

AGENDA FOR

CABINET

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To: All Members of Cabinet

Councillors : L Smith (Cabinet Member, Transport and Infrastructure), C Cummins (Cabinet Member, Housing Services), D Jones (Cabinet Member, Communities and Emergency Planning), A Simpson (First Deputy and Cabinet Member Health and Wellbeing), E O'Brien (Leader, Cabinet Member, Finance and Growth), A Quinn (Cabinet Member for Environment and Climate Change), T Tariq (Deputy Leader, Cabinet Member Children, Young People and Skills), J Black (Cabinet Member for Cultural Economy) and T Rafiq (Cabinet Member, Corporate Affairs and HR)

Dear Member/Colleague

Cabinet

You are invited to attend a meeting of the Cabinet which will be held as follows:-

Date:	Wednesday, 10 June 2020
Place:	Microsoft Teams and Live Streamed
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

Members of Cabinet are asked to consider whether they have an interest in any of the matters of the Agenda, and if so, to formally declare that interest.

3 PUBLIC QUESTION TIME

Members of the public are invited to submit written questions about the work of the Council and the Council's services two clear calendar prior to the meeting.

Approximately 30 minutes will be set aside for Public Question Time, if required.

4 MINUTES *(Pages 1 - 10)*

Minutes of the meeting held on 26th February 2020 and 13th May 2020 are attached.

5 RADCLIFFE STRATEGIC FRAMEWORK *(Pages 11 - 156)*

Report from Councillor O'Brien Leader of the Council is attached.

6 CORPORATE CAPACITY PROPOSALS *(Pages 157 - 192)*

Report from Councillor Rafiq, Cabinet Member Corporate Services and HR is attached.

7 PROPOSALS FOR SPRINGS TENANTS MANAGEMENT ORGANISATION *(Pages 193 - 200)*

A report from Councillor Cummins, Cabinet Members for Housing Services is attached.

8 COVID 19 UPDATE *(Pages 201 - 270)*

A report from Councillor O'Brien, Leader of the Council is attached.

a SUPPLEMENTARY REPORT - EQUALITIES UPDATE *(Pages 271 - 276)*

Councillor Rafiq, Cabinet Member for Corporate Affairs and HR to report. Report attached.

9 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 277 - 292)*

To consider the minutes of meetings of the Greater Manchester Combined Authority.

10 URGENT BUSINESS - RESETTling THE EDUCATION SERVICE IN BURY / ADDITIONAL SUPPORT *(Pages 293 - 300)*

Schools Update – Councillor Tariq, Deputy Leader and Cabinet Member for Children, Young People and Skills will report. Report attached.

11 EXCLUSION OF PRESS AND PUBLIC

To consider passing the appropriate resolution under Section 100 (A)(4), Schedule 12(A) of the Local Government Act 1972, that the press and public be excluded from the meeting for the reason that the following business involves the disclosure of exempt information as detailed against the item.

12 FIRST PHASE HOUSING SITES *(Pages 301 - 304)*

A report from Councillor O'Brien, Leader of the Council is attached.

13 ITRENT CONTRACT *(Pages 305 - 328)*

A report from Councillor Rafiq, Cabinet Member Corporate Affairs and HR is attached.

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Minutes of: CABINET

Date of Meeting: 26 February 2020 (Budget)

Present: Councillor D Jones (in the Chair)
Councillors J Black, K S Briggs, E O'Brien, A Quinn, A Simpson and T. Tariq

Also in Attendance Councillor N Jones and Councillor T Pickstone

Apologies: No Apologies were submitted

Public attendance: No member of the public were in attendance.

CA.381 DECLARATIONS OF INTEREST

There were no declarations of interest made at the meeting.

CA.382 PUBLIC QUESTION TIME

No questions were asked under the item.

CA.383 MINUTES

Delegated decision:

That the minutes of the meeting held on 13th January 2020 be approved as a correct record and signed by the Chair.

CA.384 Radcliffe – Secondary School Provision, Lease of land off Spring Lane, Radcliffe

The Cabinet Member for Children and Young People presented an update to the report consider on the 13th November 2019 in which it agreed to note that a successful application to establish a Free School will require the Council to provide the land on which the new school will be constructed, to be leased to the Sponsor at a peppercorn rent, and that a further report will be submitted to Cabinet to seek this approval.

In considering the Free School application, the Department for Education is seeking confirmation that the Council is supportive of the application, and will enter into an appropriate lease arrangement.

To remove any potential impediment to the Department for Education's consideration of the application, Cabinet is requested to confirm that the Council will enter into a Lease agreement with Star Academies in the event of a successful application.

It was agreed:

In the event of a successful application by Star Academies to establish a new Free School, Cabinet agrees to the release of the land edged red at Appendix 1 through the granting of a lease to Star Academies in return for a peppercorn

rent, for a period of 125 years, whilst preserving access to the adjacent development site.

Reason for the Decision

The opportunity to sell the land and generate a capital receipt in the future is foregone with the transfer of the lease to the academy partner. This is not a significant risk as the site has not previously been earmarked for sale.

CA.385 Full Fibre Report

The Cabinet Chair and Leader of the Council, Councillor David Jones, presented a further update report in respect of the GM monies successfully secured from the local full fibre network challenge fund totalling £23.8m. The funding will connect full fibre to over 1,300 GM Public sector sites. Further to the already agreed Cabinet report (presented in July 2019) the Department Culture Media Sport have asked that all participating Local Authorities are signatories to an amended Grant Fund Agreement.

Delegated Decision

Cabinet agrees to approve the technical change to the previously agreed Cabinet report in July 2019.

Reason for the Decision

The grant funding agreement between the Council and the Department of Culture, Media and Sport has been considered by Legal Services and advice provided to enable approval. The Council's liability is restricted to the grant allocation.

CA.386 MONTH 9 CORPORATE FINANCIAL MONITORING REPORT

The Cabinet Member for Finance and Housing submitted a report which outlines the forecast financial position of the council at the end of 2019/20 based on the information known at the end of the third quarter. The reports sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

Delegated decision:

Cabinet agrees to:

- Note the forecast underspend of £0.657m on the council's revenue budget, the forecast increase in the cumulative Dedicated Schools Grant deficit to £18m and potential risks of up to £8.3m in the CCG budget;
- Note the in-year surplus on the council tax and business rates collection fund of £8.9m and that this, together with the cumulative surplus from previous years of £8.2m, will be considered as part of the council's budget setting process for 2020/21;
- Approve the drawdown of earmarked reserves of £2.8m which are in addition to the use of reserves that were planned as part of the 2019/20 budget;
- Note the forecast improvement in the council's general reserves;

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- Note the under achievement of some savings targets and that these will be considered as part of the 2020/21 budget setting process.
- Approve the carry forward of the underspend on the capital programme of £20.384m into the 2020/21 and future years capital programme and the changes to the cost and funding of the schemes as set out in the report;
- Note the planned development of a reserves strategy, an update and refresh of the capital strategy and the development of capital gateway processes during 2020/21 and that these will be brought to Cabinet for approval.

Reasons for the decision:

Budget Monitoring falls within the appropriate statutory duties and powers and is a requirement of the Council's Financial Regulations.

CA.387 TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2020/21

The Cabinet Member for Finance and Housing submitted the Treasury Management Strategy and Prudential indicators 2020/21. The report sets out the suggested Strategy for 2020/2021 in respect of the following aspects of the Treasury Management function. It is based upon the Treasury officers' views on interest rates, supplemented with leading market forecasts provided by the Council's treasury advisor. The Strategy covers:

- Capital plans and prudential indicators;
- the minimum revenue provision policy;
- the current treasury position;
- treasury limits in force which will limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers

Delegated decisions –

Cabinet approves, for onward submission to Council, the:

- Prudential Indicators forecast for 3 years
- Treasury Management Strategy for 2020/21
- Minimum Revenue Provision Policy for 2019/20 and 2020/21
- Schemes of Delegation and Responsibility attached at Appendices 2 and 6 to the report

Recommendation to Council:

That approval be given to the recommendations made in the report.

CA.388 HOUSING REVENUE ACCOUNT 2020-2021

The Cabinet Member for Finance and Housing submitted a report detailing the proposed Housing Revenue Account (HRA) for 2020/21.

Delegated Decisions –

Cabinet agrees to

- 1) Note the report
- 2) That the Council be requested to consider all matters relating to the Housing Revenue Account 2020/2021.

And Recommends to Council:

- (a) Approve the Housing Revenue Account estimates set out in Appendix 1 to the Report.
- (b) Increase the Rents for all HRA social rent formula and affordable rent dwellings by 2.7% from the first rent week in April.
- (c) Increase Garage rents by 2.7% from the first rent week in April.
- (e) Increase Sheltered Management and Amenity Charges by 2.7% from the first rent week in April.
- (f) Approve that Sheltered support charges remain unchanged from the first rent week in April.
- (g) Increase Sheltered heating charges by 3% to 10% on an individual scheme basis as set out in section 3.4; increased charges to apply from the first rent week in April.
- (h) Approve that Furnished Tenancy charges remain unchanged from the first rent week in April.
- (i) Increase pitch fees at the Fernhill Caravan Site by 2.7% from the first rent week in April.

CA.389 JOINT REVENUE AND CAPITAL PROGRAMME 2020/21

The Cabinet Member for Finance and Housing submitted the budget report. This report sets out the key elements of the 2020/21 budget proposals and the framework for the longer term Medium Term Financial Strategy (MTFS) 2020/21 – 2024/2025. It makes available the latest financial information that will underpin the 2020/21 budget and the MTFS.

The allocations for the Dedicated Schools Grant 2020/21 including early years provision is set out.

The report also sets out the capital strategy, the proposed capital programme 2020/21 and the indicative capital programme 2020/21 – 2022/23. The report sets out the capital investment priorities and information on the funding of the programme.

Delegated decisions:

Cabinet notes the revenue budget 2020/21 and medium term financial strategy 2020/21 -2024/25, the dedicated schools Grant 2020/21 capital strategy and Capital Programme 2020/21 – 2022/23. And requests that

Council should consider all matters relating to the budget and the level of Council Tax for 2020/21.

And Recommends Council:

- Note the medium term financial strategy and the assumptions regarding resources and spending requirements;
- Note the 2019/20 budget monitoring position including the collection fund surplus;
- Note the council tax base of 55,222 on which the council tax funding has been calculated as set by the Joint Chief Finance Officer under delegated powers;
- Approve the permanent spending allocations of £12.674m in 2020/21;
- Note the budget gap of £5.162m in 2020/21 and the forecast gap of £22.561m in future financial years; □ Approve the budget reduction options totalling £5.162m as set out in the report;
- Approve the allocation of the one-off collection fund surplus as follows: o £10m General Reserves o £5.8m Transformation Reserve
- Note the forecast increase in general reserves from £7.7m to £18.3m to improve financial resilience;
- Approve the allocations on the Dedicated Schools Grant 2020/21 and the funding formula as recommended by the Schools Forum as set out in the report.
- Approve the increase in the hourly rate for early years providers to £4.38 per hour for 3 and 4 year olds and £5.28 per hour for 2 year olds;
- Note the significant financial uncertainty around funding beyond 2020/21 and the potential impact of the business rate retention review and the fair funding review.
- Approve the capital strategy 2020/21 – 2020/23;
- Approve the capital programme of £51.101m for 2020/21 and the associated funding arrangements;
- Note the indicative capital programme for 2021/22 – 2022/23 and that this will be subject to decision making in future years.
- Note the assumptions around council tax as set out in the report.
- Note that a report on the DSG ringfencing and the implications of outcome of the recent consultation will be presented to Cabinet early in the new financial year.

Reasons for the decision:

The Council has a legal obligation to pass its budget and Council Tax resolutions by March 2020.

COUNCILLOR D Jones

Chair (Note: The meeting started at 17.30pm and ended at 17.55pm)

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Minutes of: **CABINET**

Date of Meeting: 13th May 2020

Present: Councillor D Jones (in the Chair)
Councillors J Black, K S Briggs, E O'Brien, A Quinn, A Simpson and T. Tariq

Also in Attendance Councillor P Cropper and Councillor T Pickstone

Apologies: Councillor N Jones

Public attendance: 1 member of the public was in attendance.

