



# Salford City Council

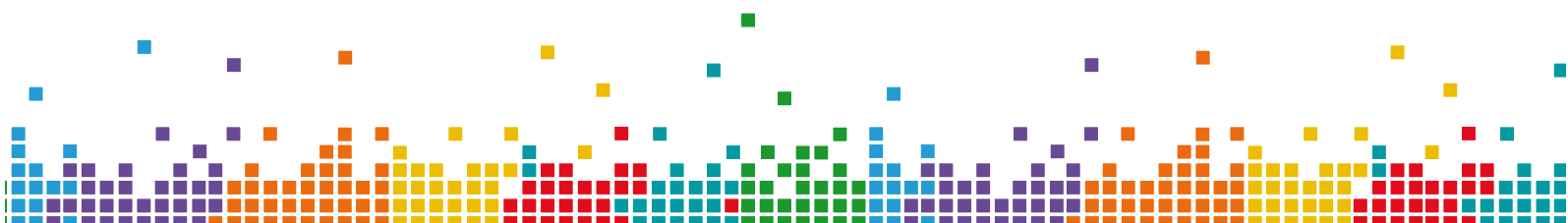
## Corporate Plan 2010–2013

Creating the best possible quality of life



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## Foreword from the Leader of the Council and the Chief Executive

Over the past year the council has been well-placed to respond to the recession and has developed programmes with our partners to ease the burden of the effects of the recession on residents where possible. However we are very aware that residents, young people and businesses in the city continue to face difficulties, which are now compounded by the severe cuts planned by the new government.

There is a clear mandate to reduce public spending in the next three years and the in year reductions announced require this council to cut £3.5 million from its budget in 2010/11. Next year will be even harder for the public sector and the council and its partners will need to redouble efforts to achieve the vision that Salford, by 2024, will be a beautiful and welcoming city, driven by energetic and engaged communities of highly skilled, healthy and motivated residents.

We remain committed to making that vision real. In 2009/10, the council's Cabinet Work Plan focused on helping people through the recession and that work will continue. In 2010/11 the Cabinet Work Plan, Beyond the Recession, focuses on issues still affecting the quality of life for our residents, young people and businesses. The four themes include 'tackling child poverty' an issue that the recession has particularly affected and which gives the council and its partners real concern, as this, coupled with budget cuts in welfare and state benefits, brings more children and young people into poverty.

The second theme affected by the recession concerns itself with community cohesion and there is a real need to gain back momentum and strengthen the work in this area.

The third theme is delivering services fit for people and the fourth theme is ensuring that residents, young people and businesses of Salford engage in the opportunities presented by MediaCityUK.

The Corporate Plan guarantees the delivery of the Cabinet Work Plan. This document outlines the functions and business plans which will ensure the right focus to ensure the delivery of the four strategic themes contained within the Cabinet Work Plan in conjunction with organisational development, performance management and continuous improvement of service delivery.

City Region status and the creation of a Combined Authority are the next steps in our evolution as a centre for business and prosperity. More devolved powers will mean that we are able to work together across a greater area to make better decisions about our collective future and will ensure that key issues are dealt with at the most appropriate spatial levels. We will work effectively together for the economic benefit of everyone who lives and works in Greater Manchester. We will be joining forces with other councils, businesses and public services to deliver collaborative programmes to achieve savings whilst providing a better service.

As the council budgets tighten, we remain committed to making improvements and continued efficiency drives will help to balance budgets. It is clear that there is a lot more to do in Salford to ensure that all who live and work in Salford receive high quality services and value for money from the council.



Councillor John Merry, Leader of the Council



Barbara Spicer, Chief Executive



## The council's vision

**It is the council's ambition to create the best possible quality of life for the people of Salford. We will do this by improving our own services and by leading Salford's Strategic Partnership, Partners IN Salford, which provides strategic direction to help public, private, community and voluntary sector organisations work together effectively.**

### About this plan

The Salford City Council Corporate Plan sets out priorities and areas for improvement for 2010–2013. It outlines the council's key activities to deliver on the things that matter to the people of Salford.

We have organised the corporate plan into two parts:

- Part one: Providing the best possible quality of life - our activities and ambitions are arranged under the council's pledges, which reflect what local people in Salford have told us are most important to them.
- Part two: Improving as an organisation – responding to change, more value for money, developing our workforce, and ensuring that everyone can access our services.

### This plan and other plans

This plan outlines what the council will do to improve our performance over the next three years.

The council's Cabinet Work Plan details what we will do in this financial year (2010/11) to help people in Salford beyond the recession, showing activities that feature in the business plans of the council's directorates.

The Corporate Plan, the Cabinet Work Plan and business plans all make clear how the council will contribute to the Partners IN Salford vision, which is set out in the city's Sustainable Community Strategy – Connecting People to Opportunities 2009-24:

“In 2024, Salford will be a beautiful and welcoming city, driven by energetic and engaged communities of highly skilled, healthy and motivated citizens, who have built a diverse and prosperous culture and economy which encourages and recognises the contribution of everyone, for everyone.”

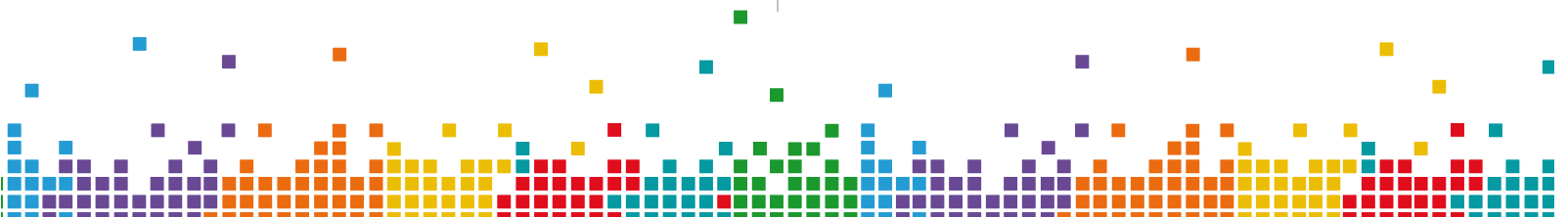
To achieve this vision, the partnership has adopted themes to organise its work. The council's pledges reflect those themes.

Sustainable Community Strategy	Council pledges
A healthy city	Improving health
A safe city	Reducing crime
A learning city	Encouraging learning, leisure and creativity
A city where children and young people are valued	Investing in young people
An inclusive city	Promoting inclusion
An economically prosperous city	Creating prosperity
A city that's good to live in	Enhancing life

The Salford Agreement 2008-11, our local area agreement, sets out the partnership's 23 priorities for improvement over these three years.

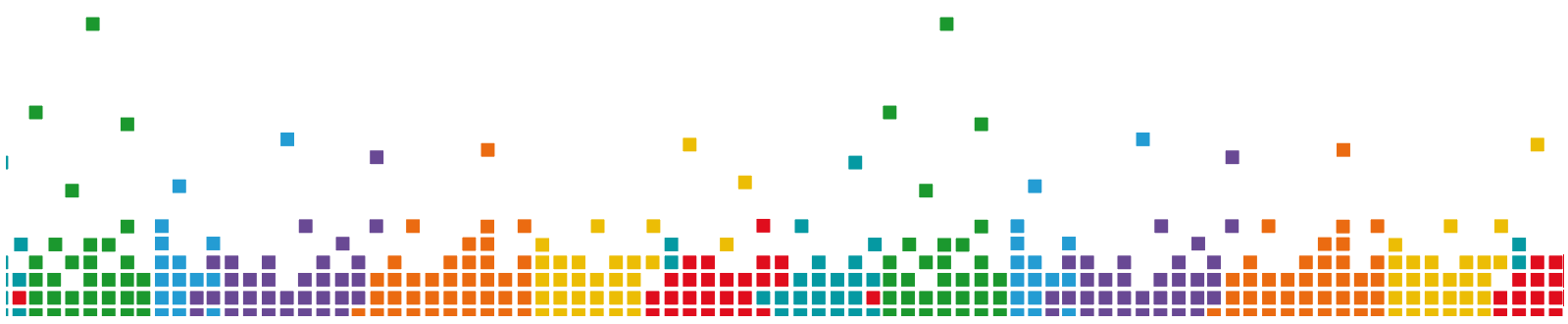
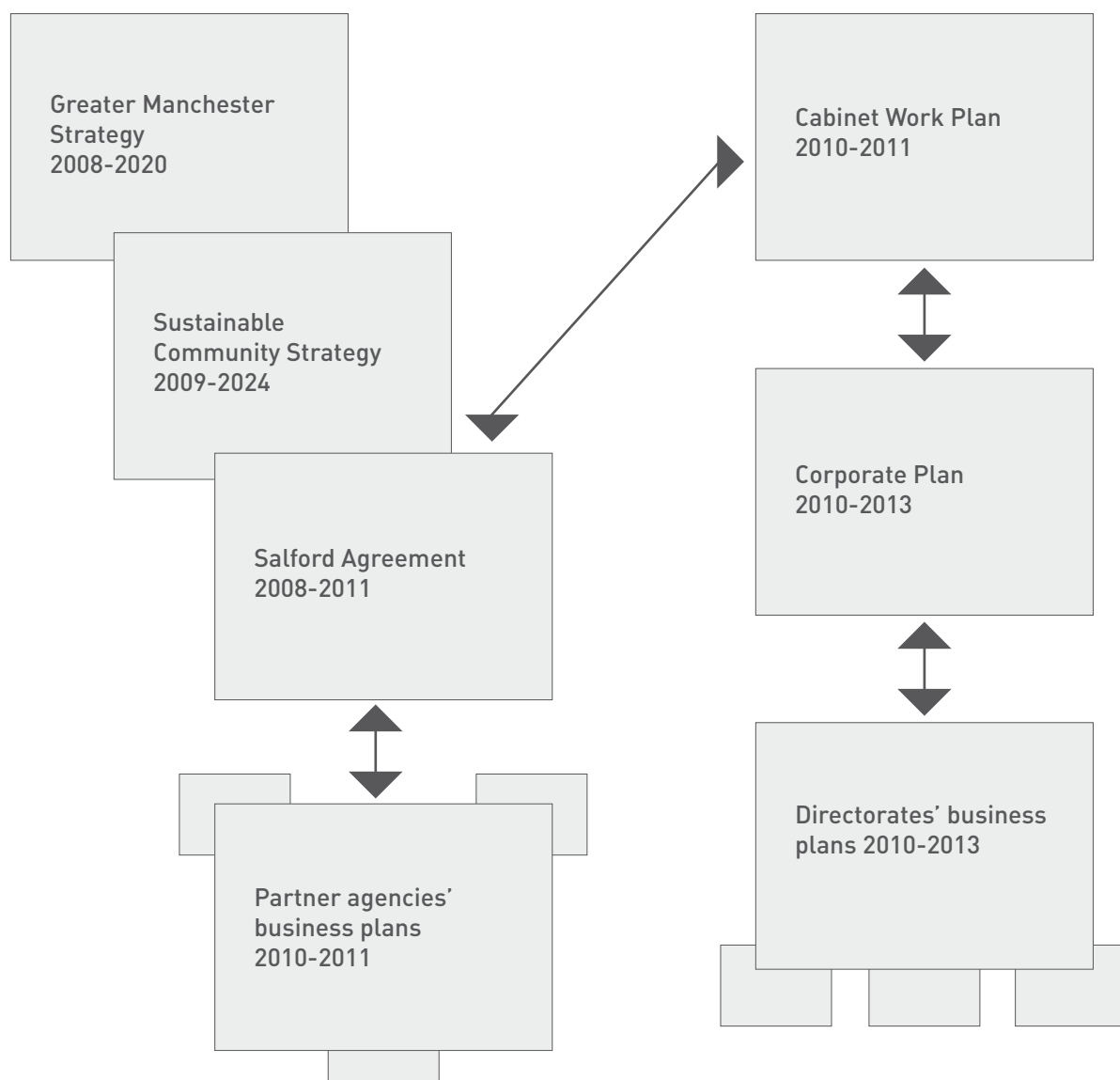
The Local Development Framework is the city's main set of planning policies and is central to our aim to deliver sustainable communities. The framework's Core Strategy sets out the plan for use of land, how the city should develop, and how to protect and enhance the city's environment over the next 20 years.

