloping of the East Lancashire Paper Mill Site for new housing, improving access to parking, building a new leisure centre and a new secondary school.
- For **Bury**, it means producing an updated masterplan for the town centre to guide its future role, function and physical development and regeneration. It also means delivering key regeneration opportunities, including the former police and fire station sites, a new flexible use Market Hall, a replacement Transport Interchange, a new multi-agency public hub building as well as improving public realm and upgrading areas that have become tired and run down.
- For **Ramsbottom**, we want to soften the impact of traffic, making it less reliant on car travel, building more communal space and creating more scenic, river access points. We will develop a townscape plan, identifying a ten-year plan for a series of works to further enhance the town centre, use in-between spaces, open up the river and promote independent trading.
- For **Tottington** and **Whitefield** it means continuing to support vitality of the town centres where opportunities arise.

Just as importantly, we will create social infrastructure – the physical spaces we need to help communities thrive. We want relationships to be at the heart of what we are building. Throughout all our developments we want to create places people can come together without having to pay for it and where the uniqueness of our towns shines through the types of business that operate, the spaces where people congregate and the local culture we celebrate.

The sustainable long-term growth of our town centres will depend on our ability to attract inward investment. We have seen significant investment and regeneration in Bury town centre in recent years to the point where it is now the third highest ranked retail destination in Greater Manchester behind only Manchester city centre and the Trafford Centre. We are also seeing investment and adaptation in some of our other centres with Prestwich and Ramsbottom in particular becoming popular food and drink destinations and plans in place to deliver significant regeneration in Radcliffe. Over the next years, we will place an even greater emphasis on attracting companies and investment in capital projects. This will further transform our towns, building on their distinctive character and assets. We will work with businesses to make our Borough the best place to invest in Greater Manchester and beyond.

Community safety - For our Borough to be a place where everyone can live a good quality life, it first needs to be a safe place. This is the basic foundation from which to live a healthy, happy life. We will deliver this through our Community Safety Partnership, which has five objectives:

- We will **Protect and Support Vulnerable People**. Greater Manchester Police has the sixth highest rate of domestic abuse related combined incidents and crimes recorded by the police in the country (29 per 1,000 people). We know there are many more incidents which are never recorded. The Domestic Abuse strategic group are working hard to identify under-reported groups through data analysis and developing opportunities to engage victims outside of the home. The group is also investing resources in Early Intervention and developing a new Complex Safeguarding Plan.
- We will **Put Victims First**. We will continue to increase the numbers of victims of crime we support by continually identifying gaps and taking feedback to identify ways we can improve support.
- We will **Reduce Re-Offending** by implementing a restorative justice model, improving probation services and practical support for those who have recently offended.
- We will **Build Stable, Cohesive Communities**. Nationally there are 150,000 cases of race related Hate Crime each year. This is unacceptable - hate has no place in our Borough. We have already commissioned a strategic review of Hate Crime and will embed a preventative approach throughout schools, health services, community and faith groups. In addition to this we will implement an action plan to prevent violent crime amongst young people.
- We will **Develop a Partnership Approach to Community Safety**. We will continue to improve the way services work together to make communities safer.

4.3 Ideas

“The power behind this Borough is the place and its people; this is a place rich in natural green space; culture and space for talent to grow. This will be a place in which people are helped to make the best of themselves, and where everyone can explore their dream. A place in which the relationships we nurture combine into the community we love. It will be a place in which the value of beauty is prized as highly as the value of money.”

Our initial priorities for 2020-2022 are to:

- Deliver the Borough-wide Opportunity Guarantee where everybody who needs support or wants to get involved may do so.
- Create action-focused community fora to co-design and deliver major pieces of community policy such as economic recovery and carbon neutrality.
- Utilise the Community Hubs and develop the role of Ward Councillors as community connectors to reach out to the most vulnerable and disconnected from economic opportunity.
- Strengthen the voices of individual communities of interest by investing in the Youth Cabinet and refreshing the Armed Forces Covenant, for example.
- Increase community capacity through the development of the voluntary, community and social enterprise sector infrastructure, improving financial sustainability of third sector (including creating income generation opportunities) and a volunteering strategy.
- Create a cultural strategy to take forward our GM Year of Culture 2020 to strengthen our cultural economy and showcase the diversity and cultures of all our residents, including faith groups and communities of interest.
- Ensure access to cultural experiences for everyone.
- Implement an inclusion strategy across the partnership to ensure the diversity of our communities are represented, strengthened and celebrated across every aspect of this strategy and plan.