CA. DECLARATIONS OF INTEREST

There were no declarations of interest made at the meeting.

CA. PUBLIC QUESTION TIME

No questions were asked under the item.

CA. MINUTES

It was agreed:

Minutes of the meeting held on 11th March 2020 be approved as a correct record and signed by the Chair.

CA. MARKETS TASK FORCE REPORT

The Leader presented a report updating Cabinet on the work that has been undertaken by the Markets Task Force, a cross party group established to identify options for the long term future of Bury Market.

Delegated decision:

Cabinet agrees to:

1. Endorses the work undertaken by the Task Group.
2. Receive a subsequent report which will contain details of the response to the short-term improvement proposals working through the costs and implications of implementing the shorter-term recommendations at a subsequent meeting of Cabinet.
3. Approval to release of £50k of the £100k from the Bury Master plan capital budget granted 2019/20.
4. Retains the cross party task group to monitor and follow the progress of the actions on a quarterly basis.

Reasons for the decision:

Bury Market is a major asset for the Borough and has underpinned the success of Bury Town Centre (the third most successful centre within GM). In 2019 Bury Market won National Association of Recording Merchandisers Best Markets Attraction Award and has won numerous other awards. However Bury

Market, along with markets and town centres nationally has to face the challenges of on-line shopping along with changes to the types of stores on the High Street (who increasingly sell products traditionally sold on Markets). Since the report was completed in February 2020, the outbreak of COVID 19 has occurred and this is likely to have major ramifications going forwards, which could have a significant impact on the Market

Other option considered and rejected:

To reject the recommendations.

CA. EAST LANCASHIRE PAPER MILL (ELPM)

The Cabinet Member for Finance and Housing, presented a report which provided details of a proposal to establish a budget allocation for expenditure on pre development work to assist with furthering the development of the ELPM site.

To progress the site to the next stage the following works need to be undertaken:

- ☐ technical studies, such as updated surveys/ drainage strategies/openspace management/sports facility analysis/technical briefs
- ☐ abnormal cost analysis and review
- ☐ development appraisal work
- ☐ specialist planning /marketing/ legal advice
- ☐ land management/ maintenance

Delegated decision:

Cabinet agrees to:

1. Approve the pre-development work as set out in the report and note that costs have already been incurred in relation to support the masterplan and the planning application;
2. Approve an allocation of £0.120m from the Place Shaping/Growth budget in the council's capital programme to fund all the costs;
3. Note the potential for a capital receipt and increased income, including that from council tax, in the future.

Reasons for the decision:

The approval of the recommendation will enable expenditure on pre development work to go ahead which will assist in furthering the development on the site.

Other option considered and rejected:

To reject the recommendations.

CA. LOCAL CARE ORGANISATION EXTENSION OF THE MUTUALLY BINDING AGREEMENT

The Deputy Leader and Cabinet Member for Health and Wellbeing, presented a report providing details of a proposal to extend the LCO's mutually binding agreement until 31st March 2021. Bury's Locality Plan articulated an ambition to bring together the main providers of health and social care services to explore innovative methods of delivery, improve outcomes for Bury people and reduce costs. To do this seven partner organisations have come together, and from 1 April 2019, signed up to the current version of the Mutually Binding Agreement to form a Local Care Organisation for Bury.

Delegated decision:

Cabinet Agrees to:

1. Note the content of the MBA remains unchanged from that approved for the year to 31 March 2020;
2. Approve the extension of the MBA until 31 March 2021.

Reasons for the decision:

Failure to support this work will result in the Council not delivering transformation in line with the Council's priorities and GM Devolution

Other option considered and rejected:

To reject the recommendations.

CA. BUDGET UPDATE

The Cabinet Member for Finance and Housing, presented a report providing details of the impact of COVID-19 on the council's and CCG's finances. The Cabinet Member reported that the impact will be significant and will extend well beyond the period of the immediate crisis. Assumptions made in assessing the potential impact are likely to change significantly over the course of time and much of this is outside of the control of either organisation.

Managing the council's financial position within existing reserves will be challenging and lobbying of central government needs to continue. Whatever approach is adopted, there is an emerging need for the council to ensure the financial framework within which it operates is as robust as possible and supports future delivery. It is recommended that this work be undertaken as part of the recovery process.

A review of the council's revenue budget and capital programme is needed in the context of COVID-19, with early decisions to be taken around which of the budget priorities agreed in February should continue as planned, and which should be delayed, re-profiled or stopped. It is proposed that the review is concluded by 30 June.

The Cabinet Member for Finance and Housing reported that current estimates suggest that the council could be adversely impacted by circa £21m in 20/21. In addition to this, £2.7m of council savings plans are at risk of which £0.582m have been assessed as red. This will add further pressure to council budgets. The CCG could be adversely impacted by up to £14m.

Delegated decision:

Cabinet Agrees to:

1. Note the financial implications and risks associated with Covid-19
2. Agree the proposed review of the council's revenue budget and capital programme
3. Note that CCG plans will need to be revised, with guidance anticipated prior to 31 July.

COUNCILLOR D JONES

Chair (Note: The meeting started at 2pm and ended at 14.40pm)

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	10 June 2020
SUBJECT:	Radcliffe Strategic Regeneration Framework – Consultation Draft
REPORT FROM:	Eamonn O’Brien – Leader of the Council
CONTACT OFFICER:	Paul Lakin, Director of Economic Regeneration and Capital Growth
TYPE OF DECISION:	CABINET (NON-KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	<p>The Council commissioned Deloitte to undertake a Strategic Regeneration Framework (SRF) for Radcliffe in February 2020. After an extensive period of engagement with key stakeholders, a draft of the Framework SRF has now been produced.</p> <p>Cabinet are asked to approve the draft SRF for a six-week period of consultation before being brought back to Cabinet in September for formal approval.</p> <p>Cabinet are also asked to approve the authorisation of any necessary minor amendments to the SRF prior to consultation as well as the authorisation of any necessary spend on consultation to be delegated to the Director of Economic Regeneration & Capital Growth in consultation with the Leader (as portfolio holder for Finance and Growth).</p> <p>If approved, the SRF will become a material planning consideration in the determination of planning applications and help to shape the regeneration of Radcliffe.</p> <p>It should be noted, that the SRF recommends some short, medium and longer-term interventions and that it is the longer-term intention of the Council to create a Council Investment Fund. This will help to deliver the large scale regeneration proposals.</p>

OPTIONS & RECOMMENDED OPTION	<p>It is recommended that Members:</p> <ul style="list-style-type: none"> • Approve the draft SRF, the proposed consultation process and the identified delegated requests - and to note the longer-term intention to create a Council Investment Fund to support interventions during the SRF delivery programme: or • Identify any amendments to the SRF or the consultation process before the consultation starts.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	<p>There are no direct financial implications as a result of the report and any future funding requirements will be considered as part of the development of the Council's capital programme. Costs will not be known until the consultation is completed and the proposals finalised.</p> <p>Funding in the 2020/21 capital programme has been made available to support some early development work and therefore the use of up to £10,000 to support the work outlined in the report is fully funded.</p>
Equality/Diversity implications:	<p>No</p> <p>An initial screening has been undertaken (see attached assessment) and as there were no negative impacts identified for affected groups, there is no requirement to proceed to a Full Impact Assessment.</p>
Considered by Monitoring Officer:	The SRF will provide the context for future development and the proposals for consultation on it are reasonable in the current pandemic. It is important that any future capital expenditure position is regularly monitored to ensure that the priorities of the Council are being delivered and ongoing legal input will be required.
Wards Affected:	All Radcliffe wards
Scrutiny Interest:	

TRACKING/PROCESS**DIRECTOR:**

Joint Executive Team	Cabinet Member/Chair Briefed	Ward Members (if necessary)	Partners
19/05/20	28/05/20		
Scrutiny Committee	Other Committee	Council	Comms

1. BACKGROUND

- 1.1 The continued regeneration of Radcliffe remains a priority for the Council and this commitment is evident in the public realm improvements recently implemented in the town centre.
- 1.2 These projects were only the beginning of a much wider aspiration to transform the attractiveness and vibrancy of Radcliffe town centre. To aid this, the Council appointed Deloitte LLP to prepare a Strategic Regeneration Framework (SRF), which is a comprehensive plan that pulls together the key regeneration components elements to help drive this aspiration forward.
- 1.3 As reported to Cabinet in March, it is important that the Council puts this framework in place for Radcliffe to direct the future growth and development of the town in a coherent and joined-up manner.

2. STRATEGIC REGENERATION FRAMEWORK (SRF)

- 2.1 Deloitte have now produced a draft SRF and it is proposed that this is subject to consultation. Following consultation and once it is fully approved, the SRF will play a pivotal role in underpinning the way the Council deploys its own resources and discharges its regulatory functions, including the determination of planning applications. It will also provide the necessary evidential base to guide the investment decisions of third parties.
- 2.2 Crucially, as the national Government indicated that it is looking to invest in northern towns, it is vital that we have a document in place that sets out a clear vision with investable projects that we can use to secure funding - particularly those which are geared to support town centre transformation. This is particularly important as we emerge and attempt to recover from the economic impacts arising from the current pandemic situation.
- 2.3 Early and extensive engagement has been a main feature in the preparation of the draft SRF and this includes feedback from previous workstreams, such as the Radcliffe Action Plan. A number of meetings and workshops with a range of stakeholders have taken place, including:
 - Elected local Members;
 - Bury South MP;
 - Radcliffe Task Group;

- Business and community groups (two business and two community workshops);
- Additional one-to-one meetings with a number of businesses that operate in the town centre;
- Key landowners and tenants (e.g. Homes England, Canal and River Trust);
- Statutory partners (e.g. Environment Agency, TfGM); and
- Key Council Officers.

2.4 This engagement has helped to shape the content of the draft SRF but, as set out below, there will continue to be dialogue right through the consultation period to help finalise the approach to be taken in the final SRF.

2.5 In line with the wider objectives of the SRF, as reported to Cabinet in March, the draft SRF:

- sets out a range of opportunities for transforming the town centre and the key interventions which the Council and key partners should address to support the process of change including effective place management arrangements;
- reflects the views of local Members, residents and other key stakeholders from the extensive engagement to date to ensure that the programme of renewal fully reflects their priorities;
- defines a clear vision for Radcliffe town centre, which reflects the aspiration to become a place where residents will be able to access the widest range of services and amenities and where the business base of the town centre can be encouraged to diversify and flourish;
- defines a programme of action over the short, medium and longer term to support transformation;
- provides an overview of the role of public services and how these relate to place and people;
- sets out the parameters for creating an attractive environment that will include widening the demand for community facilities and amenities, helping to create confidence for business growth and an improved housing offer in and around the town centre; and
- explores the potential for creating hubs for creative talent and emerging business activities.

2.6 The key interventions recommended in the draft SRF include:

- **Creation of a central public hub within the town centre** – this could accommodate a range of functions, including office accommodation, flexible civic space, café and some retail;
- **Creation of new leisure facilities** – this could sit alongside the public hub and would complement the Council's drive to create wellness centres to help improve the health of the town's residents;
- **Refurbishment of Market Chambers building** – the aim would be to re-purpose this building to provide flexible working space for local activities and

community groups, along with flexible office accommodation for start-up businesses;

- **Opening up of the river** – the proposals include improvements to the river walkway and a new riverside public space, exploiting opportunities to create river frontages where possible;
- **Focussed retail strategy** – this would be likely to involve consolidating retail floorspace over time and ensuring that the daytime function of the town extends into the night time economy;
- **Cultural initiatives** – this could include a permanent base for cultural initiatives, perhaps as part of the Market and Hub buildings. This could host a diverse cultural programme to celebrate Radcliffe's heritage;
- **Revised car parking strategy** – this would include creating opportunities for sustainable travel options, with bus, tram, walking and cycling being promoted in and around the town. There are opportunities to develop or re-purpose some of the town's surface car parks;
- **Public realm improvements** – it is proposed that a series of distinctive public open spaces should be central to the vision, to help with movement through the town and improve the visitor experience / create investor confidence. This would include key focal points, such as the Piazza and civic spaces, and key routes, such as Blackburn Street;
- **Marketing strategy** – building on the recent Branding of Radcliffe, this needs to form an integral part of the wider regeneration strategies to create a real local distinctiveness for the town and to attract investment;
- **Secondary school** – the proposals for a new secondary school in Radcliffe will be key to helping to improve educational attainment in the town and providing a sense of pride in the town. The provision of a new secondary school in Radcliffe will also reduce the need for existing and potential future Radcliffe residents from having to travel to schools outside of the town;
- **Brownfield development** – as part of the housing delivery it is proposed that there are a number of key brownfield sites that should be utilised to deliver a range of different housing types in and around the town, including affordable homes for young families;
- **Infrastructure improvements** – the draft SRF proposes a range of infrastructure interventions, including transport and movement opportunities, digital infrastructure to ensure that the technology is there to sustain economic growth and proposals to make use of renewable energy and low carbon solutions; and
- **Employment growth** – it is proposed that employment opportunities are created in the town centre, from smaller start-up businesses to larger employment users in the hub. This could involve the consolidation and improvements to the town's existing industrial space to make it attractive to modern day employment.