As well as aligning Salford's aims and objectives to regional and sub-regional frameworks, we actively contribute to the delivery of nationally set performance and outcome frameworks, such as Every Child Matters and the seven national outcomes for adult social care.



Each council directorate develops a business plan that shows how it contributes to national, regional and local priorities. We will continue to refine our business planning processes to ensure close alignment with the Greater Manchester Strategy.

The links between the plans are shown in this diagram:



## About Salford

**Salford covers around 38 square miles to the west of Manchester city centre. It stretches from the heart of Manchester out to the countryside. Its location at the hub of motorway and rail networks links it to the other city regions in the North, particularly Leeds and Liverpool, and to Europe and beyond as part of the North West European Trade Axis. It is only ten miles from Manchester International Airport, and its position as an economic hub is also strengthened by assets such as the Manchester Ship Canal and City Airport Manchester at Barton. The city has major tourism, heritage and waterside attractions. 35% of Salford is green belt land, all of which is in the west of the city.**

### Population

Salford is home to over 225,000 people and projections indicate that the population will continue to grow in the future. The population profile will change, with a larger older population, and a more diverse population.

The 2001 census showed 3.87% of the population of the city as non-white. In 2007, the Office for National Statistics revised this to 7.99%. The data from our schools census suggests a continuing trend towards diversity: only 85.5% of Salford pupils were white British in 2010 compared to 96.8% in 2001.

Some communities of identity live in particular areas, such as the 10,000 Orthodox Jewish people in East Salford, the Yemeni community in Eccles and the Irish Traveller community in Little Hulton.

Salford has a large student population concentrated in East Salford, particularly Irwell Riverside and Kersal wards, as shown by the relatively high proportions of young people there. Students' transience creates particular challenges in these areas for improving environmental quality, community cohesion and access to services.

### The city's challenges

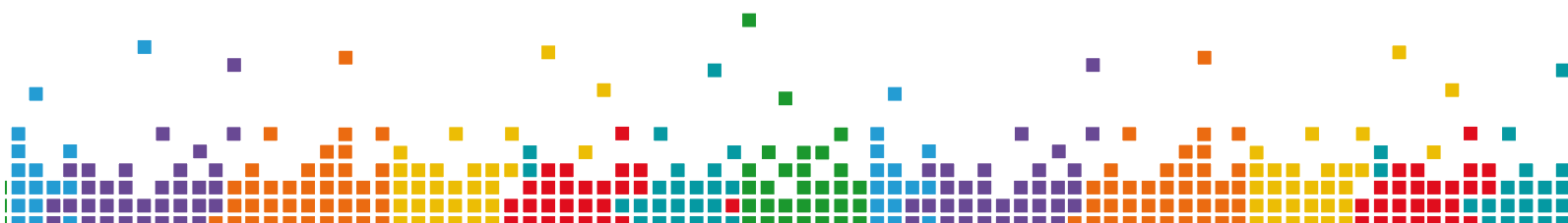
The council and its partners address different service needs and aspirations in different parts of the city. Salford's central location in the conurbation strengthens its economic position but also presents challenges in terms of environmental sustainability and quality of life, and above all high social deprivation. In contrast, towards the west, Salford becomes increasingly suburban and rural with some of the most affluent parts of Greater Manchester, though there are also some of the most deprived communities in England here.

One of the main challenges for the city is to narrow the gap between people living in deprived areas and the rest of the population. Salford is the fifteenth most deprived local authority area in the country. This means that Salford is within the 5% most deprived areas in the country and second in Greater Manchester.

The most deprived live in three wards: Broughton, Ordsall and Langworthy. The 2001 Census indicated that 23% of the population had a limiting long term illness. However, this was not distributed evenly across the city, with 17% in Worsley, rising to 29% in Langworthy.

In some areas, the council's response to deprivation involves regeneration such as the Salford West programme. In other areas, neighbourhood management ensures we listen and respond to community priorities and for three areas in the city we are participating in the Greater Manchester Life Chances pilots to improve life chances and outcomes for people facing multiple disadvantages.

Part of our response to tackling deprivation is ensuring that everyone can benefit from the major opportunities that the city enjoys. Our Housing Market Renewal and linked investment programmes enable us to continue major improvements to housing in Ordsall, Lower Broughton, Higher Broughton, Charlestown, Lower Kersal, Pendleton, Seedley and Langworthy. Our transfer of council housing in



west Salford to the new City West organisation has allowed a multi-million pound decent homes programme supported by investment in schools, community facilities and open spaces.

The Salford West Strategic Regeneration Framework 2008-2028 identified the challenges and opportunities for the western two-thirds of the city. The area is looking to major investment in employment, schools and transport. We are tackling deprivation by opening up access to greenspace and waterside, heritage and tourism through the Bridgewater Canal. We are addressing post industrial decline through environmental improvements on the Liverpool Road corridor. Current activity provides a focus on town centres working to reinvigorate them and carve out new sustainable roles.

### Beyond Salford

Salford operates as part of the wider city region of Greater Manchester, within the North West and within a context and policy framework influenced by national government across England and the United Kingdom.

We are committed to improving the lives of people in Salford. Sometimes this means we need to focus on very local and individual needs. At other times we need to work much more widely with neighbouring authorities, other cities and with national partners to ensure the best results for residents locally.

### Greater Manchester

The Greater Manchester City Region is economically the largest outside London and accounts for half of the North West's total economic output. The ten local authorities in the city region won agreement from the previous government to extend their

collective powers to improve the economy and environment. They are now in discussion with the new government about implementing that agreement.

Salford sits at the heart of the city region, making a significant contribution to its overall economic success. In turn the city will benefit from the city region's further success. Salford's contribution is in part driven by its proximity to Manchester and the fact that it effectively shares part of Manchester city centre. The main shopping area is in Manchester, but the part of the city centre which stretches into Salford offers further non-retail employment and residential opportunities.

The Greater Manchester Strategy expresses the city region's ambitions for improvement, with these strategic priorities:

- Early years
- Better life chances
- The highly skilled
- Attracting talent
- Transport
- The economic base
- International connectivity
- A low carbon economy
- The housing market
- Effective governance
- Sense of place

This Corporate Plan include examples of how Salford contributes to the Greater Manchester Strategy.



## Part one: Improving quality of life

### Improving health in Salford (pledge 1)

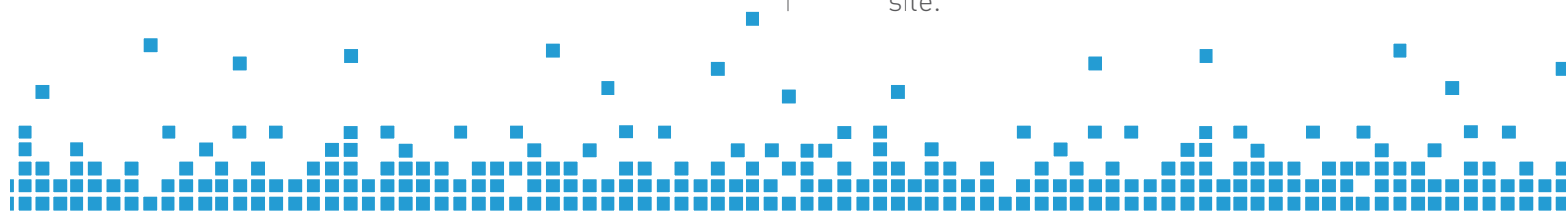
The council pledges to improve the health of individuals and communities in Salford, working with partners to improve life chances and promote healthy lifestyles. We will improve and redesign services to maximise access and to reduce inequalities. Poor health has an impact on the ability of communities to lead quality lives and to take up employment and skills opportunities.

#### Current position

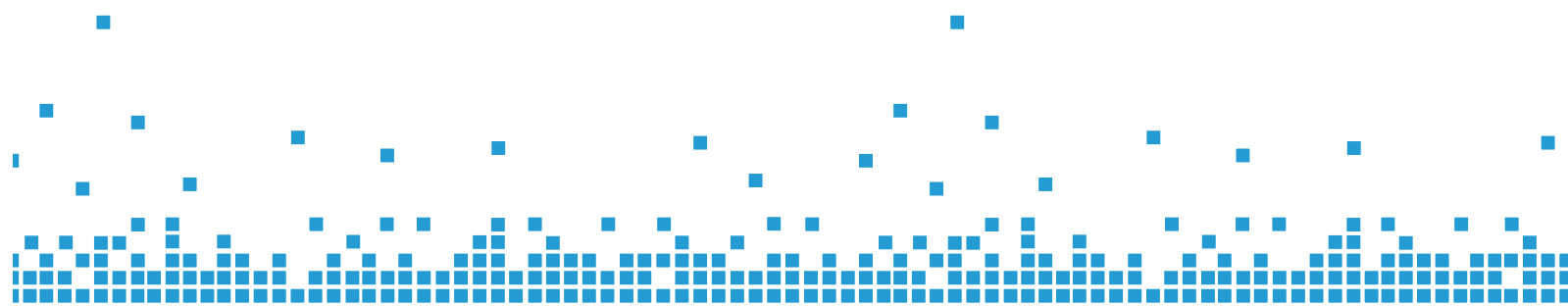
- Life expectancy in Salford is lower than average for England– people in Salford tend to live two years less than the national average.
- Salford’s teenage pregnancy rate is higher than the regional and national averages and is not reducing as it is elsewhere.
- Two thirds of adults and a quarter of children in Salford are overweight or obese. Without action, this will increase by 2050 to over 80% of adults and nearly 50% of children.
- Smoking is still the largest cause of preventable ill health and premature death in Salford and is directly linked to life expectancy. About a third of adults in Salford smoke.
- Nearly half of all people claiming Incapacity Benefit in Salford do so for mental health reasons, 10% higher than the England average.
- An estimated 2,266 people in Salford have dementia and this number is expected to increase to over 2,461 over the next 15 years because of the ageing population.
- Salford has the ninth highest rate for hospital admissions for alcohol related harm in England.

#### What we did between April 2009 and March 2010

- We worked in neighbourhoods to promote healthy lifestyles, for example through stop smoking events, healthy eating cookery classes and health walks and provided healthy and nutritious meals in support of a “meals on wheels service” for the elderly.
- 5,000 people took part in council organised events and activities which involved at least 30 minutes of moderate physical activity, for example health walks, cycle rides and conservation volunteering.
- Environmental Services created the City’s first outdoor gym in Ordsall Park in partnership with the Primary CareTrust.
- The council continues to implement the Parks for People Strategy, to improve the variety of leisure activities in parks.
- We launched the Eats4U initiative in schools to encourage the further take-up of healthy school meals in support of the healthy weight strategy and provided 2.5 million healthy school meals in primary schools and secondary schools.
- In the cold snap in January, staff volunteered during the evenings and at weekends, providing services and information to residents and supporting operation Cold Call to contact over 1,300 older people to check that they had food, heating and medicine.
- We opened the Humphrey Booth Resource Centre, a centre of excellence for dementia and national demonstrator site.