Our commitment to... Inclusion

What we mean by Inclusion is that it incorporates equality, diversity, human rights and our legal requirements under the Equality Act 2010. This Act gives protection against discrimination to aspects of our diversity, which are known as protected characteristics.

Bury has a resident population of 190,108. The communities we serve are diverse in their make-up. We have several indicators of our population's diversity across the protected characteristics:

- The **gender** split within Bury is 51% female and 49% male. This is the same as the gender split for England and Wales (2011 Census).
- Bury has an **age** profile which is relatively younger than England overall, with more people aged between 30-39, and 50-59 (2018 Office of National Statistics Mid-Year Estimates) By 2021 the number of people aged under 20 years old is expected to increase by 2%. The over 65 year old population is expected to increase by 6%. The over 80 year old population is expected to increase by 11%.
- In terms of **race**, Bury has a Black, Asian and Minority Ethnic (BAME) population of around 10.8% compared to 14.7% of the population of England and Wales (2011 Census). The Borough has a number of emerging communities' and data

from the Government shows that there are 495 refugee and asylum seekers in Bury receiving section 95 support intended to meet essential living needs. In the North West region, the nationalities of those seeking asylum are predominantly from Pakistan, Iran, Iraq and Nigeria.

- Over 21,224 people in Bury have a limiting long-term illness, health problem or **disability** equating to 11.24% of our resident population, compared to 18.8% of the population of England and Wales (2011 Census). Instances of disability rise significantly with age. As life expectancy increases, the number of people with complex care needs rises too. The number of people providing unpaid care is around 19,954, of which 2.5% care for 50 hours or more.
- The majority of Bury's residents indicate they identify as Christian **faith** (62.7%), followed by Muslim (6.1%) and Jewish (around 5.6%). 18.6% identified as having no religion. This compares to the population of England and Wales as Christian (59.3%), followed by Muslim (4.8%), Hindu (1.5%), Sikh (0.8%) and then Jewish (0.5%). 25.1% identified as having no religion (2011 Census).
- There is currently no national or local data on **gender** identity. However, estimates provided by the Lesbian, Gay, Bisexual and Transgender (LGBT) Foundation that 1 in 4,000 people in the UK seek support to change their birth gender.
- There is currently no national or local data on **sexual orientation**. However, estimates provided by the LGBT Foundation and Stonewall that between 5% and 7% of the population identify as Lesbian, Gay or Bisexual nationally
- The Census 2011 showed those **married** as 70,088 and those in a registered same-sex civil partnership status as 253 in Bury.

The vision for Bury 2030 is to enable every person in the Borough to fully participate in and shape the collective, by supporting people to be themselves; to speak out about ideas and concerns and to be heard. We will achieve this by:

- Ensuring there is an understanding of the diverse communities in Bury Council; we will do this by acting to create a workforce that is representative of Bury's diverse communities, that our staff understand unconscious bias and how to overcome it and that all our services and processes further equality through high quality equality impact assessments of every change we make.
- further developing inclusive community engagement structures in order to strengthen engagement opportunities for Bury's diverse communities. This will range from encouraging communities of interest to share their views on how their needs are best met and influence how services should be delivered and commissioned to giving communities the power to make and share decisions and provide services with us.
- Taking an equity-based approach to targetting public resources across the population in order to create the conditions where every person has access to the conditions to achieve their full potential.
- Celebrating and engaging the diversity of our borough by ensuring that our events, activities and service provision represent the strength of our entire community and invite and support 'difference'. During the year we celebrate Christmas; Easter; Diwali; Eid; Hanukkah; Rosh Hashanah and Yom Kippur. The Bury Pride festival is the second largest in Greater Manchester outside Manchester.
- Engaging our children in an inclusive society. For example, the Community Safety Partnership leads an annual event with school children to explore different faiths and promote cohesion.