2.7 These key interventions will help to drive forward new public and private investment into the town centre core, helping to drive footfall into the town

during the day and evening. Importantly, these proposals will be linked with the various proposals on the fringe of the town, including residential developments at the former East Lancs Paper Mill site, the new secondary school and improvements to the tram stop. Key routes and linkages into the town will help to attract and encourage people to use the town and its new facilities.

- 2.8 Cabinet is requested to approve the draft Radcliffe SRF for consultation purposes and to also approve the authorisation of any necessary minor amendments to the SRF prior to consultation to be delegated to the Director of Economic Regeneration & Capital Growth in consultation with the Leader (as portfolio holder for Finance and Growth).

3. SRF ENGAGEMENT STRATEGY

- 3.1 As indicated, Deloitte have already undertaken comprehensive early engagement with a range of key stakeholders during the preparation stage of the SRF. This has been crucial in gaining valuable information and insight into the different concerns of groups and understanding key challenges.
- 3.2 Now that the SRF is in a draft format, this stakeholder engagement needs to continue in order to seek the views and inputs from the wider public, key businesses and other key partners to ensure that the final framework is fit for purpose.
- 3.3 It was the intention to undertake a number of stakeholder consultation events as 'drop-in' sessions and face to face meetings. Clearly, with the current restrictions on social gathering this will not be possible and this means that there will be a much greater emphasis on online and digital engagement. Nevertheless, it is important that all stakeholders are able to have their say and the following consultation methods will be used to ensure that this is the case:
- The Council website will be used as the main point of contact for the formal consultation. The SRF online consultation will be promoted via social media (Facebook, Twitter and Instagram) to raise awareness of the SRF and to issue reminders of the consultation closing date. These should direct residents to the formal consultation website. Targeted social media is also being considered to increase the awareness of the consultation across the local area.
 - Virtual 'meetings' involving the following:
 - Elected local representatives (All Radcliffe Ward Members)
 - Bury South MP
 - Key businesses
 - Key partners and stakeholders - including statutory bodies (TfGM, Homes England, Highways Agency/Environment Agency), landowners
 - Key community groups
 - It is proposed to undertake a leaflet drop to all Radcliffe households to ensure that residents are aware of the proposals and have their say;

- Promotional banner stands / posters will be used in various locations in and around Radcliffe Town Centre (such as ASDA and Lidl). These would not be accompanied by any printed materials and would only direct to SRF webpage.

- 3.4 Plans to make printed copies of the SRF available are currently on-hold but will be considered in the event that key public buildings (e.g. libraries) were to be re-opened and if this is considered to be possible within Covid-19 guidelines.
- 3.5 The consultation process will be kept under review in the event that there is a further easing of the restrictions during the six-week consultation period that would enable additional forms of stakeholder engagement other than those mentioned above.
- 3.6 As indicated, these consultation methods go beyond the approach that was envisaged at the start of the SRF process and they will incur additional costs (particularly the proposed leaflet drop). As such, this report is seeking approval for the authorisation of necessary spend on SRF consultation to be delegated to the Director of Economic Regeneration & Capital Growth in consultation with the Leader (as portfolio holder for Finance and Growth). A budget of £10,000 is estimated and this will be drawn from the existing budget attributed to Radcliffe regeneration.
- 3.7 It is proposed that the SRF is brought back to Cabinet in September for formal approval, highlighting the responses received during consultation and any amendments made as a result.

4. COUNCIL INVESTMENT FUND

- 4.1 Given the projects emerging through the SRF and the Council's continued commitment to the ongoing regeneration of Radcliffe, it is anticipated that significant funding will be required to ensure that key regeneration projects are progressed and delivered.
- 4.2 As reported to Cabinet in March, the Chief Executive will bring forward an analysis of the interventions which are considered necessary to facilitate delivery of the transformation programme. This will include an outline business case for the creation of a Council Investment Fund that would be used to leverage third party funding to support appropriate interventions in key investment areas including Radcliffe Town Centre.
- 4.3 Cabinet are asked to note this intention and a further report detailing the Investment Fund requirements will be brought to Cabinet once the SRF proposals are firmed up after the proposed consultation period.

5. TIMESCALES

- 5.1 It is proposed that the SRF consultation starts on week commencing 22nd June until week commencing 3rd August (six week period).
- 5.2 This would allow for consideration of comments received and for any amendments to the SRF to be made before the final SRF is taken back for formal Cabinet approval in September.

6. CONCLUSION

6.1 The recommendations are contained in the front of this report.

Contact Details:-Paul Lakin, Director of Economic Regeneration and Capital Growth

RADCLIFFE



Deloitte.

DOCUMENT

**Strategic
Regeneration
Framework**

CLIENT

**Bury
Council**

STATUS

Draft

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Executive Summary

The purpose of this Strategic Regeneration Framework (SRF) is to provide Bury Council with a single integrated plan for the strategic redevelopment of Radcliffe. It identifies a clear set of interventions and wider strategies to guide growth and to help deliver the transformational change that is required through regeneration in the town.

Radcliffe has already delivered on previous regeneration agendas which have made some significant progress and brought forward several improvement schemes in the town, such as:

- Re-purposing of the Market Hall;
- Relocation of the bus station;
- The expansion of the Dunelm Call Centre;
- The introduction of Lidl;
- New affordable homes; and
- The introduction of a new Health Centre.

Radcliffe is in a period of transformation, this SRF seeks to build on the positive steps already taken to drive forward growth.

Radcliffe has a number of unique qualities including:

- The River Irwell running straight through the core;
- Access to extensive blue and green network;
- A strong identity and proud population;
- A rich history;
- A strong industrial base and several unique businesses.

However, there are a number of challenges that Radcliffe face - these challenges are not unique to Radcliffe. Traditional town centre functions are in decline, in order for Town Centres to be successful they must diversify. Single or narrow offers cannot succeed in the current climate. Towns need to re-define their role, working with their individual characteristics to create unique places that are attractive for people to live, work and play whilst ensuring that the day time function seemingly transfers into a successful evening destination.

An information gathering exercise has been conducted utilising local data and stakeholder engagement; and an urban design and place making analysis has informed the preparation of this SRF. This understanding of Radcliffe has informed the vision, objectives, interventions and wider strategies that are laid out in this SRF.

Radcliffe is in an advantageous position to respond to these challenges with a Local Authority that is committed to taking the lead. A coordinated effort with strategic partners, underpinned by the vision and interventions set out in this SRF, will provide a focus for growth.

The strategic priority is to focus on the core of the town, a successful core will include many uses and will act as a catalyst for further redevelopment as you move out of the town centre. The core needs a new function, one that will mean people come into and spend time in Radcliffe. Homes are also required that meet the needs of a growing population.

The SRF identifies the following for the core:

- The requirement for a new hub, this includes a civic hub at its heart. Complementary services and facilities including uses such as a cafe, retail, flexible workspace, creche etc. are key to activating the core.
- An opportunity for further improvements to the existing Piazza to create a truly flexible space for play, rest and events.
- The Market Hall is a great success and should be supported and expanded.
- The Market Chambers building should be re-purposed to bring it back into life providing flexible working space.
- There is a unique opportunity to open up the river in the core through innovative design solutions and restoring the river walkway to the south.

- There is an opportunity for new homes – creating a new market for younger people and live / work accommodation.
- A new decked car park on the ASDA car park to replace car parking in the core – helping to relieve car usage in the core and freeing sites for development.
- Repositioning of the retail space and creation of flexible employment space is essential to ensuring that the town is activated throughout the day and into the evening.

As you move out of the core, additional homes including for families are required, there are proposals for a new school and there is an opportunity to incorporate permanent leisure facilities.

Wider strategies include; cultural initiatives, improving access to the blue and green infrastructure, improving digital infrastructure, ensuring sustainable and carbon neutral development and enhancing movement and connectivity particularly for pedestrians and cyclists.

The interventions and strategies will not only result in physical development but will also address the social and environmental constraints that Radcliffe faces by; providing access to jobs, opening up natural spaces, ensuring access to leisure for everyone, improving education attainment, providing a range of quality homes and enhancing community spirit - therefore enabling all residents to be active participants in their own wellbeing.



Introduction

1.1

Introduction

Located in the Metropolitan Borough of Bury in Greater Manchester, Radcliffe is a town born out of rich industrial heritage. Today, the town is undergoing an exciting period of transformation as Radcliffe seeks to redefine its role and function in the wake of changing market trends and business requirements.

This Draft Strategic Regeneration Framework (hereafter referred to as the SRF) comprises an evidence-led, single integrated plan for the redevelopment of Radcliffe over the next 10 years and beyond.

Bury Council has recognised that intervention is needed to ensure that Radcliffe reaches its potential as a town fit for the future needs and aspirations of its community. The SRF will be a vehicle for local people to be involved in the regeneration of the town. This has led to the development of a compelling vision which aims to catalyse enthusiasm and drive regeneration from the heart of the community. As such, the vision for Radcliffe is clear – to create a distinctive town which focuses on Radcliffe’s unique qualities in order to attract visitors, encourage investment and facilitate growth.

This SRF builds upon a robust methodology which has utilised local data and stakeholder engagement. This has informed a set of interventions and wider strategies to guide the direction of future decision making and developments within Radcliffe.

This SRF aligns with the evolving Bury 2030 Strategy and builds on previous regeneration agendas for Radcliffe including the Reinventing Radcliffe Strategy of 2004 as well as the Radcliffe Town Centre Masterplan 2010 (adopted March 2011). Progress has been made against these strategies; however, more can be done. This SRF therefore seeks to incorporate and build upon the successful work undertaken to date.

Following consultation and the thorough consideration of comments, it is proposed that the SRF is adopted by the Council as a material planning consideration that can be used to inform the determination of planning applications.

Professional Team

This document has been prepared by Deloitte in collaboration with sub-consultant team, Planit-IE.

1.2

Focus of the SRF

This SRF focusses on interventions within the core of the town and its immediate periphery to reactivate and attract investment into Radcliffe with the aim of creating a sustainable and successful town.