In 2010/11 the council wants to improve health in Salford and will:	Complete by
	2010
Provide a more efficient major adaptations service for customers needing equipment in their homes.	October
Re-tender the domiciliary care contract process to promote personalisation. (Cabinet Work Plan).	October
Support and assess the remaining 20% of schools to achieve National Healthy Schools Status.	December
Implement the Affordable Warmth Strategy and develop the Affordable Warmth Strategy Action Plan 2010 – 2016.	December
Hold at least 12 healthy living awareness sessions for older people in the community through sheltered housing sites. (Cabinet Work Plan)	December
	2011
Assist 100 vulnerable residents to take up government Warmfront grants and emergency heating grants to reduce winter deaths.	March
Create 14 new outdoor gym facilities in parks.	March
Develop contraception and sexual health services to reduce teenage pregnancy rates.	March
Provide tailored information and signposting to 'at risk' Change 4 Life families through the Call Centre and Advice Team to encourage healthy weight and physical activity.	March
Implement, and drive the implementation by other partners of, the Healthy Weight Strategy. (Greater Manchester Strategy)	March
Draw up and implement a parks and open spaces strategy to include volunteering opportunities for the public and a parks events programme that encourages participation from all members of the community.	March
Continue the expansion of the Ranger Service to support work with the PCT on health improvement and to promote inter-generational events within parks and open spaces.	March
Increase the number of allotments plots to promote healthy food and to increase opportunities for physical activities.	March
Implement the decent homes programme.	March
<b>Between 2011-13 the council will:</b>	
<ul style="list-style-type: none"> <li>• Further reduce teenage conceptions.</li> <li>• Continue to improve services to support improved emotional health and well-being.</li> <li>• Support the 2011-12 implementation plan for the Healthy Weight Strategy.</li> </ul>	



## Improving quality of life

### Reducing crime in Salford (pledge 2)

The council pledges to reduce the fear of crime and to target the crimes which cause most concern for the people of Salford. We will help victims and witnesses of crime, we will tackle offenders and we will implement crime reduction and prevention measures. We work in partnership with the police, fire and rescue and probation services and other agencies to increase community safety and help all our communities to feel safer.

Levels of crime and anti-social behaviour, and peoples' perceptions of crime levels have a big impact on residents' quality of life. Crime has reduced significantly, but is still high compared to other areas of the country and Greater Manchester.

The work of the Salford Community Safety Partnership is co-ordinated through the council's Community Safety Unit, which includes the Drug and Alcohol Action Team and the Anti-Social Behaviour Team.

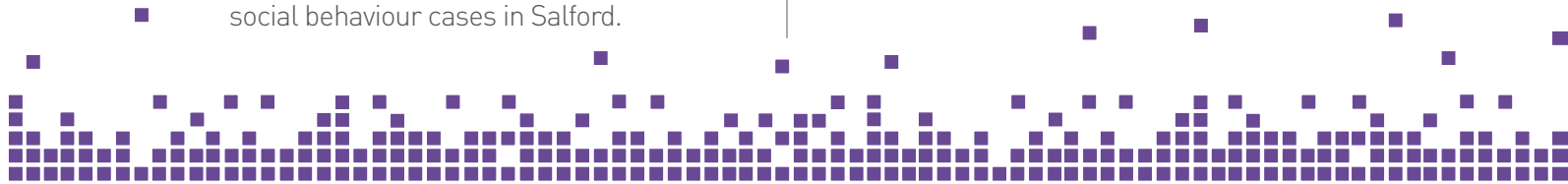
#### Current position

- In 2009 all crime reduced by 15%, with over 4,000 fewer victims.
- We have seen substantial improvements in peoples' perceptions of anti-social behaviour. In the Place Survey 2008, 31.5% of respondents said that anti-social behaviour was a problem. By 2009 this reduced, to 24%.

#### What we did between April 2009 and March 2010

- Sustainable Neighbourhood Action Projects (SNAPS) in six wards tackled crime and anti-social behaviour. Achievements include 144 tonnes of bulky waste collected and disposed of free of charge to reduce fly tipping and graffiti was removed from over 440 sites.
- Burglary reduction initiatives included making security improvements in 500 homes, installing 52 alley gating schemes and protecting over 2,000 homes with a forensic property marking scheme.
- The Anti-Social Behaviour team progressed 102 legal actions on behalf of City West Housing Trust and Salix Homes to resolve some of the more difficult and serious anti-social behaviour cases in Salford.

- The Neighbourhood Crime and Justice project ran a public vote to identify priority outdoor sites that were cleared up using Community Payback offender teams.
- We opened a council CCTV control room, which has won a national award for innovation and management. The centralised control room links into police radio which allows the CCTV operatives and police officers to react together to incidents as they are taking place.
- The Back to Work Team supported 158 adult offenders to stop their re-offending.
- Swift removal of fly-tipped and flammable materials has contributed to a 17.5% reduction in arson fires.
- Reports of fly-tipping have fallen by 33% over the past three years by education and enforcement, with over 700 fixed penalty notices issued for littering and dog-fouling.
- The Drug Treatment Strategy and the Alcohol Strategy have been reviewed and refreshed.
- We developed a strategy to tackle violence against women.
- We carried out 77 test purchases for sales of alcohol to underage young people. Nine illegal sales were made and enforcement action including cautions and fixed penalty notices were issued.
- 87 off-licences signed up to the Having the Bottle to Say NO campaign.



In 2010/11 the council wants to reduce crime and disorder in Salford and will:	Complete by
	2010
Publicise sentencing outcomes from the magistrate's court.	August
Implement burglary reduction projects such as alley gating and extending the forensic property marking scheme.	September
	2011
Involve at least ten secondary schools in the One Extreme To Another programme to highlight hate crime. (Cabinet Work Plan)	February
Run community safety features in every edition of Life IN Salford and in neighbourhood magazines. (Cabinet Work Plan)	March
Develop a multi-agency approach to serious and organised crime. (Greater Manchester Strategy)	March
Run eight SNAP weeks in priority wards.	March
Commission alcohol and drug treatment programmes through the Drug and Alcohol Action Team.	March
Develop work to identify and help young people identified as at risk of becoming offenders.	March
Intervene against people engaged in anti-social behaviour, including taking legal action.	March
Implement a community safety marketing and communications strategy and a related plan for the local crime and justice priority.	March
Continue enforcement and education to reduce sales of cigarettes and alcohol to people who are under-age.	March
Continue enforcement against rogue traders and counterfeiters.	March
Recruit 30 new off-licence premises to the Having the Bottle to Say NO campaign and promote it through newsletters and visits.	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Agree and implement an updated community safety strategy.</li> <li>• Continue to drive down crime and disorder across all neighbourhoods.</li> <li>• Further reduce re-offending rates.</li> </ul>	



## Improving quality of life

### Encouraging learning, leisure and creativity in Salford (pledge 3)

The council pledges to raise the educational attainment of children, young people and adults. We will provide better quality schools and leisure facilities and promote independence for people through education, training and employment. We will encourage more people to participate in a range of sport, culture and learning activities and will promote the city as a destination for major cultural, sporting and leisure events.

Good qualifications and aspirations are essential for connecting Salford people to the opportunities offered by the city's regeneration. The increased economic wellbeing achieved by people with higher qualifications also contributes to physical and psychological health and the wider prosperity of the city.

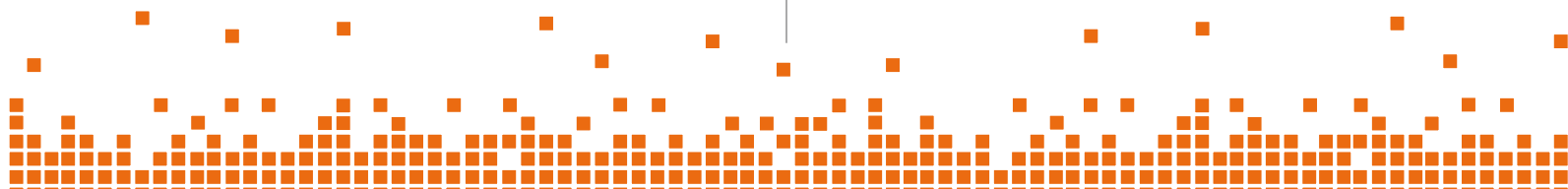
#### Current position

- Attendances at Fit City sport and leisure centres are increasing.
- Visitors to Salford Museum and Art Gallery have also increased and the percentage of local residents satisfied with the museums have gone up from 44% in 2008 to 49%.
- The number of people visiting the libraries has increased from 835,400 in 2008/09 to 1.2 million in 2009/10.

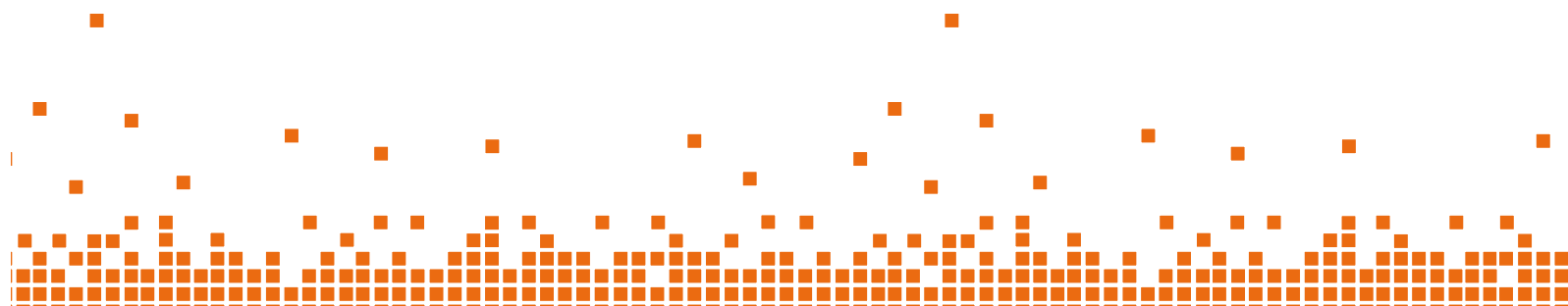
#### What we did between April 2009 and March 2010

- Achievement of 5 or more A\*- C grades at GCSE or equivalent including English and Mathematics rose from 38% to 45.7% during the 2009 academic year.
- Young people have been involved in shaping the plans for the Building Schools for the Future initiative.
- Environmental Services and the Children's Services Directorate invested in 11 new and refurbished play builder facilities in parks and open spaces.
- Events on biodiversity and environmental improvement in parks and green spaces engaged over 1,000 young people.

- We continued to promote the national eco-schools programme to Salford's schools leading to the following awards: 6 national green flag schools, 29 silver award holders and 49 bronze award holders.
- Refurbishments of Fit City Broughton pool and Eccles library (Carnegie Building) were completed and the major improvement/refurbishment scheme at Ordsall Hall commenced.
- We strengthened our relationship with the University of Salford to make the most of the extensive knowledge economy in the city, particularly in the creative and digital media sector and MediaCityUK.
- The BBC Proms in the Park in Salford in September 2009 attracted over 7,000 people, with 52% of them Salford residents. The event received significant publicity as one of five official BBC Proms in the Park events which took place on the last night of the Proms and featured on the BBC and BBC radio.
- The industrial heritage site of Wet Earth Colliery at Clifton Country Park was developed with improved interpretation and promotion.