In the 'Let's do it' spirit, everyone can do their bit by joining and helping to develop the equalities networks across the borough. We have an existing Faith Leaders' network and

faith-based networks through our Voluntary, Community and Faith Alliance and want to develop these to reflect all our faiths and communities. We also have an LGB Forum, made up of local LGBT people, that works across the Borough to help improve services for LGBT people. We want to develop this to continue to make real improvements that have a positive impact on people using local services.

Tell us about events you are celebrating so we can showcase and support and join in consultation to changes concerning people or places so that we know we are building a place where everyone can identify and feels safe and at home.

If you are an artist or a creative person with passion, tell us if you have ideas how to animate and energise our towns or neighbourhoods through cultural events and other activities.

An Opportunity Guarantee

We want communities to be empowered to support each other. We want the full capacity of the voluntary, community and faith sector to be realised and for everybody to have the opportunity to realise their potential through education, skills and work experience.

We are making a guarantee that everybody in the Borough has the opportunity to develop themselves or others and to get involved in their community as a volunteer. We will facilitate:

- The development of the community and voluntary sector through the enhancement of the organised infrastructure to make sure that organisations receive support and advice they need to thrive and collaborate.
- The support for the community and voluntary sector to improve financial sustainability. Covid-19 made the financial environment challenging for many organisations, while exposing additional support needs of the communities they serve. We will be helping organisations to look towards income generation to fill their funding gap, including through social enterprise, supporting them with business skills to evaluate if there is any real potential in this approach.
- A refresh of the Council and CCG commitment to the Armed Forces Covenant and an action plan for the Borough which supports and engages former armed forces personnel in local civilian life.
- The particular development of our sport and physical activity offer. Our Borough has a vibrant grass roots sports infrastructure that plays an important role in communities, which we want everybody with an interest to be able to access.
- Increases in the number of volunteering opportunities to ensure there is something for everyone and to ensure everyone who helped during Covid-19 is encouraged and supported to stay involved. This will be supported by development of a new Borough-wide volunteering strategy.
- Peer mentoring training from people who have had particular life experiences and who would like to support others going through similar challenges. We will develop peer mentors to support homeless people, parents, people with substance misuse issues, people with mental health issues and survivors of domestic abuse.
- The ongoing roll out of our successful Life Skills programme for school leavers and development of a borough-wide apprenticeship strategy including support pre-apprenticeships and internships throughout our business network. As an indication of this commitment the Council has just agreed to host 30 placements from the DWP Kickstart

initiative, which gives young people not in employment or education a structured work experience placement to develop their skills and aptitude for working life.

- The development of opportunities for everyone, whatever their background is, to access high quality cultural experiences and creative activities. Art has power to delight and move us. But cultural and creative activities can also deliver broad social benefits. It offers new skills to young people, plays part in building healthy, close-knit communities, supports health and wellbeing, and builds respect between communities. We will value and support cultural activity across six towns. We will celebrate Bury as Greater Manchester's first ever Town of Culture with a number of activities during 2020 and 2021 which will showcase the work of our famous daughters and sons, share the distinctive identity of our communities and inspire a new generation.

Community voice

The development and the delivery of this plan provides our Borough with a platform from which to innovate. The challenge is to drive that innovation through more ideas, finding new models, with more diverse representation across the board, enabling fairer and more equitable distribution of health, wealth and opportunities for our people, but also across our agencies and infrastructure.

The Council will maintain relationships with established community consultative groups and partners such as Healthwatch and create **new fora** and opportunity for all voices to be heard. This strategy proposes a new action plan for the Armed Forces' Covenant; to refresh the Youth Cabinet and maintain the Township Forums that have been established through the COVID emergency. We will also deliver the commitments made within the 2019/20 budget process for Green Township Forums and a Citizens Change Assembly, both focused on environmental issues. Other specific groups will be established to drive delivery of this plan when they are required, for example the commitment to community engagement on the housing strategy development.

The **Community Hubs** have a role in developing and coordinating community action and voluntary effort to our work to support all those who need help, but with a particular focus on the people and places within each township who are most excluded from the success that economic growth brings - those who feel (and have been) left behind or not listened to. For example the people living in areas of greatest deprivation; those who are workless or unable to access quality housing and heavy users of public services.