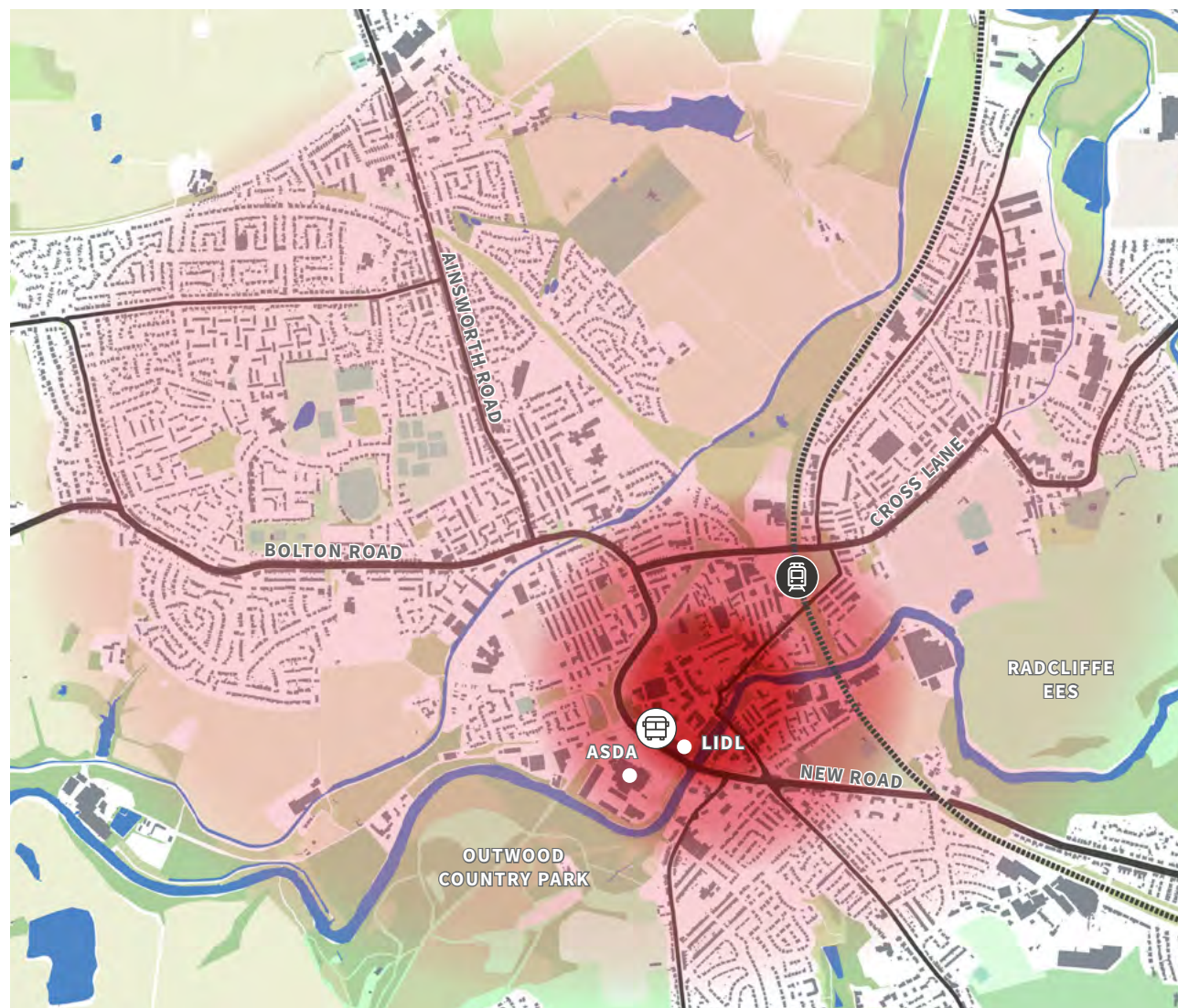
Radcliffe's 'core' is located around Blackburn Street, Stand Lane, Dale Street (into Deansgate) and Church Street West. The ASDA to the southern side of the Pilkington Way, the Lidl food store and more recently the Market Hall are considered the main attractions for people visiting the town centre from the wider area.

The immediate periphery of this core area is a mix of residential and warehouse uses which in theory should support the town centre, but as the 'core' has not kept pace with the ever-changing demands of customers, most people leave after completing their food shop.

The wider Radcliffe area is relatively successful. This is evidenced by an effective housing market which holds a mix of housing types complemented by a reasonable business base which can naturally be built upon in the longer term as businesses are drawn towards the success of the town.

KEY

- | | |
|---|---|
| ● Radcliffe Core |  Radcliffe Tram Stop |
| ● Radcliffe Town Centre |  Radcliffe Bus Station |
| ● Radcliffe Wider Area | |



Greater Manchester Spatial Framework

The draft Greater Manchester Spatial Framework (GMSF) is being produced by the Greater Manchester Combined Authority and does not form part of the proposals of this Framework. This SRF does make a passing reference to the draft GMSF but only as part of the strategic contextual analysis. It is important to stress that the successful delivery of this SRF is not dependent on any aspect of the GMSF proposals and the recommendations are entirely freestanding from the wider GMSF proposals.

The GMSF is progressing through an entirely separate process and it will be subject to further consultation in due course. As such, any comments made in response to consultation on this SRF that relate to any aspect of the GMSF cannot be taken into account through the GMSF process.

Covid-19

Production of this SRF commenced prior to the Covid-19 pandemic. As we move beyond the emergency response phase it is important that towns look forward to plan for their recovery in the immediate and longer-term. Covid-19 has sought to accelerate the pattern of decline towns have been facing for some time. Coming out of the pandemic there is likely to be a focus on communities, digital, sustainability, low carbon technologies and flexible working patterns. This only re-enforces that there is a real opportunity for Radcliffe to adapt and create a distinctive town centre.

SRF Status

The planning status of this document, following any endorsement by Bury Council, will be as a material consideration in determining all planning applications that fall within Radcliffe. Whilst the SRF does not form part of the Development Plan, it has been prepared to be consistent with the Council's adopted and forthcoming policies and strategies.

Document Structure

The remainder of the introduction looks at the general challenges and opportunities that town centres face, it provides a summary of how these relate to Radcliffe and highlights what the objectives for Radcliffe are. Further detail is then provided throughout the SRF, structured as followed:

- Section 2: Strategic Context
- Section 3: Consultation Feedback
- Section 4: Radcliffe Today
- Section 5: Approach to Placemaking
- Section 6: The Framework
- Section 7: Delivery and Implementation

1.3

Town Centre Challenges and Opportunities

Radcliffe is not alone in the ‘issues’ it faces. Town centres lie at the heart of local communities but are increasingly facing unprecedented challenges regarding their role and function within society. Town centres must increasingly consider how they retain core facilities, such as retail, in the wake of changing market trends and how they become more attractive to changing business requirements.

The British high street has changed dramatically over the last several decades. Traditional town centre functions have been in decline due to the rise of out-of-town shopping precincts and the digitisation of retail. As consumers increasingly turn to online shopping, UK high street vacancy rates have soared reaching 10.3% in July 2019, leading to a net decline of 1,234 stores on the British high street¹. In response, many retailers have become multichannel, combining physical stores with a reduced footprint and an online offer. In the wake of changing market trends, retail units which fare best on the high street are those offering services which cannot be obtained online such as barbers, beauty salons, shoe repair workshops, mobile phone stores and tobacconists specialising in vaping. On the opposite end of the spectrum, pubs, electrical goods retailers and estate agents are vanishing from the high street.

As technology increasingly comes to define our lifestyles, town centres must adapt in order to remain attractive to changing lifestyle choices (particularly amongst young people). Flexible working patterns require equally flexible workspace environments which are not restricted by the traditional 9-5 working day or office lease. Town centres will play an increasingly important role in providing flexible workspace for the creative industries and must foster a suitable workplace which reflects this new trend.

Diversity is the key to long-term success and the lack of it has been the cause for the continuing decline of town centres. Single or narrow offers cannot succeed in the current climate of retail digitalisation and the present Covid-19 crisis will serve only to accelerate a pattern of decline which has been evident for some time. Based on these challenges, towns need to diversify and re-define their role –working with their individual characteristics to create unique places that are attractive for people to live, work and play whilst transforming the town centre into a day and night visitor destination.

There is no ‘one-size-fits-all’ approach to remedying the decline of the high street, however, several trends are emerging across town centres in the UK:

- Consolidation of retail space;
- Condensing the town centre to encourage increased footfall;
- Accessible public space to promote social interaction;
- Increasing the residential provision;
- Future-proofing the town centre with a diversified high street offering;
- Strengthening the public service offer;
- Widening the business base; and
- Culture, arts and education as an alternative to traditional high street offerings.

Radcliffe has already delivered on previous regeneration agendas which have made some significant progress and brought forward several improvement schemes in the town, such as:

- Re-purposing of the Market Hall;
- Relocation of the bus station;
- The expansion of the Dunelm Call Centre;
- The introduction of Lidl;
- New affordable homes; and
- The introduction of a new Medical Practice.

In addition, there are proposals in the pipeline for significant future housing developments in close proximity to the centre such as the former East Lancashire Paper Mill site and a new secondary school at Spring Lane. Radcliffe is clearly undergoing an exciting period of transformation. However, there are still several challenges which must be addressed in order to attract people, generate investment and facilitate growth within the town centre which is complimentary to growth across the wider town.

¹ (Source: British Retail Consortium. Available at: <http://brc.org.uk/news/2019/2019-aug-12-footfall-monitor-july>).

1.4

Radcliffe: Opportunities and Challenges

Section 4 provides full details Radcliffe as it is today. The following summarises several challenges facing the town which must be addressed as well as several opportunities which form the foundations for a concerted effort to regenerate the town.



Retail and Business

Radcliffe Town Centre is home to several large food retailers which draw in consumers from Radcliffe and the wider Bury Borough. However, there is a declining retail function associated with the core of the town, high vacancy rates and generally lower order retailers demonstrate a need to develop a new, local retail offer. Radcliffe Market provides a first step in providing a new and unique offer in the core and this should be built on. The town centre also has limited office space, introducing flexible workspace to the core would support entrepreneurs and creative industries. A distinctive local retail offer should be developed together with a widened, flexible business offer and a new housing offer, strengthening the core of the town and making it a real destination for residents, workers and visitors.



Transport

Radcliffe Town Centre benefits from a Metrolink station and a relatively new bus station, however, links to the core of the town need to be improved from the Metrolink station. Radcliffe Metrolink provides easy access to Manchester city centre. This attracts commuters from outside of the township causing parking issues for residents. TfGM have several proposals to improve the Metrolink as part of a package of works to increase capacity on the Bury line and resident car parking proposals are being implemented by the Council.



Leisure

The core of the town centre has no leisure provision. A temporary leisure facility is provided at Spring Lane; however, this facility will eventually need to be replaced. The wider area has a fragmented leisure offer. Improvements to leisure provision are integral to improving the health and wellbeing of residents whilst also attracting the wider community into the Town Centre and surrounding areas.



Civic Function and Health

The existing Radcliffe Medical Practice on Church Street West is a state-of-the-art facility which works towards meeting most of Radcliffe residents' healthcare needs which are amongst the most complex within the borough. This is supported by Bealey Community Hospital and other GP surgeries. Radcliffe has a fragmented Civic estate. Whittaker Street, outside of the core, is home to Council employees, however, residents must travel to Bury or Prestwich to access civic facilities. An Integrated Neighbourhood Team is located outside of the core at Coronation Road and whilst Radcliffe Library is home to the Local Care Organisation integrated neighbourhood team for health and care, the core would benefit from integrated public services, including early help and intervention and health, with a 'front of house' functionality to access these council services.



Green and Blue Infrastructure

Radcliffe is in a unique position with the River Irwell running through the core. Outside of the core is a wider network of infrastructure, with the canal to the north and public parks to the south. Improvements to this blue and green infrastructure are crucial to improving the physical form of the town as well as to improving the health and wellbeing of Radcliffe residents.



Housing

Several sites have been earmarked for residential development within the Radcliffe area, including the East Lancashire Paper Mill Site, which benefits from Outline Planning Permission. There is an opportunity to create a wider functional housing market in the town particularly for young people.



Skills, Education and Employment

Radcliffe as a whole suffers from low academic achievement and attainment when compared with borough-wide average and has an unemployment rate above both the Bury and England averages. Providing accessible educational and skills facilities for residents is key. Proposals for a new secondary school in Radcliffe, outside of the core, demonstrates a commitment to meeting this demand. Employment space must be provided in the core which is flexible, adaptable and resilient to change, creating an area of creative activity.



Culture

In December 2019, Bury was named as Greater Manchester's first Town of Culture. Through this initiative, Bury will receive £120,000 of investment intended to encourage people to create or take part in locally created cultural events across the borough. Radcliffe can capitalise on this investment to accentuate and diversify its own cultural offer.



Place-making

Radcliffe is home to numerous organisations and stakeholder groups which facilitate social interaction, cohesion and community amongst residents. These will be integral to the successful implementation of this SRF. The town also has a strong sense of place which is facilitated further by the town's proud working heritage and medieval past. All the functions that make up a place need to be knitted together to ensure successful change over time – this is a key objective for the SRF.