In 2010/11 the council wants to develop learning, leisure and creativity in Salford and will:	Complete by
	2010
Co-ordinate work with citizens, local communities, commissioners and providers through the strategic alliance for culture and sport – Inspired in Salford. (Cabinet Work Plan)	July
	2011
Tell users of libraries, leisure centres, arts services and museum and heritage services about opportunities at MediaCityUK. (Cabinet Work Plan)	March
Extend opportunities for Salford residents to participate, progress and excel in cultural and sport activities.	March
Develop opportunities for student involvement in literacy and numeracy projects linked to MediaCityUK.	March
Support the development and completion of the Media Enterprise Centre at MediaCityUK. (Greater Manchester Strategy)	March
Target the top five ranking schools to reduce the number of children leaving as NEET (not in education, employment or training).	March
Improve literacy and numeracy at all levels by setting targets with all schools.	March
Develop personalised education programmes for all individual school-age parents.	March
Set up a Kickz project with Manchester United Foundation for young people from Ordsall & Langworthy, promoting community participation in healthy recreation and help to advance the education of children and young people.	March
Run the Parks for People programme to improve recreational and leisure opportunities, with particular emphasis on Ordsall Park.	March
<b>Between 2011-13 the council will:</b>	
<ul style="list-style-type: none"> <li>• Ensure that all schools are judged at least satisfactory by Ofsted judgement.</li> <li>• Further improve children's literacy and numeracy in Year 2 (key stage 1) and Year 6 (key stage 2).</li> <li>• Maximise the creative, cultural and sporting offer in the regeneration areas of Salford Quays, Irwell City Park, Salford Crescent and Chapel Street.</li> <li>• Further support the development of creativity at MediaCityUK.</li> </ul>	



## Improving quality of life

### Investing in young people in Salford (pledge 4)

The council pledges to encourage greater engagement with young people on issues that affect their lives. We will provide services and facilities to meet the needs of young people. We will improve the life chances of young people by supporting them and their families. National evidence shows that the quality of parenting is the single most important factor in children fulfilling their potential.

Tackling child poverty is one of the Cabinet Work Plan's four priorities. The council's work on child poverty is longstanding and wide-ranging, but we must continue to ask whether we are doing all that we could. We want to make sure that we are, and that we take into account the recession's impact.

#### Current position

Salford has had a higher proportion of looked after children than other local authority areas. However, the numbers have since decreased from 532 in 2007/08 to 498 in 2009/10. There are 315 children with a child protection plan, up from 238 in April 2009.

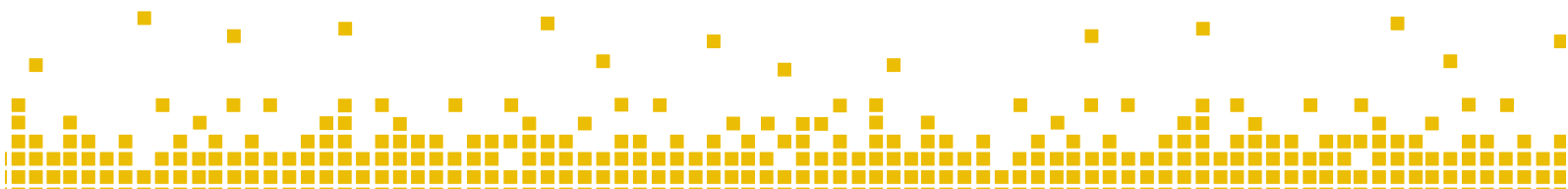
From April 2010, a new Children's Trust will be responsible for achieving outcomes in the Children and Young People's Plan. The plan will outline how we will achieve the five Every Child Matters outcomes for children, young people and families:

- Being Healthy.
- Staying Safe.
- Enjoy and Achieve.
- Making a Positive Contribution.
- Achieving Economic Well-Being.

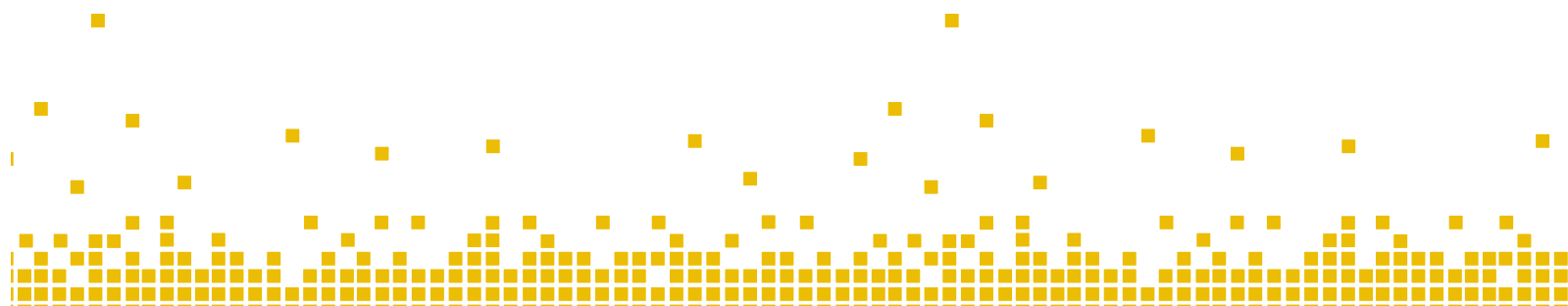
#### What we did between April 2009 and March 2010

- We supported initiatives from pupil referral units, such as a monthly newsletter and a drama film.
- A parents' group for parents of children with disabilities was set up under the Aiming High Parent Participation Programme.

- We continue to reduce the number of young people not in employment, education or training (NEET) – despite the economic downturn.
- Salford's 3D fostering programme has been praised for its commitment and dedication to making positive changes to the lives of young people.
- All children's homes were rated as adequate or good; with some noted as having outstanding features.
- The action plan for improvement for the Youth Offending Service was accepted by HMI inspectorate.
- An interim Children and Young People's Plan for 2009/10 has been produced.
- Environmental Services, via the eco-schools programme, provided schools based events to promote environmental awareness, such as the Crucial Crew multi-agency event and the Love Food Hate Waste initiative which is a regional waste minimisation campaign.
- We provided seven apprenticeships within the Grounds Maintenance division and ran a successful apprentice programme within Citywide Services.



In 2010/11 the council wants to improve young peoples' lives in Salford and will:	Complete by
	2010
Establish the Children's Trust in Salford.	June
Implement the vulnerable adult policy to improve access to adult services for vulnerable care leavers.	June
Complete local child poverty needs assessment. (Cabinet Work Plan)	September
Develop the new Children's Plan.	September
Complete the development of joint commissioning arrangements for Skills and Work and Child Poverty. (Cabinet Work Plan)	December
Promote participation in the Tell Us survey with schools.	December
	2011
Support safeguarding children and vulnerable adults. (Greater Manchester Strategy)	March
Work with the Children's Centre to develop young parent support services in the centres.	March
Increase positive activities for young people to reinforce their influence and divert them from engaging in anti-social behaviour.	March
Ensure a robust inter-agency response to children in need of safeguarding either within or outside their homes.	March
Develop adoption and fostering schemes and provide a short break fostering scheme for children and young people with disabilities.	March
Ensure that care leavers get good quality accommodation on leaving care and receive high quality tenancy support to sustain their tenancy.	March
Work with Connexions to target support for care leavers who are not in education, employment or training (NEET).	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Further develop the partnership approach to safeguarding.</li> <li>• Effectively support the appropriate number of looked after children through improved multi-agency early intervention services for vulnerable families.</li> <li>• Achieve better inspection results for all residential children's homes.</li> </ul>	



## Improving quality of life

### Promoting inclusion in Salford (pledge 5)

The council pledges to build strong, confident communities. We will do this by celebrating and supporting our cultural diversity and by improving access to services and support mechanisms for vulnerable members of our community. This is reflected in the Cabinet Work Plan which features reinforcing community cohesion as one of its priorities. Our community cohesion strategy reflects the city's changing population and circumstances, including the negative impact of the recession.

Community cohesion is achieved where communities with different groups of people get on well together and where there is a shared vision of the future which all communities can subscribe to. Inclusion is about ensuring a good quality of life for every citizen, regardless of their situation, and where all people have the chance to reach their full potential. As a community leader, the council must work alongside its partners to ensure that a shared vision, equality, social justice and engagement are promoted, and are visible and experienced by all citizens.

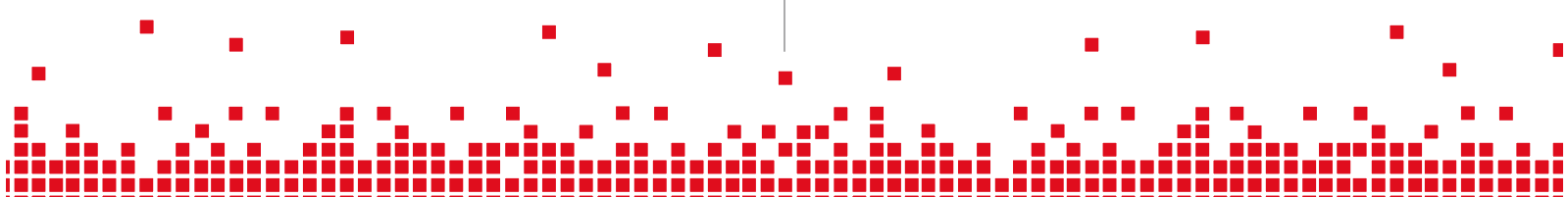
#### Current position

Salford is a diverse and growing city, with a changing social and economic future:

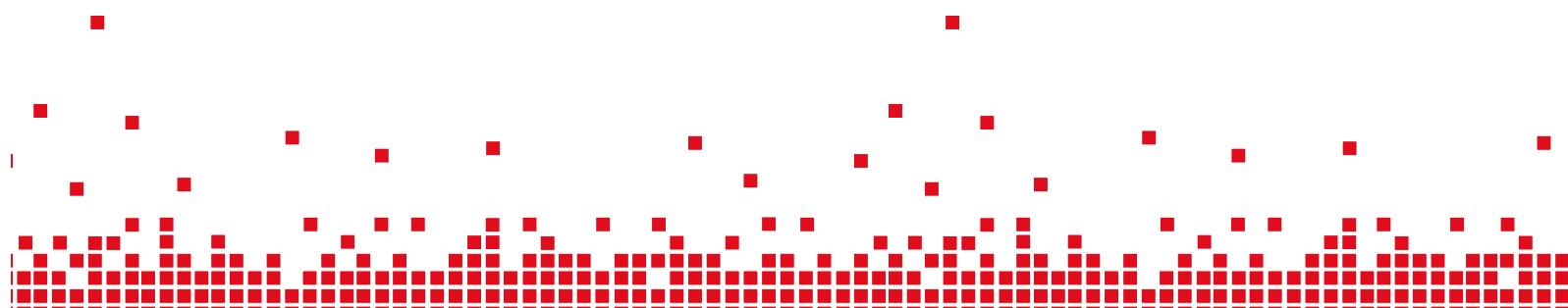
- By 2024 our population is likely to have increased by nearly 10% to over 240,000 people. People aged 65 and over will be more than 15% of the population, an increase of more than 4,000 on today's figure. There is also a significantly growing younger population.
- In 2007 it was estimated 7.99% of the city identified themselves as of black and minority ethnicity (BME) - up from 3.87% in 2001.
- Economically, Salford has the highest proportion of Incapacity Benefit claimants in Greater Manchester and 8.1% of our young people are not in education, employment and training (NEET).

#### What we did between April 2009 and March 2010

- We got an extra £300,000 from Government to support community cohesion, including projects to build understanding between different communities and supporting the integration of newly arrived migrants.
- We worked with a group of residents with disabilities to make green spaces more accessible through the Access 2 All Areas programme.
- More same sex couples have been encouraged and supported to be adopters resulting in more opportunities for looked after children to be adopted.
- The council ran a programme to support the integration of new arrivals to the city including support for Salford Refugee Week with over 1,000 residents taking part.
- Neighbourhood management ran interfaith activities in Eccles, and intergenerational projects in Irlam.
- The community based Unity Group in Little Hulton won a Mayor's Award for their work in bringing together newly settled refugees and established residents and community groups.