Ward councillors will be central to success of the Hubs by operating as Community connectors, to identify and resolve the needs of individuals and local groups within the network of resources available and wider democratic framework of accountability of the Council as a whole.

Creating a community where everyone is listened to and heard must be deeper than consultation, of course. This strategy proposes a set of the **guiding principles** that we all follow:

- Inspiration;
- Aspiration;
- Participation and
- Collaboration.

Working together in this way will require everyone to take a new approach to really listening, developing relationships, showing courage to try new things and learning from failure, putting energies where we can make the most difference and actively building and showing trust. This has to be a set of behaviours that permeate relationships between public services and the people

of Bury. It a two way relationship, within which public services have a duty to lead - with humility - but can only be successful with the trust and engagement of the local community.

4.4 Infrastructure

“Bury has the advantage of being a town with strengths of its own and a vital part of Greater Manchester. We already have good infrastructure: transport links, thriving museums, businesses and digital connectivity. Our housing plans will ensure everyone can live in the right home for them in a neighbourhood they ‘fit’ in and that no children of the future grow up in poverty.”

Our initial priorities 2020-2022 are to:

- Develop our statutory development plan to set out how growth will be managed across the Borough, in a manner that will deliver essential physical and social infrastructure
- Improve road quality, building new roads and improving major and local junctions.
- Improve public transport, expanding bus routes and the Metro link.
- Delivery full fibre broadband and access to 4G & 5G mobile across the Borough by 2025, as part of a wider digital strategy.
- Be underway with the implementation of a borough-wide housing strategy and housing plan for each township.
- Commence the delivery of a new high school in Radcliffe.

Our commitment to... Digital

Bury was at the centre of the Industrial Revolution. The inventor of the flying shuttle is from the Borough and we are striving to be at the centre of the Fourth Industrial Revolution where digital and smart technology is increasingly prevalent. We want to maximise the opportunity that the digital world presents. Whether this be through an app to target social isolation/ loneliness or the use of Alexa or Google Home style voice-activated devices to support carers, we will seek to work with academia and research within the borough, and further afield, such as through Health Innovation Manchester to develop this as a concept which could be replicable across the region.

The Greater Manchester Local Full Fibre Network Programme is the biggest government full-fibre investment programme in the UK. This will deliver full fibre broadband, and access to 4G & 5G mobile across the whole city region by 2025. One study found that if 25% of buildings in the Borough had full fibre broadband it would add £117m to the local economy. As we do this, we're making sure to tackle digital exclusion through access to hardware and development of the Barclays Business Centre as an Eagles lab which trains people about how to teach other basic skills to operate safely on-line.

Bury College's new £6m STEM centre is due to open in 2021 to compliment the highly recognised Applied Science department at Holy Cross College in Bury. Proposals are taking shape for a microsite of Bolton University to be based in the Borough, specialising in health and digital disciplines.

In the ‘Let's do it' spirit, everyone can do their bit by playing a full and active role in the digital life of their communities. This can mean engaging on social media, taking the opportunities for self-service and self-care and learning how to improve their skills base and helping others to do so. Bury Libraries have a network of digital mentors and, in partnership with Barclays, we are training many more people to become Digital Eagles – join these networks if you are interested in improving digital inclusion across the Borough.

A more connected Borough – Our collective aim is to ensure that growth is planned for in a managed way that embraces all the key ingredients that make each township unique. Growth involves not only physical infrastructure development that caters for an increasing population, but is also about supporting social growth and creating thriving, healthy and equitable communities. Growth must be inclusive and create vibrant and thriving communities that are well connected. It is therefore important that infrastructure is delivered alongside new developments to support sustainable neighbourhoods.

Through working with our colleagues in Greater Manchester we will invest tens of millions into infrastructure in the Borough. We will make the Borough more connected improving road connectivity, public transport and green travel options like walking and cycling.

Whilst subject to an on-going statutory process, Greater Manchester's Plan for Homes, Jobs and the Environment (the Greater Manchester Spatial Framework [GMSF]) and the Local Plan will provide the spatial direction on where key infrastructure will be delivered. Together, they will provide the strategic basis for planning future growth and development in Greater Manchester and Bury up to 2037. It is about providing the right homes, in the right places, for people across our city region as well as being about creating jobs and improving infrastructure to ensure the future prosperity of Greater Manchester, including Bury.