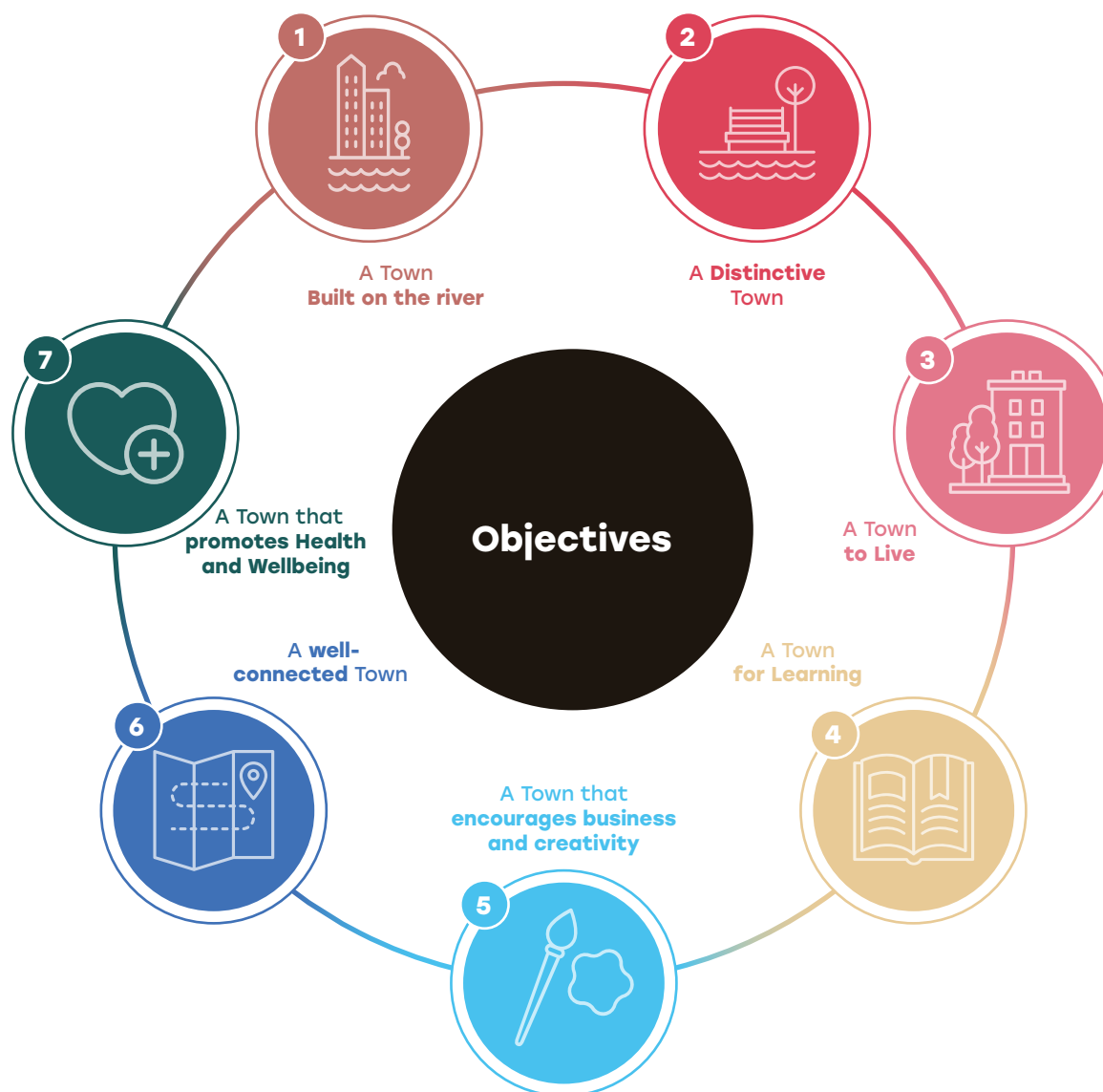
1.5

Vision and Objectives

Sections 2 – 5 analyse the issues and opportunities that Radcliffe faces.

It is apparent that for Radcliffe to be successful the priority must be to create a distinctive core. This must be focused on new market creation which reflects Radcliffe's unique qualities in order to attract visitors, encourage investment and facilitate growth. Radcliffe has a very distinctive location on the River Irwell. There is a real opportunity to maximise this key environmental asset and develop Radcliffe's strengths to create a new core that is thriving and promotes healthy lifestyle choices.

The objectives for Radcliffe are discussed in detail in Section 6 and several core interventions and wider strategies have been developed with the aim of meeting these objectives. The objectives for Radcliffe are summarised in the adjacent diagram.



Strategic Context

2.1

Sub-Regional Plans, Policies and Strategies

The SRF vision seeks to ensure that Radcliffe plays an important role within the Borough economically, socially and environmentally. To help this, it is important that the SRF is positioned in a way that we are able to tap into regional funding opportunities, including transport plans and wider economic strategies.



Draft Greater Manchester Spatial Framework (GMSF) [Under Development]...

...will create favourable conditions for regeneration and economic growth in Greater Manchester and will include planning policies around clean air, walking and cycling which underpin the city region's ambition to become a carbon neutral city by 2038. However, as previously specified, the GMSF proposals are not included within this SRF as they will be part of a different statutory process, and will be subject to a separate consultation later in 2020.



Greater Manchester Local Industrial Strategy [Autumn 2017]...

...highlights several sectoral strengths and investment opportunities in Bury. The strategy contributes to the delivery of the Combined Authority's vision for the city-region's future, informing local leaders on how best to capitalise on Greater Manchester's distinct assets and opportunities including advanced manufacturing and health care innovation. This document will help to create modern employment opportunities across the conurbation and it is important that the residents of Radcliffe are equipped with the skills and tools needed to access these opportunities. Therefore, providing quality and accessible re- skilling and upskilling facilities within Radcliffe will be key to proving local residents with the opportunities to tap into these employment spaces.



Greater Manchester Digital Blueprint [April 2020]

....outlines Greater Manchester's ambition to be known as one of the top five European digital city-regions, recognised globally for its digital innovation. The Greater Manchester Digital Blueprint is an update to the Greater Manchester Digital Strategy 2018. The document comprises a blueprint for a three-year approach to meeting the GMCA'S digital ambition to deliver digitally fuelled city regions. The strategy focuses specifically on 5 digital priorities: empowering people; enabling innovative public services; digitally enabling all businesses; creating and scaling digital businesses; and being a global digital influencer. In order to meet these priorities, two key enablers have been identified: strengthening the city-region's digital talent pipeline and extending digital infrastructure.



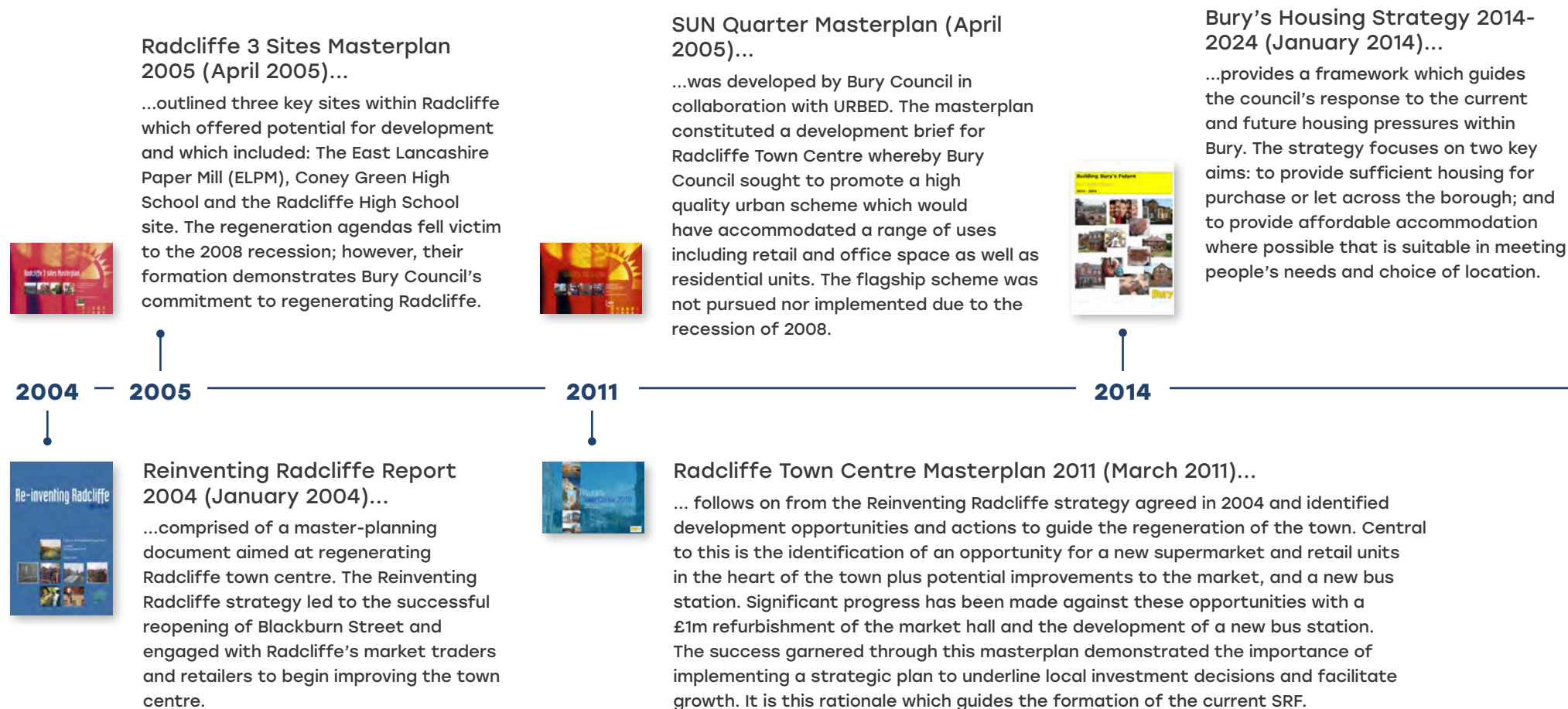
Greater Manchester Transport Strategy 2040 [January 2019] ...

... outlines how TfGM will deliver the long-term goal of 50% of travel within Greater Manchester to be made by walking, cycling and public transport. The Transport Strategy outlines a clear ask for further devolution of transport funding and powers from central Government to the Combined Authority. The strategy commits to deliver mobility hubs and park and ride upgrades along the Bury line in order to provide better access to public transport for residents. This will directly impact upon Radcliffe's Metrolink station. The strategy also outlines the potential to further expand the rapid transit network through the creation of a Radcliffe-Bolton transit corridor. Whilst this expansion is outside of the 5 year delivery plan, it is hoped that the project will provide a more attractive alternative to the car for orbital journeys between Radcliffe and Bolton thereby reducing the significant pressure on the A58 and M62/M60 road networks.

2.2

Local Policy Context

At the local scale, Bury Council has demonstrated considerable commitment to the regeneration of both Radcliffe and the wider Borough as set out in through the following strategies and local-level plans:



Bury Cultural Economy Strategy 2015-2018 (2015)...

...demonstrates the council's commitment to working with partners in order to achieved sustained growth of the cultural economy and maximising the potential of the Borough's cultural offer. The council outlined several cultural initiatives within Radcliffe as requiring ongoing support to facilitate their growth and income-earning potential including the Bury Market and the North West in Bloom competition.



2015



Vision, Purpose and Values 2015-2020 (2015)...

... was introduced by Bury Council in 2015 and outlines the Council's plans to lead, shape and maintain a prosperous, sustainable and future-proofed Bury. This document is not outdated but remains key point of reference in understanding the Council's priorities with regards to futureproofing the borough.



Bury Growth Plan 2017 (November 2017)...

... provides a broad framework for the borough's collective ambition to strengthen infrastructure, grow the local economy, protect the environment and empower Bury communities in order to maximise the borough's potential.



Bury Town Centre Evening and Night-time Economy Strategy and Action Plan 2017 (October 2017)...