<b>In 2010/11 the council wants to promote inclusion in Salford and will:</b>	<b>Complete by</b>
	<b>2010</b>
Communicate community cohesion messages to all communities.	September
Work with Greater Manchester Police to develop a vulnerable adults policy.	September
Run three neighbourhood based integration projects in Ordsall, Langworthy and Broughton. (Cabinet Work Plan)	September
Commission new housing related support services to meet identified needs of offenders, gypsies and travellers and vulnerable young adults.	December
Set up at least one user-led organisation directly contributing to the transformation to personal budgets. (Cabinet Work Plan)	December
	<b>2011</b>
Support the integration of local migrant communities. (Greater Manchester Strategy)	March
Show that the council meets the "achieving" level of the Equality Framework for Local Government.	March
Tackle extremism by implementing the Prevent Action Plan.	March
Develop forums for people with disabilities and for BME communities, produce a partnership lesbian, gay, bi-sexual and transgendered action plan and develop a representative Faith Network.	March
Promote community engagement, community cohesion and service improvement in each neighbourhood through a one team approach.	March
Produce a neighbourhood charter showing the core service for all or part of each neighbourhood with a clear way for residents to hold providers to account.	March
Promote inter-generational activities such as bowling at Albert, Peel and Winton Parks.	March
Increase public confidence in how equitably social housing tenancies are allocated.	March
<b>Between 2011-13 the council will:</b>	
<ul style="list-style-type: none"> <li>• Develop a longer term strategy for running cohesive and collaborative events.</li> <li>• Develop approaches to build the capacity of leaders in neighbourhoods and communities to play their roles effectively in community committees, task groups, budget groups, Neighbourhood Partnership Boards and the Salford Strategic Partnership.</li> </ul>	



## Improving quality of life

### Creating prosperity in Salford (pledge 6)

The council pledges to promote the city as a location of choice for people and investment. We will support businesses, encourage investors and maximise employment opportunities. We will maximise public and private investment to regenerate the city and we will maintain a high quality workforce to drive the prosperity of the city. We will help people to overcome the barriers to employment and improve basic skills.

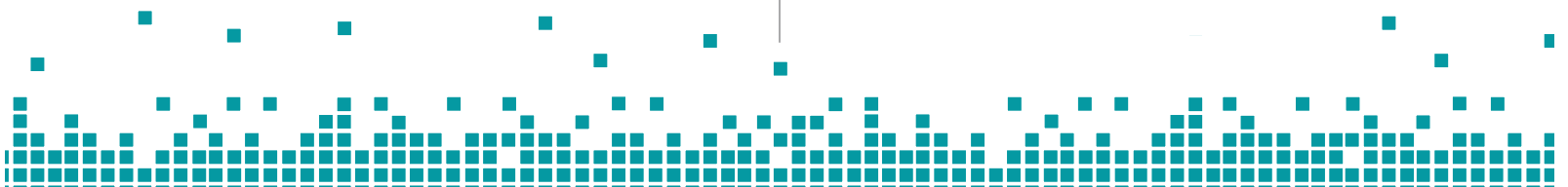
Over the last 25 years (1981 to 2006), Salford's economy has changed dramatically from being driven by manufacturing to being led by the finance sector. During this period, manufacturing lost 18,000 jobs whereas the banking, finance and insurance sector grew rapidly, creating 25,500 jobs. Now MediaCityUK presents another huge opportunity to rebuild our economy. This is why it features in the Cabinet Work Plan, with the aim of redoubling our efforts to connect residents to it by creating jobs.

#### Current position

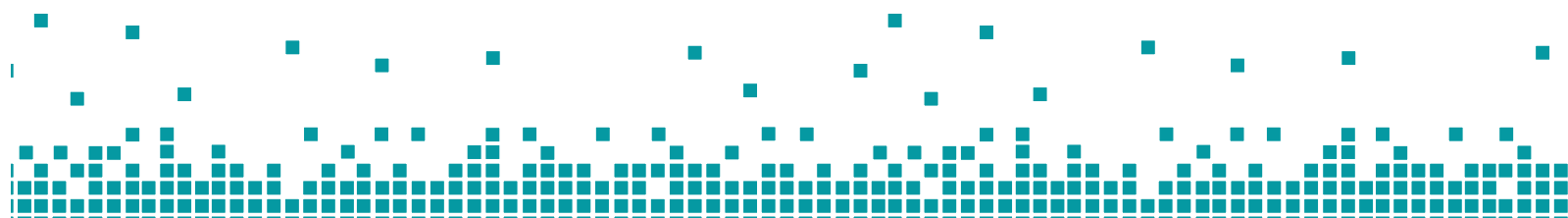
- Salford's employment rate increased by 0.6% from 69.8% in December 2008 to 70.4% in March 2009.
- The percentage of Salford's small businesses creating more jobs is 15.9%, within the top three best performing local authority areas in the North West.
- Tourism is worth £420m to Salford.
- 20% of the working age population are on out of work benefits; compared to 16.4% in the northwest region. More than half of these claimants get Incapacity Benefit.
- Only just over 40% of adults of working age are qualified to level 3 NVQ equivalent or higher. This compares with an average of 44% in the northwest and 47% nationally, but around 20,000 adults in Salford (14.5%) have no qualifications.
- Salford is the fourth most deprived authority, in terms of both income and employment, in Greater Manchester. There are pockets of deprivation and high unemployment in 11 of Salford's wards.

#### What we did between April 2009 and March 2010

- Set up Working Neighbourhood teams to tackle worklessness in six deprived areas.
- Supported the development of MediaCityUK and secured 600 Salford residents employment in MediaCityUK construction.
- Created 150 new jobs through the Government's Future Jobs Fund.
- Citywide Services provided a catering employment programme to allow local people to build up catering work experience, and to potentially move into employment in the sector.
- In 2008-09, 7.2m visitors came to Salford, 504,000 more than 2007, a 7% rise.
- The Salford West Programme started 23 building front improvements along Liverpool Road.
- We set out a vision for the Bridgewater Canal in Salford to realise the full potential of its internationally significant heritage. Consultations on the draft masterplan attracted over 500 people.
- Adopted the Salford Economic Development Plan to drive economic growth over the next 25 years.



In 2010/11 the council wants to increase prosperity in Salford and will:	Complete by
	2010
Run the 'Locate IN Salford' programme to market Salford as a business destination, including launching a website on the visitsalford site.	May
Extend the Working Neighbourhoods approach to launch the Greater Manchester Better Life Chances pilots in Broughton/Cheetham, Little Hulton and Winton. (Greater Manchester Strategy)	June
Publish the Core Strategy, the overarching planning document for the city.	July
Create 800 job opportunities through Future Jobs Fund, implement the Apprenticeships Strategy and provide 25 council apprenticeships.	September
Publish the Financial Inclusion Strategy.	September
Set up and run Working Neighbourhood Teams in all of Salford's most deprived areas.	September
Prioritise links with China through the city's relationship with Chengdu/Jinniu to realise mutual economic benefit.	December
	2011
Publish the Child Poverty Strategy.	March
Ensure local benefit from regeneration, including: <ul style="list-style-type: none"> <li>• At least 50 workless residents supported into Tesco Walkden jobs,</li> <li>• Launch Salford Construction Partnership integrator to maximise opportunities for residents in construction,</li> <li>• Support the MediaCityUK team.(Cabinet Work Plan)</li> </ul>	March
Develop a knowledge economy focussed on the creative, digital and media sector. (Cabinet Work Plan)	March
Reduce family poverty by preventing the activities of loan sharks through enforcement of consumer credit legislation.	March
Run the Salford West town centre and linear corridor regeneration programmes to secure their sustainable futures.	March
Implement the vision for the Bridgewater Canal corridor in Salford.	March
Support a new multi modal freight facility at Port Salford.	March
Develop the inward investment of business into Salford with the Manchester Investment Agency (MIDAS).	March
Provide a business support, development and aftercare programme to key businesses in Salford.	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Further develop the Working Neighbourhoods and Better Life Chances models.</li> <li>• Implement the Child Poverty Strategy.</li> <li>• Develop support for Destination MediaCityUK.</li> </ul>	



## Improving quality of life

### Enhancing life in Salford (pledge 7)

The council pledges to provide services and environments that maximise the quality of life for every Salford resident. The council pledges to ensure the cleanliness and environmental maintenance of the city and provide an accessible and sustainable recycling service. We will give residents a choice of quality housing to meet their needs. We pledge to improve the city's highway and transportation network.

The UK government has committed itself to an 80% cut in greenhouse gas emissions by 2050 and is now setting legally enforceable shorter term targets to ensure that this is achieved. In Salford, we are already committed to taking action.

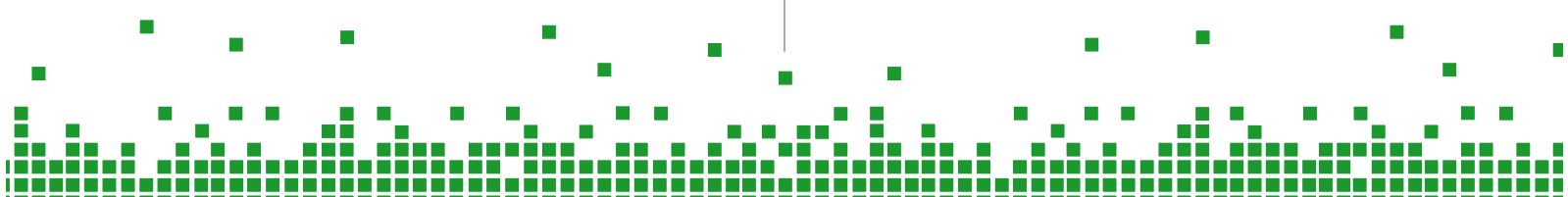
The Cabinet Work Plan includes a priority to ensure that council services fit people. This will continue our move away from expecting people to fit in with our services. The council is well along this path already in customer services, for instance. In adult social care, we are pursuing an extensive programme of making services fit people under the banner of "personalisation".

#### Current position

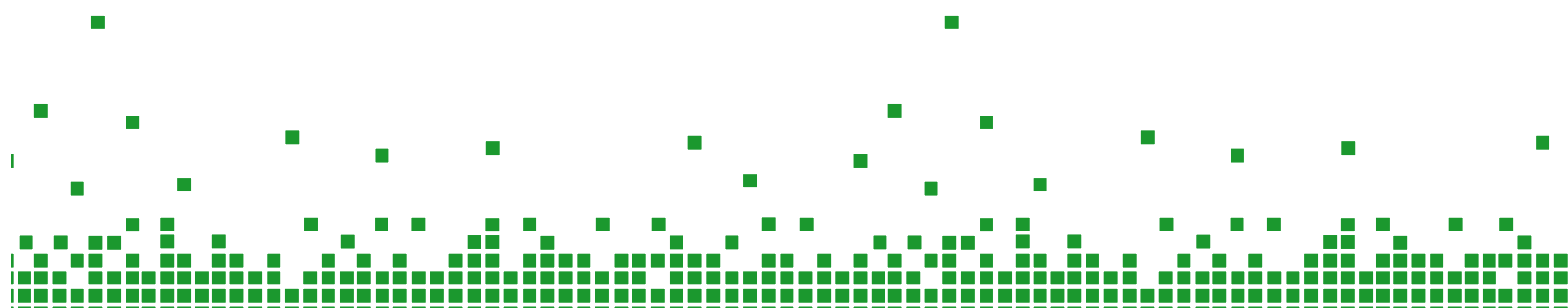
- In 2007, 54% of the population surveyed were generally satisfied with their local area, this rose to 65% in 2009.
- Salford has included carbon reduction as a target in its local area agreement, and climate adaptation is a supporting indicator.
- In 2005, 54% of the Salford local authority area was green space and 35% was classified as greenbelt. These green spaces play a vital role in supporting natural life systems and making the city resilient to the impacts of climate change.
- Salford needs to reduce levels of waste going to landfill through reducing, re-using and recycling household waste.