In particular, the GMSF and Local Plan will seek to:

- Provide opportunities for inclusive economic growth and much needed homes through the identification of strategic sites for new business and housing development;
- Provide a platform for development that enables us to attract government funding to deliver affordable housing, transport and other infrastructure and enable utilities to deliver their infrastructure investment;
- Protect and enhance our green spaces for people who live, work or visit in the Borough;
- Give confidence to the private sector to grow and invest in GM and Bury;
- Provide a route by which construction can proceed, providing short term economic stimulus; and
- Provide a mechanism for accelerating the low carbon and sustainability agenda.

We will also advance plans for the Northern Gateway through our development plan, which is one of the largest economic growth areas identified in the UK, for a mix of employment related uses. This will help provide well paid jobs with a range of opportunities for Bury residents and the wider Greater Manchester region.

The proposals have the potential to significantly improve the economic growth of the Borough. By planning for future housing and employment growth we are making sure the investment will reduce inequalities across the Borough, ensuring everyone benefits.

At the heart of growth ambitions for our Borough is the goal to ensure that the residents are able to access family, friends, jobs, education, recreation and health in an efficient, economic and eco-friendly way. **Transport** investment will be key in achieving sustainable neighbourhoods.

We are working in partnership with Transport for Greater Manchester to encourage greater use of public transport, walking and cycling and the provision of infrastructure for the refuelling of low and ultra-low emission vehicles; and to develop a fully inclusive, integrated and affordable sustainable transport system for all. The Greater Manchester Transport Strategy 2040 has been

developed to deliver these ambitions. In order to support the implementation of this strategy in our Borough, a Local Implementation Plan is being prepared. This plan will set steps that will allow us to enhance connections to, from and within the centres of all our six towns by foot, bike and public transport; create clean, green streets; relieve local communities from the impacts of congestion and improve access to Metrolink.

Quality housing in a place we feel at home - The house we live in affects many aspects of our lives. The Covid-19 lockdown period brought home to us all just how important it is to have a healthy, suitable and secure home. It has made us more conscious of our local neighbourhoods and of the spaces between our homes, places where we can meet and enjoy each other's company. There is a new impetus on helping people of all ages to live well within our communities. Across the Borough, Neighbours stepped up to offer support to people who were shielding and homeless people were given hotel accommodation with on-site support. As the appetite for residential care decreased rapidly the realisation that we must create the conditions for older people to live well within their communities for as long as possible has grown. We are now acutely aware of the huge role housing construction must play in shoring up a positive future for our local and national economy, not least as we tackle our climate change emergency.

If we are to truly develop our long-term inclusive growth models, we also need to find ways of putting social and natural infrastructure on the same footing as hard economics and traditional physical infrastructure. One of the positive takeaways from our conversation with local people was the strength of feeling about our Borough's beautiful parks and green spaces as well as the quality of local shopping offers and strength of community.

Our new housing strategy for 2030 recognises that each and every house must be a suitable home for someone. We have committed to a series of actions designed to achieve:

- More good quality, low-carbon and healthy homes in the borough, designed to meet our bespoke checklist for great places.
- Increased affordable housing supply – through new build, leasing and acquisition.
- A more dynamic housing market – a broader range of housing tenures and more tailored support for people to access a suitable home they want under any tenure.
- Support that enables people to live well in their own community.
- Intelligent, evidence-driven, targeted investment to improve health through housing
- A township housing strategy shaped to support the future of each town centre and neighbourhood.
- Eliminate rough sleeping by 2025 – through an evidenced approach to preventing homelessness, increasing supply of affordable new homes, supporting accessibility and 'enabling support' towards independence.

4.5 Business

“Our towns of the future will be flourishing places where business is growing and work is of a high quality. The worth of work is measured by satisfaction as well as pay packet.

Our towns will become places where all our residents have the skills to access high quality work and no one is left behind. Employment must be meaningful with the genuine prospect of progress and promotion.”