...supports the Vision, Purpose and Values document and outlines a strategy towards maintaining Bury's position as a destination for retail, leisure, tourism and culture.

2017

2018



The Bury Partnership Anti-Poverty Strategy 2018 - 2021 (2018)...

...a borough-wide document which seeks to tackle inequality through targeted strategies of support to improve prevention and early intervention, build financial inclusion and resilience, develop skills and increase employability.

Under Development

Local Area Energy Planning [October 2018)...

... provides Bury Council with an approach towards leading the local transition towards 100% clean energy provisions by 2050 with a primary focus on tackling the decarbonisation of heating. Both domestic and industrial heating is currently a major contributor to Bury's carbon emissions the reduction of which is critical to achieve a low carbon energy system across the Borough.



Bury Local Plan (Under Development)...

...is currently being developed by Bury Council and will provide a framework for future growth and development within the Borough. The plan acknowledges that Bury faces several challenges, namely the need for continued regeneration in areas such as Radcliffe. In order to rectify

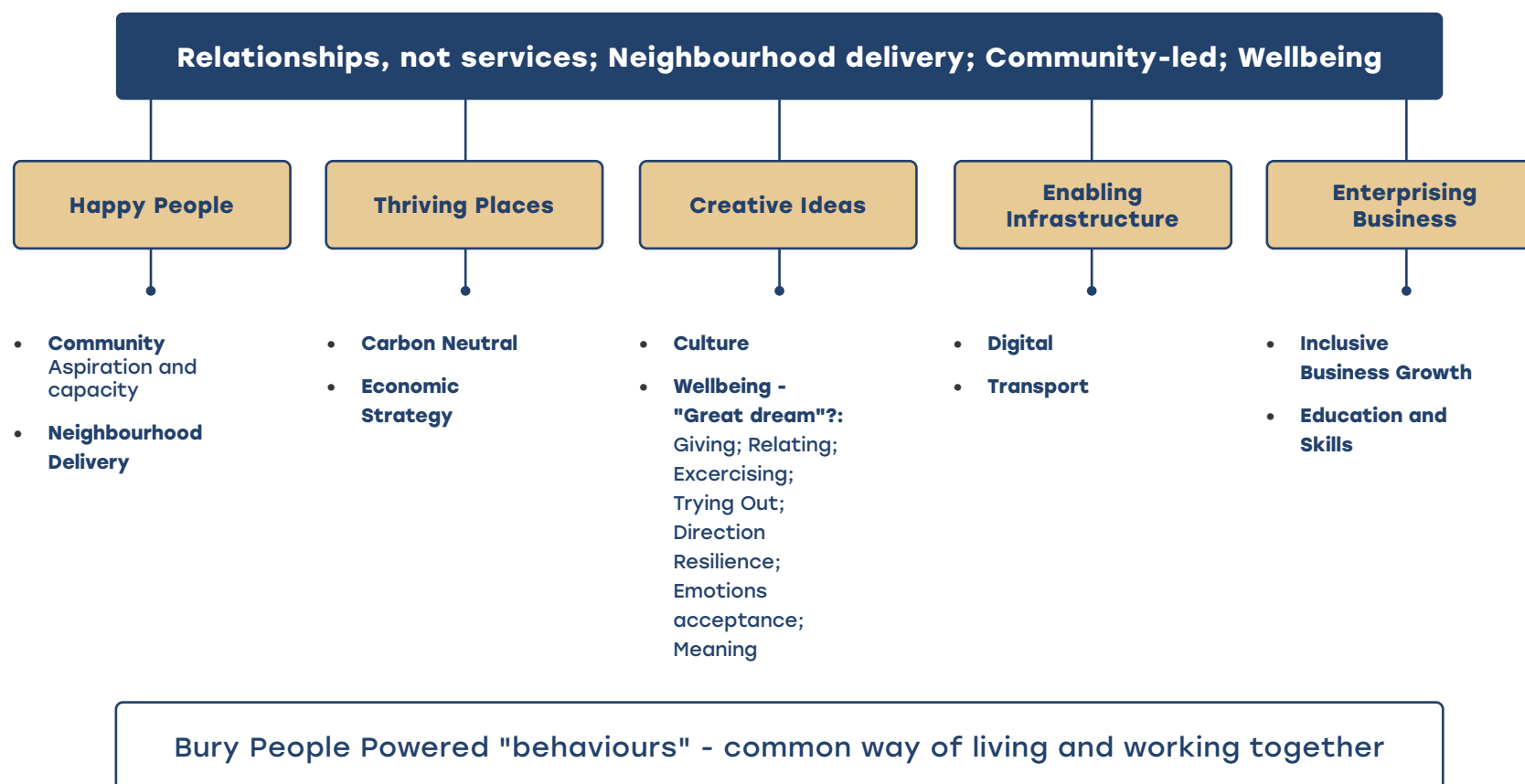
this, the Bury Local Plan will drive forward the creation and retention of good quality jobs for residents, ensuring that there is a sufficient provision of quality, affordable housing whilst introducing climate change mitigation measures. Additionally, the Bury Local Plan Topic Paper 10 Transport 2018 acknowledges that the Park and Ride Facilities at Radcliffe are at capacity and in need of improvements and/or expansion.

Bury Strategy 2030 (Under Development)...

...is currently undergoing a process of consultation. The strategy will set out how the local government will seek to empower Bury residents and communities. The strategy will have five central themes: Happy people, thriving places, creative ideas, enabling infrastructure and enterprising business.

Bury 2030 Strategy

The emerging SRF - 5 themes; 10 priorities



Bury 2030 demonstrates council thinking towards the development of the Bury of the next few decades. The Radcliffe SRF should be aligned to this strategy.

Through a consideration of the policy documents listed above, this SRF observes the comprehensive work already conducted by Bury council in its regenerative efforts towards Radcliffe. The SRF recognises that several positive steps have already been taken to regenerate the town in line with these policy documents and include:

- The £1m refurbishment of the Market Hall
- The development of the new bus station
- The opening of the new Lidl food store
- The successful implementation of re-landscaping proposals including new street furniture additions and the restoration of the bandstand located on the Radcliffe Piazza

More specifically, Bury Council have implemented the Radcliffe Action Plan which aims to deliver business-led town centre improvements with the Council acting as the key facilitator and enabler. For 2019/20, a budget of £500,000 was allocated by the Council to the implementation of the Radcliffe Action Plan and has resulted in several significant regenerative upgrades of the town centre. These upgrades include:

- The improvement of the physical town centre environment through the incorporation of place branding features such as the installation of seven new benches at Radcliffe Piazza.
- The development of a vision and brand for Radcliffe to raise the town's profile, image and perception
- The completion of a CCTV Audit to identify any required improvements

Projects which are ongoing include:

- Shop front improvements
- Car parking management which will build on the parking survey completed in July 2018.

Simultaneously, the SRF aligns itself to the Council's objectives and strategies guiding future development across the borough as outlined in the draft Bury 2030 Strategy and Bury Local Plan.

2.3

Radcliffe History

1854



The earliest known photograph of Radcliffe Bridge district, taken by William Smith

1837



The coal mining industry also had a significant impact on the town, leading to a densification of the town through opportunities for work and housing, and making it an important node within the local rail network.

Radcliffe retains much of its Victorian and Edwardian housing, and some notable examples of civic and commercial architecture.

1854

1893

1902

1937

1960

1893



The original Radcliffe (red cliff) village existed to the east of the modern town centre, at Radcliffe Cross. Radcliffe Bridge was an important crossing point on the River Irwell, connecting Manchester and Blackburn via the once packhorse trail, Blackburn Street. Here a small village sprung up around the crossing.

During the Industrial Revolution, Radcliffe was transformed into a substantial industrial town notable for its paper mills, with the two villages coalescing, and a suite of fine civic and commercial buildings being built.

1902



Radcliffe looking east, 1902

During the Industrial Revolution the River Irwell was used as a key transportation link, and waste disposal site. The town's interface with the river is defined by this activity, with buildings backing on.

As the national economy shifted, and traditional industries declined, Radcliffe continued to grow. Much of the industrial heritage was removed to make way for post-war housing estates and suburban sprawl. One of the last remaining buildings of Radcliffe's industrial past is Pioneer Mill.



Pioneer Mill, Milltown Street, Radcliffe.

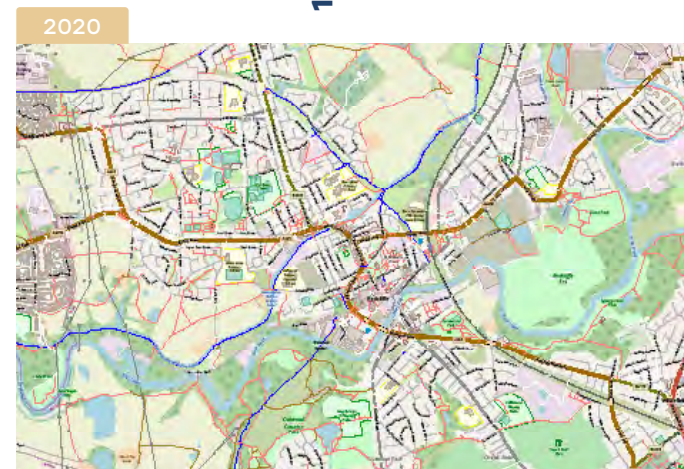


Radcliffe, Piazza area Blackburn St 1960s looking West.



Radcliffe, Blackburn St looking north 1970s

The creation of the A665 bypass road, the Pilkington Way, which skirts the town centre to the west and defines a new crossing of the Irwell, along with the development of big-box retail to the west, has had a negative impact on the town centre and its high-street.



1961

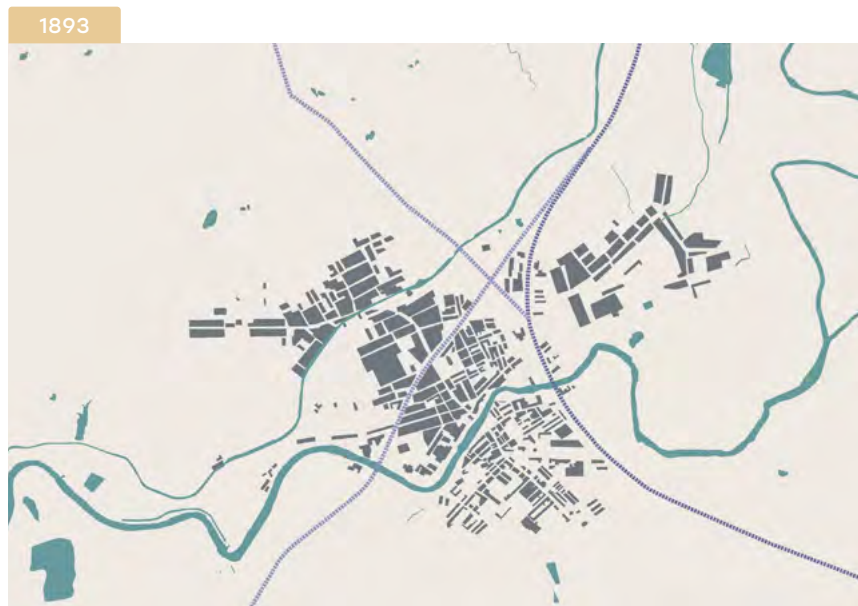
1980

1970

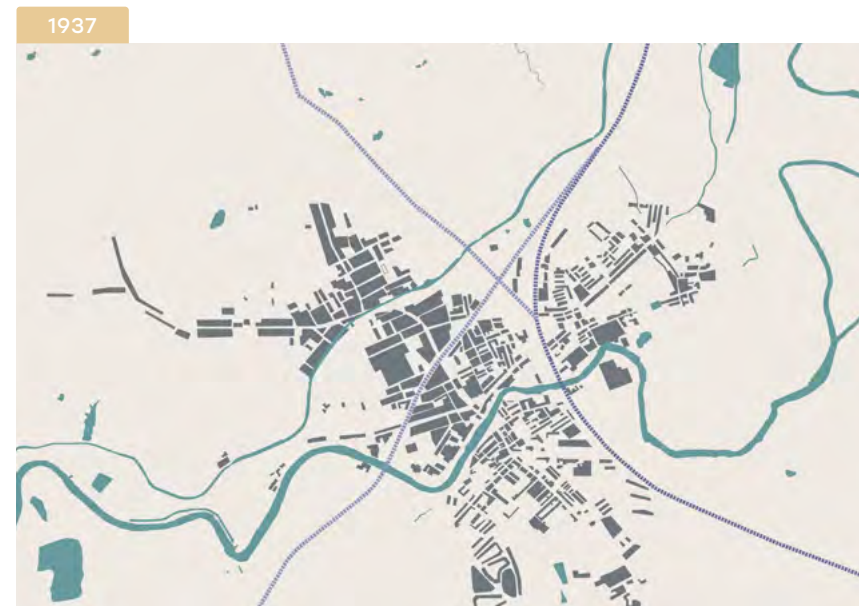
2000

2.4

The Evolution of Radcliffe's Urban Form



- In 1890-1900's Radcliffe's urban form is defined by its industry, with fine grain civic and commercial buildings, and terraced streets composing the urban core, fringed by mills and other industrial buildings creating a coarse grain towards the edges and along key transport routes.
- The historic core centres upon the crossing of the River Irwell at Radcliffe Bridge, and the coalescence of key routes at Deansgate and Market Place.
- Significant green open spaces surround the town.