#### What we did between April 2009 and March 2010

- Held a 'Big Transport' debate in October 2009 with strategic partners to identify transport priorities.
- Gave almost 2,200 clients housing advice through Salford Home Search.
- The Complex Needs Service for people with learning difficulties was recognised as national good practice.
- Achieved our target of reducing the numbers of private homes that were empty - 70 have been brought back into use.
- Successfully launched a revised green waste recycling service in July 2009 to over 45,000 households.
- Local people took part in 5,000 volunteer hours in parks and countryside sites and over 30,000 people attended Ranger-led events within parks.
- Introduced natural play at nine sites making play areas more attractive for older children and upgraded Ordsall Park to the District Park standard.



In 2010/11 the council wants to develop learning, leisure and creativity in Salford and will:	Complete by
	2010
Develop a comprehensive homelessness prevention programme.	June
Complete the Climate Change Strategy to provide a policy and action framework in relation to carbon reduction, climate adaptation and behavioural change. (Greater Manchester Strategy)	June
Implement the Housing Capital Programme and ensure investment of £56m to improve conditions in public and private sector housing.	June
Co-locate housing advice and support services into a single access point.	October
Review and update the Sustainable Transport Strategy.	October
Create a team to ensure that the Council is prepared for the introduction of the Carbon Reduction Commitment.	October
	2011
Provide 101 new build council homes providing 497 bed spaces.	March
Improve outcomes in Little Hulton, Broughton and Winton through the Greater Manchester Life Chances Pilots.	March
Implement social care personalisation with at least 30% of eligible service users/ carers having a personal budget.	March
Encourage residents to contribute to the management and development of parks and green space. (Cabinet Work Plan)	March
Identify six Salford businesses to act as environmental/low carbon champions for their sector, to help drive other businesses to the publicly funded provision.	March
Provide dignified faith appropriate burial and cremation services on request, such as muslim burials within 24 hours.	March
Provide refuse collection and recycling services that are responsive to customer needs including assisted collections and services that meet the needs of minority groups e.g. additional collections at Passover. (Cabinet Work Plan)	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Complete the building of 101 new council houses.</li> <li>• Target continued reductions in carbon management.</li> <li>• Ensure achievement of the social care personalisation programme and project plans.</li> </ul>	



## Part two: Improving as an organisation

The council wants to respond to change and to shape itself to help people who live and work in Salford to respond to the challenges and opportunities that they face. This means seeking continuous improvement and development, learning and sharing the benefits with people in Salford. The following sections lay out what we will do to achieve these aims.

### 1. One council – our values

#### Why we are doing this

We want to create a streamlined, coherent and cohesive organisation, that communicates consistently and effectively. This will enable all staff to understand our ambitions and priorities and how the council helps communities to achieve community objectives.

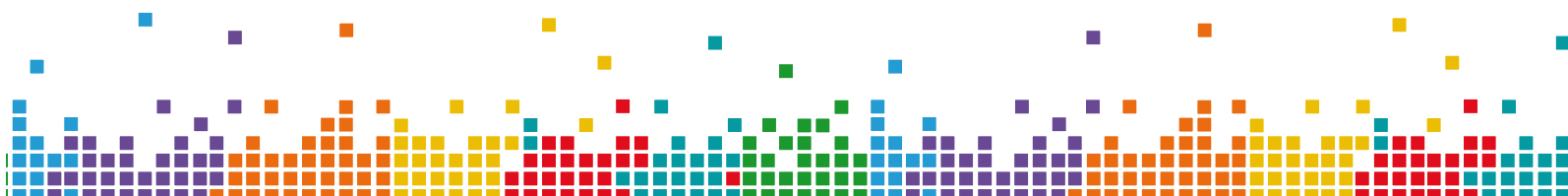
We also want to co-ordinate our services with those of other agencies so that people can get services no matter where they apply - there is no 'wrong door'.

#### Progress so far

We have gone a long way to ensuring that the council, operates as one. For example, during 2009/10 we:

- Achieved Investors in People status, the national standard for good practice in training and developing staff to achieve business goals.
- Through the Sparkle awards we celebrated the excellent achievements of employees and we roll out our council values through the staff newsletter.
- Published the council's magazine for residents Life in Salford monthly, to communicate to residents what the council represents and our priorities for the future.

In 2010/11 the council wants members and staff to apply its values and will:	Complete by
	2010
Review the city marketing strategy by undertaking an audit to measure current perceptions of the city.	June
Continue the Sparkle employee awards scheme to reward and recognise staff achievements and living the values.	June
Measure how well we are demonstrating the values in action by asking the public what the council stands for (via the Big Listening) and staff via a staff survey.	September
Ensure that employees can get hold of the information that they need to work effectively.	September
	2011
Review the council's approach to the intranet as a communications tool and deliver improvements.	March
Raise residents' awareness of new more effective ways to get in touch with the council.	March
Publicise how the council has changed its services in response to findings from the Big Listening surveys.	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Systematically use ideas from staff about how to improve services.</li> </ul>	



## Our values

The council's values represent what it stands for. They guide how we communicate about the council and how we behave. Central to the council's values is our ambition to act as a catalyst for positive change ... we can make it happen.

Value	This value is about...	This is what you will see....
Passion and commitment	Our city	
<ul style="list-style-type: none"> <li>we are innovative</li> <li>we are enterprising</li> <li>we are adventurous</li> <li>we have empathy</li> </ul>		<p>We show creativity and a pioneering spirit</p> <p>We make it happen: we solve problems</p> <p>We are brave and bold in delivering on our pledges</p> <p>We are caring and understanding of others' circumstances</p>
Customer focus	Our operations	
<ul style="list-style-type: none"> <li>we are accessible</li> <li>we are responsive</li> <li>we strive for high quality</li> <li>we place a value on partnership</li> </ul>		<p>We try to make it easy for everyone to contact us</p> <p>We listen and act</p> <p>We do the best we can</p> <p>We work well within teams and with others</p>
People at its heart	Our people	
<ul style="list-style-type: none"> <li>we want to raise aspirations</li> <li>we celebrate diversity</li> <li>we value staff</li> <li>we set a good example</li> </ul>		<p>We show ambition for the future</p> <p>We respect people of every ability, status and background</p> <p>We invest in, develop and praise our staff</p> <p>We take our responsibilities seriously</p>
Integrity	Our governance	
<ul style="list-style-type: none"> <li>we value honesty</li> <li>we value openness</li> <li>we value probity and fairness</li> </ul>		<p>We are transparent in our actions and decisions</p> <p>We are upfront in all our dealings</p> <p>We do things properly and decently</p>



## Improving as an organisation

### 2. Think Efficiency

#### Why we are doing this

Like all other public services, the council is under pressure to balance its books and to make efficiencies. This is not about cutting services, but finding room to do things differently, often in partnership. We are running a Think Efficiency programme to cut spending and ensure that the council is in good shape for future challenges. It is one of our most significant programmes and will affect the whole council, with three overarching objectives:

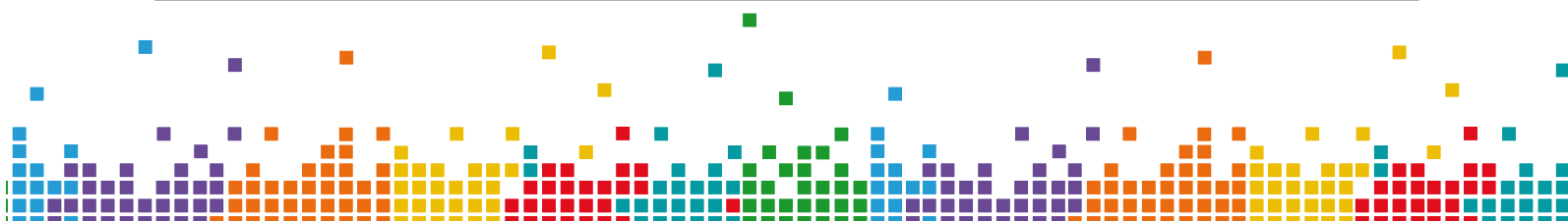
- Service improvements to citizens.
- Balancing the books, ensuring that we are financially viable in the future.
- Changing the organisation for the future so that we can meet the needs and expectations of our citizens.'

#### Progress so far

2009/10 has been the “year of delivery” for the Think Efficiency programme through:

- Grouping staff with similar roles into common functions in marketing & communications, strategy policy and performance, democratic services, transactional human resources, transactional finance, and programme and project management.
- Integrating the management of administration across the council, and consolidating its organisation on the four main council office sites.
- The programme saved £3.086m in 2008/9 and £11.972m in 2009/10.

In 2010/11 the council wants to save another £4.738m through efficiency and will:	Complete by
	2010
Review ICT services as a common function.	June
Complete consultation for directorate restructures.	September
Complete campus delivery models for Turnpike House and Minerva House.	October
Implement a localities working model in Little Hulton (with a focus on property and organisational structures).	October
Realise organisational efficiencies through agile working in Turnpike House.	December
Introduce the opportunities for persuading customers to use cheaper ways to contact us as identified within the Customer Services strategy.	December
	2011
Develop best practise Think Efficiency models for management structures across all directorates.	March
Realise the efficiencies arising from directorate restructures.	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Continue to deliver Think Efficiency savings.</li> <li>• Deliver service improvements to citizens by providing greater access and choice; by improving outcomes; by delivering better service planning and by improving perceptions of the council.</li> </ul>	



### 3. Financing our improvements

#### Why we are doing this

We provide a range of services for our communities. We aim to continually improve these services in order to improve the quality of life for our communities. To do this, we need to ensure that we can afford these improvements and that, as an organisation, we secure our financial health for the future.

Our medium term financial strategy helps us to plan our service strategies and detailed annual budgets, and to allocate and focus resources on the basis of our objectives and priorities. We have therefore reviewed our medium term financial strategy for 2010-13 so that it better takes account of our corporate priorities, our partnership priorities and our performance.