Our initial priorities 2020-2022 are to:

- Put local businesses and employers at the heart of developing modern business infrastructure and skills reform.
- Improve educational outcomes to increase the borough skills base
- Create a Borough-wide apprentice strategy.
- Establish a Higher Education offer within the Borough
- Develop ambitious plans to increase the supply of businesses premises within the Borough.
- Improve the quality of local jobs through the implementation of the GM Good Employment Charter.
- Review public service supply chains to achieve a local supply chain.
- Develop targeted in-work poverty solution based on Working Well model.
- Encourage more entrepreneurs.

Our commitment to ... Inclusive economic growth

We want our Borough to be a place that stands out not just in Greater Manchester but nationally as the best example of what inclusive growth looks like. This means we aim to become the first post-industrial area to grow more quickly than the national average whilst at the same time reducing deprivation. This will be driven by equipping local people with the skills and opportunities to access local economic opportunities.

Achieving this ambition will not be easy. Deprivation data tells us that the quality of local jobs and average income levels are lower than in 2010. Workforce indicators also show a decline in both women and also people with a disability in employment. We also know that health problems are more prevalent in areas of high socio-economic deprivation and among cohorts of the population, such as those with disabilities, people from black and minority ethnic groups and LGBT people.

We will address the underlying drivers of inequalities by considering how, through our economic development plans, we can achieve a fairer distribution of wealth and income. We want to raise local aspiration and remove barriers to life chances that prevent people gaining well paid and fulfilling employment. We want to support those furthest from employment to move towards and into sustainable roles.

Bury was chosen by Barclays Bank to be part of its Thriving Local Economies pilot. The pilot seeks to understand what really drives a great local economy. It explores how we can drive inspiration, ambition and confidence in local people and specifically to develop alternative pathways of education and employment through pre-apprenticeships, enhanced mentoring and a true curriculum for life. On the back of this work we are:

- Delivering a 'life skills' programme for our school leavers to ensure they can manage personal finance, plan their time and apply successfully for jobs.
- Creating a borough-wide apprenticeship strategy, as well as work experience and internship placements, targeted specifically at children from our Borough.
- Rolling out the Working Well scheme, which puts multi-agency support around individuals to enable them to access and remain in work.
- Establishing a new scheme to supporting people who are in as well as out of work and experiencing poverty or hardship.

In the 'Let's do it' spirit, employers can do their bit by contacting our Hubs if they can offer apprenticeships or host work experience placements. We are also asking for volunteers to mentor people accessing work or a young person developing their life skills and looking for a role model.

Business growth - *The Greater Manchester Independent Prosperity Review* found that our Borough has an economy highly reliant on traditional industrial production base, with existing strengths in manufacturing activities. New growth and opportunities for growth are also emerging in more complex, higher skilled areas such as management consulting, computer programming and specialised design.

Our business base has grown in strength over the last decade, since 2011 there has been a net increase in the number of businesses in the Borough of 60.6% and business density is now greater than the national average. However, concerns remain about the Borough's current business base. Nearly all of the companies in our Borough are small and the proportion of medium and large companies is a third smaller than the UK average. What's more the most recent figures show that the number of new business starts fell by 37% in 2018, compared to 2017. In addition to this, Covid-19 has presented the whole country with a profound economic shock which will be a challenge for our local commercial base and supply chains.

The Bury Business leaders' Group represents our businesses in public service policy making. It also connects businesses to the suite of support available, including regional and national funding opportunities. This group has an integral role to play in connecting the Borough's businesses with the support available and in giving feedback on whether the support services available are fit for purpose. Ensuring businesses are aware of the support available, is an important part of delivering inclusive business growth, increasing the resilience of Bury's business and ultimately increasing the number of business starts, and the proportion of medium and large businesses. To do this there are a range of support services available for aspiring entrepreneurs and established businesses. Support available includes the Enterprising You and Start Smart, as well as free start up, strategy, mentoring and digital advice through the Greater Manchester Business Growth Hub.

One of the challenges to business growth in our Borough is the lack of available land that will enable them to expand and we are actively pursuing opportunities to address this issue.