- Plans from the 1940s show replacement of some of the coarse industrial urban grain with residential areas, particularly to the east, and the expansion of the town along key roads and to the south.
- The historic routes of Blackburn Street and Stand Lane, along with Church Street West and Sion Street, remain key axes within the town's structure.
- While the town encroached into its rural setting, green spaces were preserved, including Outwell country park and King George V Playing Field.

1961



- In the 1960s there was a significant increase in development of Radcliffe's periphery, with both industrial and residential forms emerging.
- Radcliffe Bridge remains the primary connection across the River Irwell, and the focal point for movement and activity within the town.
- Residential development occurred around Coronation Park.

2000



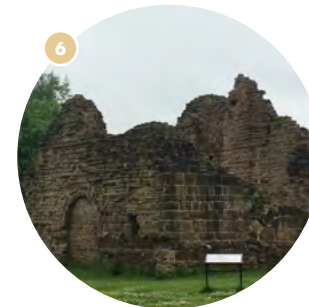
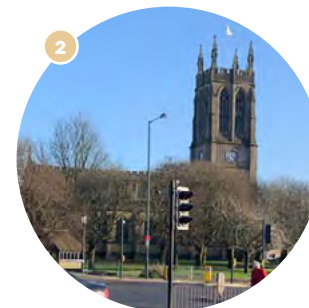
- The figure ground of today reveals the extent of post-war urban sprawl, detailing suburbs that radiate out from the urban core.
- Much of the historic urban form has been replaced, though some significant local landmarks remain.
- Much of the historic urban fabric is evident in the street pattern.
- It is also clear to see how the Pilkington Way severs the neighbourhoods to the north and west from the town centre, and creates an expansive void in the urban form.

2.5

Key Heritage Assets

Radcliffe is a town born out of a rich industrial and medieval heritage. Key historical and heritage landmarks within the town include:

- 1 Outwood Viaduct (Grade II)
- 2 Church of St Thomas and St John (Grade II)
- 3 Radcliffe War Memorial (Grade II)
- 4 Tythe Barn (Grade II)
- 5 Church of Saint Mary and Saint Bartholomew (Grade I)
- 6 Radcliffe Tower (Grade I)
- 7 Stand Lodge (Grade II)



Consultation Feedback

3.1

Consultation Approach

Throughout the preparation of the SRF a comprehensive consultation process has taken place. A bespoke consultation strategy was developed and a stakeholder mapping exercise was undertaken to identify the different individuals and groups to be consulted on the SRF. This included:

- Elected political representatives
- Statutory Consultees
- Bury Council Departments and Public Service Teams
- Local Businesses
- Local Organisations

Consultation took the form of workshops, briefings and meetings. The objectives of the consultation were to engage with a key stakeholders and a wide variety of people, organisations and businesses across the local area to develop a clear local picture and to gain an insight into the future aspirations for Radcliffe, to ensure that the SRF is tailored to the needs of the local community.

Importantly, the process was also able to capture the views from previous workstreams in Radcliffe over the years, including the work around the Radcliffe Action Plan.

Consultation is an ongoing process. The consultation undertaken to date has informed and shaped this draft SRF. A full formal consultation process on this SRF will now take place including a period of general public consultation. Following endorsement of the final SRF by Bury Council, ongoing engagement will continue as the core interventions and strategies are implemented.

Workshop sessions with local businesses and community groups

Stakeholder 1 to 1 meetings and calls

Public consultation on Draft SRF

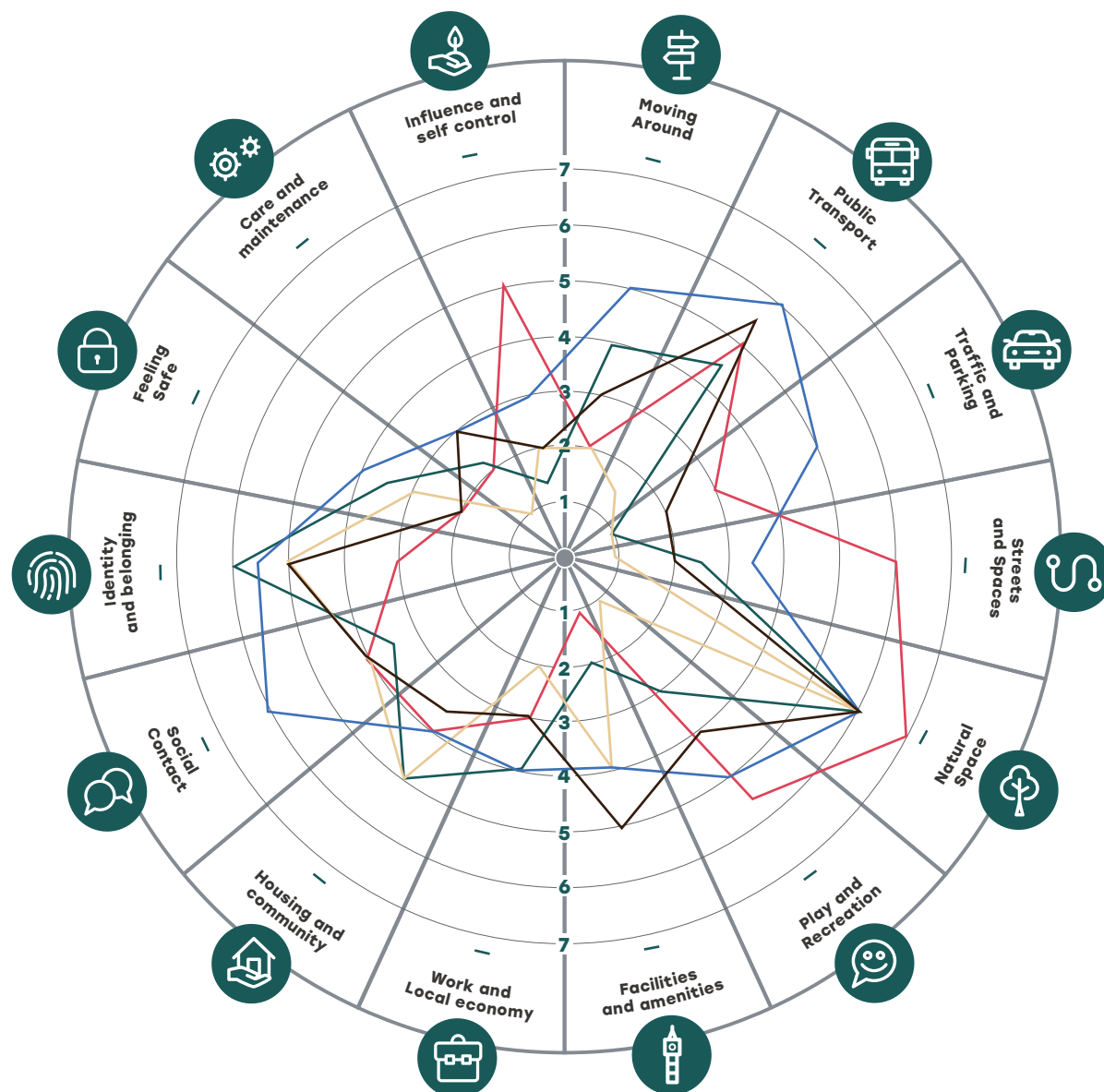
Ongoing Stakeholder Engagement

3.2 Stakeholder Engagement

The stakeholder workshops were run over several sessions. During the workshops, the Place Standard Tool was used to structure conversations and assess the strengths and weaknesses of Radcliffe as a place. The tool is composed of 14 different categories, covering both the physical elements of a place (such as buildings, spaces and transport links) as well as the social aspects (such as identity and belonging). Groups were asked to collectively score Radcliffe on each of the components from 1-7 (where 1 means there is a lot of room for improvement and 7 means there is very little room for improvement). The results can be seen on the adjacent diagram, with further analysis provided on the upcoming pages. The outcomes helped to reveal the assets of Radcliffe as well as where there is room for improvement and where priorities should lie, which has helped to inform the proposals within this SRF.

Alongside the workshops a series of one-to-one meetings with stakeholders, businesses and council departments, Councillor Briefings have taken place to insure that those with an interest in the Regeneration of Radcliffe have been able to provide details of their role and function and also be able to provide relevant input into the initiative and priorities.

- Small businesses
- Community session 1, Group 1
- Community session 1, Group 2
- Community session 2, Group 1
- Community session 2, Group 2



3.3

Key Findings

**Natural Space****Key Assets**

- The River and canal are huge assets but need better access.
- There is lots of green space around the town centre but they are not easy/pleasant to get to.
- There is lots of potential to link up green spaces with improved connectivity, cycle routes, walkways, Beelines etc.

Key Issues / Priorities

- The River Irwell, canal and open spaces are not utilised or well connected.

**Care and Maintenance / Feeling Safe****Key Issues / Priorities**

- Poor maintenance, litter and fly tipping create an air of neglect.
- Social surveillance, activity on the streets and investment in the public realm is required to improve comfort and safety throughout the day and into the evening.
- More lighting is required to improve level of comfort and safety around public spaces and public facilities at the night-time.

**Identity and Belonging****Key Assets**

- The people are seen as the best thing about Radcliffe.
- There is a strong community spirit and lots of great community groups with the opportunity to link up better.

Key Issues / Priorities

- A need to change negative perceptions of Radcliffe.
- An opportunity to enhance identity and belonging through cultural events and festivals.
- There are numerous active community groups in Radcliffe that could have a greater impact if they had the opportunity to work together.

**Work and Local Economy****Key Issues / Priorities**

- Radcliffe already has some great local businesses, these need support and there is an opportunity to build upon these.
- There is potential for a green tech hub somewhere in Radcliffe, this would develop new skills and could be linked to education / training.
- Radcliffe should take advantage of the Metrolink and it's proximity to Manchester. For example encouraging start-up businesses.
- There is a strong desire to bring the Market Chambers Building into active use
- The Radcliffe Integrated Team, at Coronation Road, as part of the Bury Locality Plan, has proved successful. There is an opportunity for further integration of Council and public services.
- A range of services are required to bring people into the centre throughout the day and into the evening.



Heritage and culture

Key Assets

- Radcliffe has a strong sense of history.

Key Issues / Priorities

- Radcliffe's industrial heritage is one to be proud of but the decline in industry has resulted in a skills gap and reduced access to employment opportunities.
- More can be done to improve the Piazza as a key public space.
- There is appetite for an increased cultural calendar in Radcliffe.



Housing and Community

Key Issues / Priorities

- There is a need for a new secondary School in Radcliffe. Students currently travel outside of Radcliffe for secondary education.
- Issues in Radcliffe include access to education, unemployment and poor health.
- There are a number of housing development sites in and around Radcliffe that need to be well connected to the centre as they come forward.