At the same time, the financial strategy aims to minimise increases in council tax and ensure that the council holds enough money in reserve to meet unforeseen and exceptional demands. When we have temporary or longer

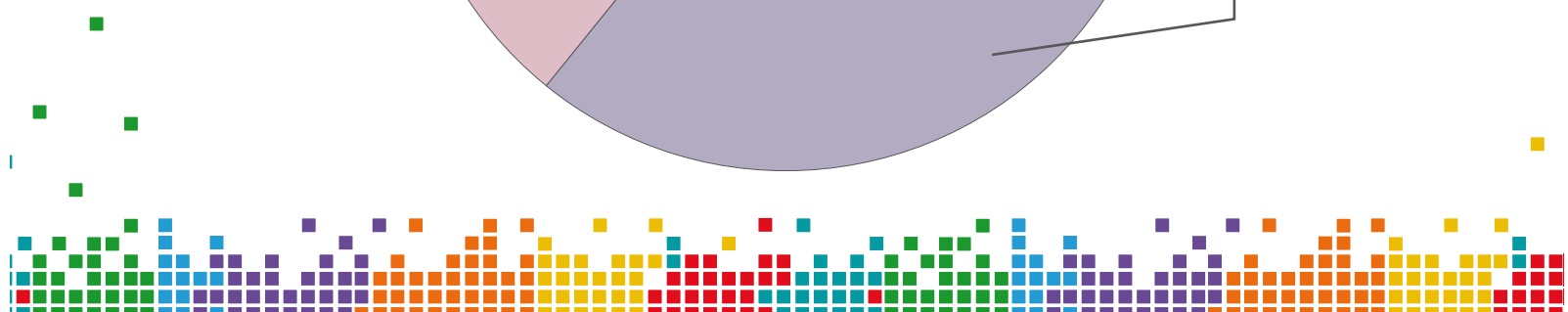
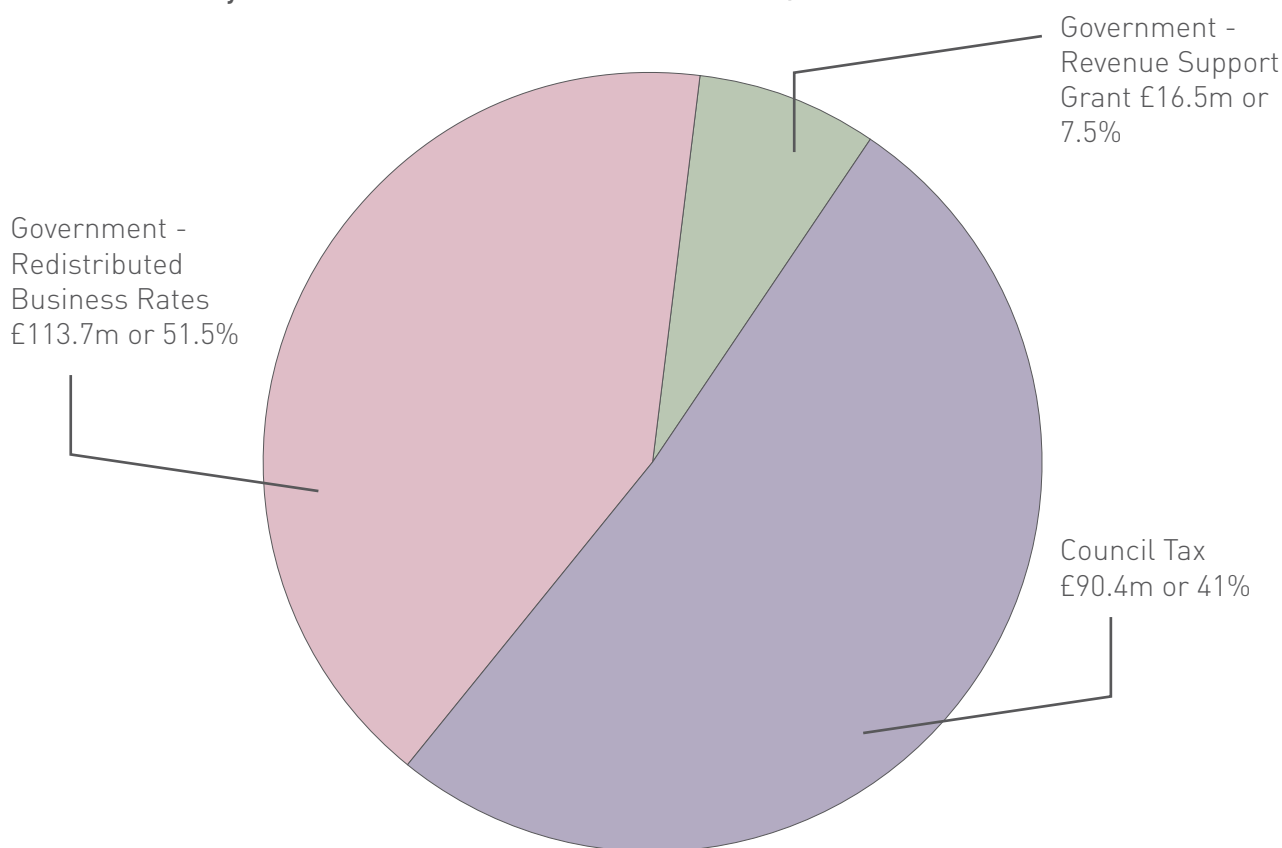
term surpluses of money, we invest it wisely. We seek to ensure a good return on our investments, but the security of the principal sum is always our overriding priority.

We have regard to economy, efficiency and effectiveness in all of our activities. An efficiency saving occurs when the cost of an activity falls, but its effectiveness is not reduced. These efficiencies enable us to focus money on priority services and to keep the increase in council tax to a minimum. In common with all councils, we measure the value of our efficiency savings through National Indicator 179. We aspire to provide world class financial management.

#### Where the money comes from and where it goes

We get the money to finance our service delivery from the government through general grants and business rates, and from residents through council tax, as illustrated in this chart:

Where the money comes from to fund council services 2010/11



## Improving as an organisation

### Progress so far

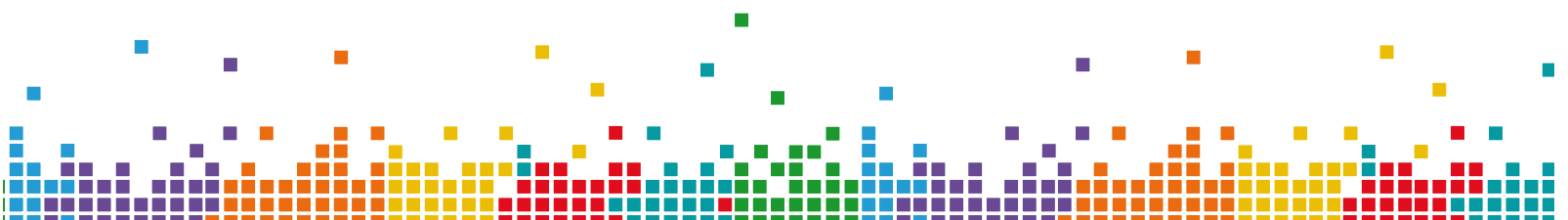
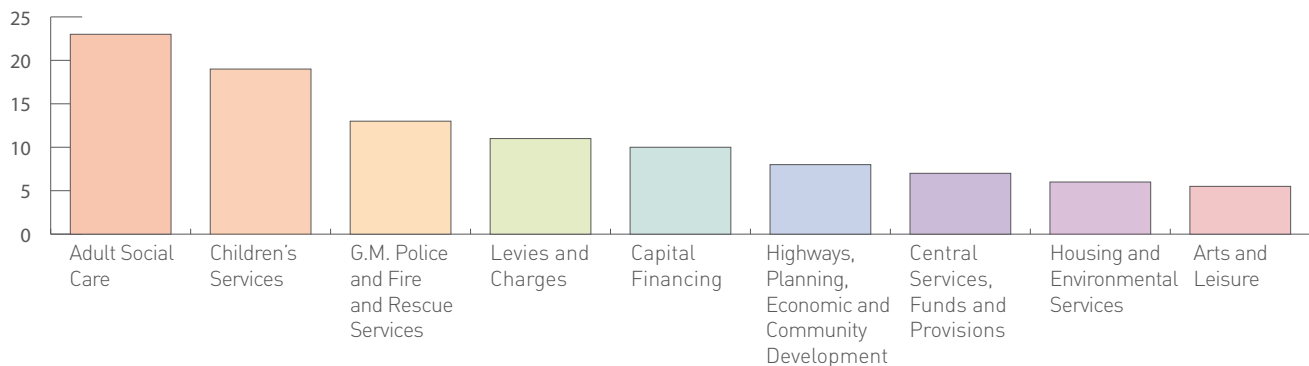
We set out to ensure that we had at least £6 million in reserve by 31 March 2010 and we have exceeded this target. Our target minimum balance for 31 March 2011 is £8 million.

Over the past ten years, Salford has recorded the 18th lowest cumulative council tax rise nationally. We bettered our target of a 3% rise in 2010/11 by freezing the tax at 2008/09 rates and achieving a 0% increase.

In 2009/10 we met our cumulative National Indicator 179 targets of £12.4 million and we continued to demonstrate our effective use of resources even under the new, tougher Comprehensive Area Assessment. The Audit Commission measured us as 'performing well' across the assessment themes of managing finances (planning finances, making efficiencies and financial reporting), managing the business and managing the resources.

In 2010/11 the council wants to improve its financial management and will:	Complete by
	2010
Provide efficient services by setting and meeting our targets for National Indicator 179.	October
	2011
Take care of money by only depositing investments in the highest credit-rated institutions.	March
Provide sufficient funds to meet our day-to-day service expenditure by managing a net revenue budget of £220.6 million.	March
Invest in assets for the future by managing a capital programme of £144 million.	March
Secure our financial standing by maintaining a prudent level of reserves of at least £8 million in line with the policy in our medium term financial strategy.	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Keep council tax affordable by aiming to limit council tax increases to no more than 3%.</li> <li>• Continue to maintain a prudent level of reserves in line with the policy in our medium term financial strategy.</li> </ul>	

### Our pledges are delivered across a range of services, illustrated by this chart:



Salford City Council revenue budget							
2008/09			Service	2009/10			Equivalent cost for a band D property £
Gross expenditure	Less income	Net expenditure		Gross expenditure	Less income	Net expenditure	
£ million	£ million	£ million		£ million	£ million	£ million	
111.0	50.4	60.6	Adult social care	108.1	52.3	55.8	335.49
240.5	189.7	50.8	Children's services	238.9	190.2	48.7	292.80
25.1	1.4	23.7	Capital financing	26.7	1.2	25.5	153.31
25.7	0.1	25.6	Levies and charges	27.6	0.1	27.5	165.34
18.0	4.4	13.6	Arts & leisure services	17.8	4.5	13.3	79.96
54.6	38.1	16.5	Central services	54.3	38.3	16.0	96.20
36.9	26.2	10.7	Planning, economic and community development	36.7	26.5	10.2	61.33
27.2	14.4	12.8	Environmental services	26.6	14.3	12.3	73.95
14.7	5.1	9.6	Highways	14.4	5.1	9.3	55.91
162.4	160.4	2.0	Housing	158.2	156.4	1.8	10.82
716.1	490.2	225.9	Sub Total	709.3	488.9	220.4	1,325.11
1.4	8.4	-7.0	Funds, provisions and contingencies	4.5	3.7	0.8	4.81
0.0	0.6	-0.6	Contribution to / (from) reserves	0.0	0.6	-0.6	-361
717.5	499.2	218.3	Budget	713.8	493.2	220.6	1,326.31

You can find more information about the council's financial position at [www.salford.gov.uk/budget](http://www.salford.gov.uk/budget).



## Improving as an organisation

### 4. Workforce development

#### Why we are doing this

To provide the best possible quality of life for residents the council wants its workforce to have the right skills and be committed to their work, with opportunities to put their skills and talent to best use. Our Workforce Development Plan will ensure that we have skilled and motivated employees responsible for the delivery of quality services. To do this we want to:

- Make the council an employer of choice to attract and develop people from all sections of the community and ensure a diverse workforce.
- Use modern ways of managing that enable innovation and flexibility in service design.
- Agree flexible terms and conditions that support innovative and responsive responses to local needs and aspirations.