To drive up the quality as well as number of local jobs, we are helping local employers to sign up to the Greater Manchester Good Employment Charter, which sets out the standards for good work. To do our bit, the Council will review its procurement strategies to maximise the value of every single pound of the Borough's public service money spent, through a local supply chain in return for meaningful social value contribution. The Bury Local Care Organisation will join the Northern Care Alliance Community of Practice to drive up social value contribution, which has a remit to understand, test and learn how to best leverage our collective power for social economic development and improve population health and wellbeing

Education and skills - The education and skills we have play a key role in our chances in life. Too many people in our Borough aren't getting the start in life they deserve and we recognise that Covid-19 has hit younger people who have missed out on education hard.

In the past, our Borough had a pedigree in educational leadership and we want to recover this. We want to recover our reputation as a place for high-quality education at all levels from primary, secondary, further and higher education as well as adult learning. We are already on the journey and have launched a new mentoring programme for Head Teachers which invests in their development and will support top performing schools to work with those struggling to improve standards.

At the same time businesses are struggling to find the skills they need, with a third of all recent vacancies going unfilled. To change this, we will support businesses and colleges to co-design training programmes, including a borough-wide apprentice strategy. We've also set up a partnership with Bolton University to make it easier to access higher education within our Borough and have plans to establish a coding college.

We need to ensure there are high quality jobs for school leavers and college graduates, so are working with businesses to increase the number of apprenticeships. We will provide information and support to do this through the Bury Business Forum and Greater Manchester Apprenticeship Hub. We will also ask any company that bids for a public sector contract above £100k to provide apprenticeships to residents of our Borough. This is part of a broader programme of work we'll undertake to ensure that our commissioning and procurement supports community wealth building, local employment, generates training opportunity and promotes equitable employment practices.

To support those looking for a job, we have also strengthened our employment support. Every Community Hub will have a specialised employment professional. They will act as a 'coach' to give personalised support to you as you look for a job, and to put you in touch with local employers, and business owners who can provide a mentoring role. We will put control of an individuals future in their own hands.

5 Making it happen

We are in the process of developing a strategic implementation plan.

5.1 Developing our workforce

Delivering the Bury 2030 Strategy will require a new skills base for everyone (public service staff, volunteers and residents themselves). We need to develop a shared understanding of the local needs of neighbourhoods and the skills and knowledge to apply the principles of prevention, early intervention and targeting of resources.

We are therefore planning a focussed drive to give our entire workforce (public service staff, volunteers and residents themselves) a grounding in ethnographic principles. We will also arrange place-based inductions about the history, communities, infrastructure and culture for everyone working in a particular neighbourhood to make sure they are aware of and fully appreciate its unique character and community assets available locally. We want to have a culture where everyone feels empowered to make change, to innovate and improve services. The challenges facing public services are always changing and the only way to react to this is to be constantly improving services, making sure they're best positioned to respond to the complex challenges people in our Borough are facing.

5.2 Developing our communities

We already have a lot of what we need to make this happen. We have a wealth of people in our Borough who have the skills and experience to understand, embrace and deliver this vision. As part of our community-based approach we will launch this strategy with a 'Bury' Best Selves digital lecture series which will provide insight and skills development from local thought leaders on our principles for the future:

- Inspiration;
- Aspiration;
- Participation;
- Collaboration.

Following the lecture programme residents will be invited to get involved with particular community fora, or to engage with the Community Hubs.

5.3 Developing our community infrastructure

Throughout the Covid-19 response, community, voluntary and faith-based groups have demonstrated how vital they are to the neighbourhoods in our Borough. This strategy has repeatedly described the critical role they have to play in delivering our vision for the future. We will continue to support the development of the infrastructure of the sector through:

- The development of a sustainable funding model
- Working with community groups to develop the infrastructure for the Voluntary Community and Faith sector
- The refreshed volunteering strategy to give everyone who wants an opportunity to get involved the opportunity to do so

5.4 Managing Delivery

This strategy is underpinned by a detailed delivery plan which sets out exactly what will be delivered and by who over the first two years of this plan. Updates on progress made and outcomes achieved will be produced and shared on a quarterly basis. There will be an annual review of progress made and future priorities.

List of terms used:

Term	Meaning
PSR	Public Service Reform
INT	Integrated Neighbourhood Team
Team Bury	The network of all public and community leaders in Bury
VCFA	Voluntary, Community and Faith Alliance
GM	Greater Manchester