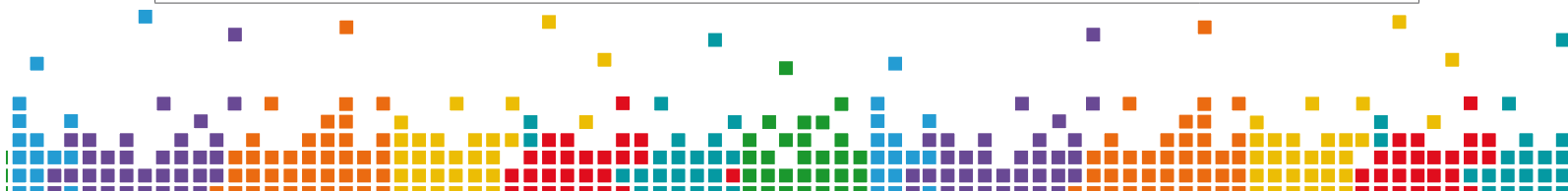
- Develop a culture that engages staff and rewards high performance.
- Maximise opportunities to radically improve the skills of staff.
- Work closely with partner organisations and set the right tone as an exemplar employer to encourage other providers to offer positive employment opportunities and to contribute to developing the future workforce.

#### Progress so far

During 2009/10 areas of work included:

- Producing a Workforce Development Plan to ensure that the council has skilled and motivated people to provide efficient and effective services.
- Staff were encouraged to take part in innovation and development through the Team Salford Network.

In 2010/11 the council wants to ensure that its workforce has the right skills and the right opportunities to deliver the best possible services and will:	Complete by
	2010
Adopt a more coherent approach to the council's organisational commitment to young people in the workplace including an apprenticeships programme.	September
Support the development of effective management skills across the organisation, reviewing management qualifications aligned to the revised management competency framework and developing a bespoke induction for managers.	December
Meet the requirements of the North West Charter for Elected Member Development Level 1.	December
	2011
Increase the level of basic skills across the organisation by embedding literacy and numeracy into all relevant course lesson plans and increasing the number of Equal Skills programmes provided.	March
Provide on-line and other opportunities to develop the skills and knowledge of elected members.	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Meet the qualifications targets set out in the skills pledge.</li> <li>• Create a culture where learning is encouraged at all levels by taking every opportunity to market all courses and learning interactions to potential delegates.</li> </ul>	



## 5. Research and intelligence

### Why we are doing this

- Good quality data and intelligence enable the council and other public services to improve their decisions by making information more reliable.
- The Salford Information Observatory is the main place in Salford where research and intelligence data is freely available to develop policies to improve services.

### Progress so far

During 2009/10 enhancements of the Salford Information Observatory included:

- Setting up a partnership Research & Intelligence Group.
- Maintaining and enhancing the research and intelligence data on the observatory.
- Continuing work with Salford University to link the contents of the observatory to research projects being undertaken by the university, focused on the priorities for the city.
- Producing a partnership Information Sharing Framework and supporting Information Sharing Agreement.

In 2010/11 the council wants to improve its research and intelligence capabilities and will:	Complete by
	2010
Establish a corporate research and intelligence team to improve the co-ordination of research and intelligence and to provide a resource to enable more effective links to be made with research colleagues in partner organisations.	October
Promote the corporate research and intelligence function.	November
Increase co-ordination and use of research and intelligence.	December
Review the effectiveness and use of the Salford Information Observatory, develop options for the enhancement of the Observatory and implement the chosen option.	December
	2011
Establish processes for communicating research and intelligence outputs to identified 'audiences' and through effective means such as the provision of research and intelligence products e.g. ward profiles, State of the City reports and communities of interest profiles.	January
Produce an annual programme of research and intelligence activity.	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Share research and intelligence in profiles of the city, wards and communities of identity.</li> <li>• Enhance the Salford Information Observatory.</li> </ul>	



## Improving as an organisation

### 6. Corporate change programme

#### Why we are doing this

Improving how the council manages change is vital for improving services for residents and service users. In 2010 we created an integrated Corporate Change Team, bringing together project management experts and organisational development and training experts. The team's priority is to support the strategic priorities of the council and city by:

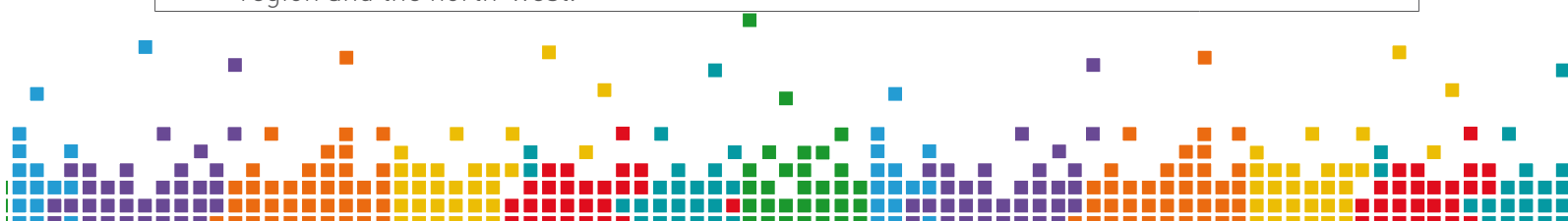
- Supporting transformation and change to meet its objectives more successfully.
- Providing a unified change experience for customers, which is responsive, flexible and innovative.
- Building and supporting local change capacity within services.
- Improving collaboration and joined up working, including active development of partnership working.
- Introducing a robust decision process for change requests.

Building on a range of practices and techniques developed over the last two years we initiated an innovative change project called Mosaic. This will create a unified change method, which will integrate existing methods to support change, building on good practice in the council.

#### Progress so far

- Created the new integrated Corporate Change Team.
- Set up a new process, the Capital Gateway, to improve control at the start of capital schemes to ensure strategic fit and suitable governance.
- Continued oversight by the Portfolio Management Board of major change programmes, partnership governance and the Capital Gateway process.
- Launched new programme and project management methods to complement other standards and methods for supporting change.

In 2010/11 the council wants to improve its corporate programme and project services to support change and will:	Complete by
	2010
Revise the Capital Gateway process.	June
Provide more strategic and joined up support for change through the Mosaic Change project.	September
Review standards and methods to take into account lessons learned with recommendations from the Mosaic Change project.	December
	2011
Design and deliver "just in time" software courses to support Think Efficiency and other change initiatives e.g., Documentum, agile worker, supporting ongoing corporate IT updates e.g., Windows 7 and Microsoft office 2007.	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Consider an electronic system for programme and project tracking and management, with customer interface for review and visibility, as well as resource management and tracking.</li> <li>• Develop a "Unified Change Consortium" (for Salford's change method) for partners, sub-region and the north-west.</li> </ul>	



## 7. Strategic risk management

### Why we are doing this

The council uses risk management to manage threats and to enhance opportunities. As part of good management practice, risk management applies to all of its activities. It has produced a number of benefits including:

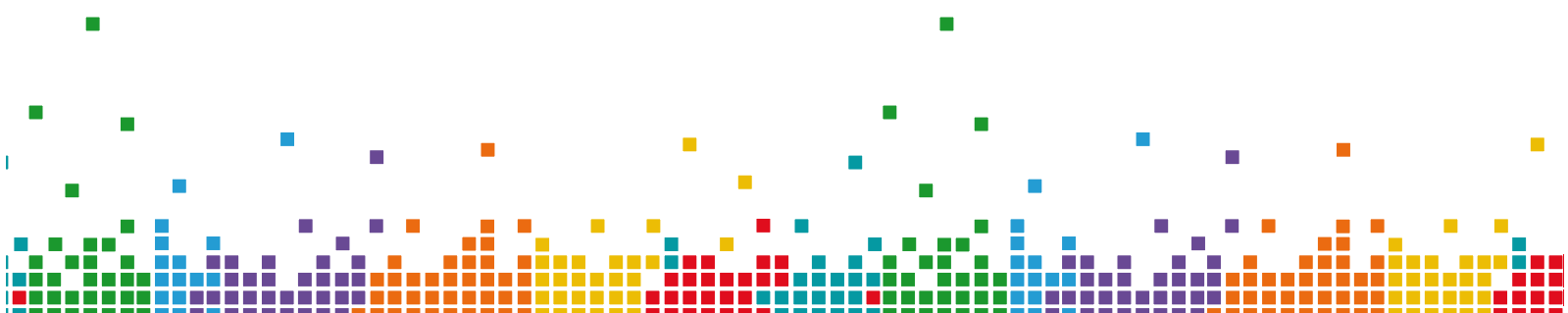
- Increasing confidence that we can achieve priorities and outcomes in our business plans.
- Better management of risks and opportunities as reflected in our risk registers and audit planning.
- Improved confidence in getting the right balance between rewards and risks.
- Further improved partnership working arrangements and corporate governance.

### Progress so far

During 2009/10 work has included improvements in:

- Monitoring and reporting. For instance, we have consolidated business plans and strategic and operational risk registers into one place.
- Business planning - risk registers across all teams now reflect a more mature consideration of risks and opportunities.
- Risk management training, with the emphasis on a more consistent approach across the council to consolidate achievements in the previous year.

In 2010/11 the council wants to improve its approach to risk action planning to deliver better outcomes for its stakeholders and will:	Complete by
	2010
Create an operational risk group to pull together the various disciplines under the risk umbrella.	July
Move to a more corporate and consistent version of risk management across the council.	October
	2011
Further improve the skill base of officers and elected members via risk management training.	March
Embed risk registers on the Covalent performance management system and improve the risk reporting system.	March
Between 2011-13 the council will:	
<ul style="list-style-type: none"> <li>• Benchmark its risk management information against data held by the Chartered Institute of Public Finance and Accountancy to deliver better outcomes.</li> <li>• Continue to benchmark with the Association of Greater Manchester Authorities insurance group to produce a better value insurance programme against a published timetable.</li> </ul>	



## Salford City Council



### Chief Executive's Directorate

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This document can be provided in large print, audio, electronic and braille formats, please contact the Chief Executive's Directorate as above.

إذا احتجت للمساعدة في فهم هذه النشرة , برجاء الاتصال بفريق المساواة في مجلس سالفورد ,  
هاتف رقم 0161 793 3173

এই পুস্তিকাটি বোঝার জন্য যদি আপনার সাহায্যের প্রয়োজন হয় তাহলে সেনফোর্টে কাউন্সিলের ইকুয়ালিটি টিমের সঙ্গে যোগাযোগ করুন টেলিফোন নম্বর 0161 793 3173

如果您有關於本宣傳頁的任何問題，請聯繫 Salford 理事會的 Equalities 團隊，電話號碼為 0161 793 3173

ਜੇ ਆ ਵੀਡੀਓ ਸਮਝਣਾ ਮੋਟਾ ਤਮਨੇ ਮਦਦਨੀ ਜ਼ਰੂਰਤ ਡੋਯ, ਕ੍ਰਪੋ ਕਰੀ ਓਕਵਾਲਿਟੀਜ਼ ਟੀਮ ਸਕੋਰਡ ਕਾਊਂਸਿਲਨੋਂ ਟੈਲਿਫੋਨ ਨੰਬਰ 0161 793 3173 ਪਰ ਸੰਪਰਕ ਕਰੋ.

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਲੀਫਲੈਟ ਨੂੰ ਸਮਝਣ ਵਿਚ ਸਹਾਇਤਾ ਦੀ ਜ਼ਰੂਰਤ ਹੈ, ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਲਫੋਰਡ ਕੌਂਸਲ (Salford council) ਵਿਚ ਇਕੁਅਲਿਟੀ ਟੀਮ (Equalities Team) ਨਾਲ ਫੋਨ ਨੰਬਰ 0161 793 3173 'ਤੇ ਸੰਪਰਕ ਕਰੋ।

اگر آپ کو اس لیف لیٹ کے سمجھنے میں مدد کی ضرورت ہو تو براہ کرم اکیویٹی ٹیم کو سالفورڈ کونسل سے اس ٹیلی فون نمبر 0161 793 3173 پر رابطہ قائم کر سکتے ہیں۔