Facilities and Amenities

Key Issues / Priorities

- Radcliffe already has some great facilities and amenities including the library, Medical Practice and Market. These should be celebrated and supported.
- There needs to be more facilities for young people, particularly teenagers.
- The town needs 'pull factors' to bring people into the town centre for example places to go after work/school drop-off and pick-up etc.
- Access to leisure facilities is poor, resulting in a relatively inactive population.
- Radcliffe would benefit from family friendly facilities.
- Radcliffe must ensure it is connected to full fibre provision.



Public Transport

Key Issues / Priorities

- The Metrolink is an asset but it doesn't benefit the town centre.
- The Metrolink station is not well connected to the town centre and there is no sense of arrival.
- Parking is a problem, a Town Centre Parking Strategy is needed.
- The Bus Station is an asset but services are inconsistent / unreliable.
- There is a recognition that resolving public transport issues is outside of the control of the SRF.

Radcliffe Today

4.1

Radcliffe Today

An extensive information gathering exercise has been conducted to fully understand Radcliffe. **This has included: assessing available baseline data; speaking to stakeholders, residents and businesses of Radcliffe** through stakeholder workshops and individual meetings and engaging with Bury Council Officers across all relevant departments. This information has then been set out below in supplementary documents appended to this report.

This section explains our understanding of Radcliffe which has informed the key priorities, the overall vision and the proposed interventions for the town which are laid out in this SRF.



4.2

People

Demographics

Radcliffe is home to c.35,000 residents. Within Radcliffe the areas of highest deprivation are located around Radcliffe town centre. The c. 35,000 people of Radcliffe hold a strong sense of identity with the town, this is shown through active citizens and a vast array of community groups who engage residents of all backgrounds, young and old. This sense of belonging and identity should be harnessed into positivity and pride for the town through linking residents together and encouraging change.

Health

Radcliffe suffers from adverse health outcomes with a greater proportion of Radcliffe residents in poor health or with limiting long term illness than for the population of Bury as a whole. Per population, Radcliffe is significantly worse than Bury and the England average for all causes of mortality and premature mortality. Life expectancy across Radcliffe town is calculated as:

	Females	Males
Radcliffe North	80.7 years to 82.4 years	77.6 years to 79.5 years
Radcliffe East	79 years to 80.7 years	75.7 years to 77.6 years
Radcliffe West	77.3 years to 79 years	73.8 years to 75.7 years
Bury	81.7 years (ONS)	78.7 years (ONS)
England	83.3 years (ONS)	79.8 years (ONS)

At the youth level, more Radcliffe children at ages 4 and 10 have excess weight compared to the same boroughwide cohort, a trend that continues into adulthood.

Residents located within the centre of Radcliffe are the least active when it comes to physical activity across Bury as a whole. This directly impacts health and life expectancies.

The Radcliffe Medical Practice located on Church Street West provides high quality health care to the people of Radcliffe however issues surrounding car parking and access to the practice have been flagged by several stakeholders.

Households, Income and Living Environment

There are nearly 20,000 households within Radcliffe, with 69% of these being either Owned or in Shared Ownership. 13% of tenures within Radcliffe are rented privately and 17% are socially rented. The remaining 1% are living rent free.

35.2% of Radcliffe pensioners live alone, which is higher than Bury (32.7%) and England (31.5%). Consequently, there are higher levels of loneliness in the over 65 age group within Radcliffe, which will impact upon overall health and wellbeing unless they are part of an active social circle.

11.9% of households in Radcliffe live in fuel poverty, which is higher than the Bury average (11.6%) and England rates (11.1%). These households are concentrated in Radcliffe town centre.

Residents with the lowest incomes are located in the centre of Radcliffe (£10,300 - £22,300), with the highest incomes being centres around the periphery of Radcliffe (£43,000 - £69,400).

Crime

The highest rates of reported crimes and Anti-Social Behaviour during 2017 were in and around the centre of Radcliffe.

4.3

Education

Education provisions in Radcliffe can be broken down into 5 different categories:

Nurseries

Nurseries comprise 7% of total school provision within Radcliffe with a nursery school population of 206 children (as per the School Census 2017/18).

Primary Schools

85% of schools within Radcliffe are Primary schools. Radcliffe is performing at a significantly lower standard with 52.6% of students aged 5-11 years old meeting or exceeding the expected level of reading, writing and maths, when compared to the averages across Bury (61.3%) and England (64.9%). These comparisons do not include specialist schools.

In September 2019, take-up rates for primary school spaces at Cams Lane Primary, Chapel field Primary and Wesley Methodist Primary reached capacity.

Secondary Schools

There is no secondary school provision in Radcliffe.

18% of Radcliffe students must commute considerable distances to attend secondary schools across the borough. This level of disadvantage in accessing suitable education within a reasonable distance from their home address is a contributing factor to the poorer educational outcomes for Radcliffe residents. 55.8% of Radcliffe young people achieve five good GCSE's, which is below the Bury average of 62.1%.

Based on Office of National Statistics data, the resident population of Bury, currently 187,474, is expected to increase by 6.1% to 199,000 by 2025. During the same period, and based on the same ONS data, the number of children and young people in Bury aged 0-19 is projected to rise from 47,000 to 51,000, equating to an additional 200 children per year group. Demand for secondary school places across the borough is therefore increasing, with limited capacity to meet current and forecast need. Coupled to this is forecast additional demand from residential growth in Radcliffe, which will put additional demands on pupil places.

Specialist Schools

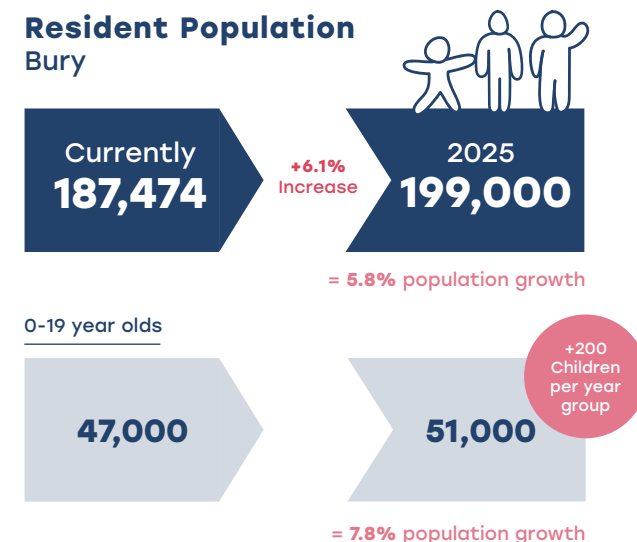
Millwood Primary Special School is a very successful school in the heart of Radcliffe educating children with very complex medical needs and is an asset to the town. 50% of the specialist school and Pupil Referral Unit population in Bury is within Radcliffe, at Spring Lane Pupil Referral Unit and Millwood Primary Special School.

Adult Education

Radcliffe's Dumers Lane Community Centre and the United Reform Church act as alternative locations to main adult learning centres which are predominantly located in Bury and Ramsbottom town centres. Adult education services are available at the community centre every Wednesday between 1pm and 5pm.



Resident Population Bury



4.4

Economy and Employment

Radcliffe is an attractive location for all types and sizes of businesses and industries to be located.

Larger businesses have been attracted to Radcliffe due to its great linkages across Greater Manchester through the M60, M62 and M66, which link the town up to the rest of the UK. Bradley Fold and Eton Business Park are located on the periphery of Radcliffe, which also create attractive locations for large to medium sized businesses which require larger warehouses for industry or transportation reasons. Other industrial sites are found to be interspersed within largely residential neighbourhoods.

There are also start-up companies and smaller businesses within the wider Radcliffe area, which have the potential to be expanded upon and relocated within Radcliffe town centre. A great example of a global enterprise located in Radcliffe is Faith in Nature, which produces natural skincare products with an ethical focus.

However, Radcliffe has a 2.9% unemployment rate (as measured by Job Seekers Allowance claimants) which is above the average for Bury at 2.5%, and its long-term unemployment is 3.6% which is above the average for Bury at 3.3%. The highest levels of deprivation, poverty and job seeker allowance claimants in the Bury West ward are found around Radcliffe town centre.

These unemployment statistics need to be addressed through the re-training and up-skilling of Radcliffe residents to facilitate the economic success of the town and the wider conurbation. Therefore, it is important that local residents can access adult training within Radcliffe.

Apprenticeship opportunities with local businesses should also be more actively encouraged and advertised. There is the opportunity to include facilities to promote training opportunities for local people. Up-skilling the local workforce will expand the existing business base and create a more diverse range of businesses who are seeking home grown talent.

Unemployment Rate

Radcliffe 2.9%

Bury 2.5%

Long Term Unemployment Rate

Radcliffe 3.6%

Bury 3.3%



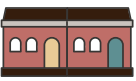


Source - NAR Data

4.5 Housing

Average house prices in Radcliffe and Bury currently stand at the prices indicated in the table to the right.

According to the 2011 census, there are c.20,000 households within Radcliffe of which c.69% are with owned or shared ownership. Only 13% of tenures within the Radcliffe area are rented privately and 17% are social rented. Approximately 29% of all Six Town Housing (social housing provider) properties in Bury are in Radcliffe.

As part of Bury's Housing Strategy 2014-2024 has assessed the housing requirements of the borough and sets out a Strategy with two aims; to increase the amount of housing for purchase or let; and housing that meets the needs of residents in the location they want and can afford to live. Bury Council hope to deliver housing which is sensitive to the needs of residents through a strategy that fosters resilient communities across the borough and fortifies the strong community relationships which already exist in areas such as Radcliffe.

		Radcliffe	Bury
Average House Price		£159,000	£191,000
Detached House		£255,000	£323,000
Semi Detached House		£166,000	£193,000
Terraced House		£114,000	£140,000
Flats		£90,000	£111,000

Source - Zoopla



4.6

Strategic Locations for Future Growth

There are several un-developed or under-utilised sites within and surrounding Radcliffe town centre that have been considered for future growth:

- 1 Former Radcliffe High School
- 2 Land to north of Millwood Primary Special School (in private ownership)
- 3 Land adjacent to Millwood Primary School
- 4 Site of former Leisure Centre (currently a surface level car park to north of Dunelm)
- 5 C. 1960's shopping precinct fronting the piazza, Blackburn Street and Dale Street (in private ownership)
- 6 Land surrounding the Lock Keeper Pub and Nursery along the river.
- 7 Radcliffe Metrolink Station – improvements to frontage and entrance into Radcliffe
- 8 Pioneer Mills (private ownership)
- 9 Radcliffe Former East Lancashire Paper Mill Site
- * Potential GMSF Site

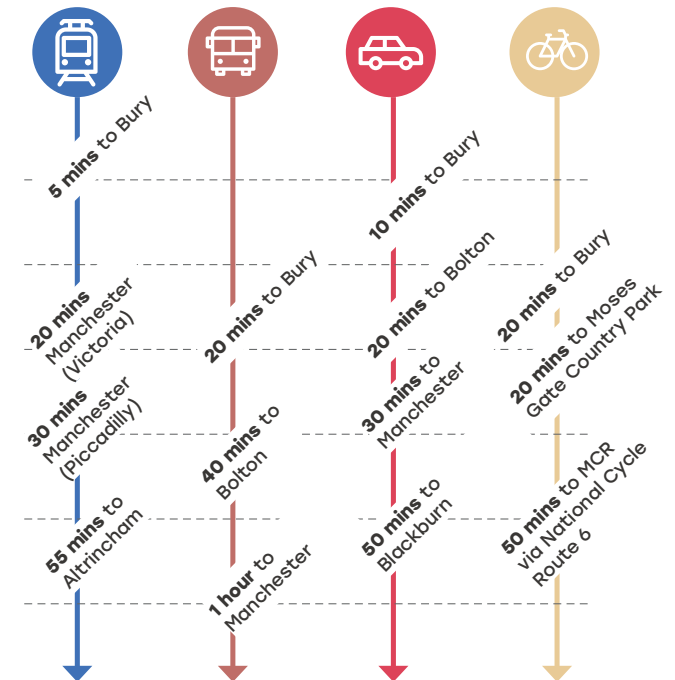
KEY

- Privately owned
- Council owned



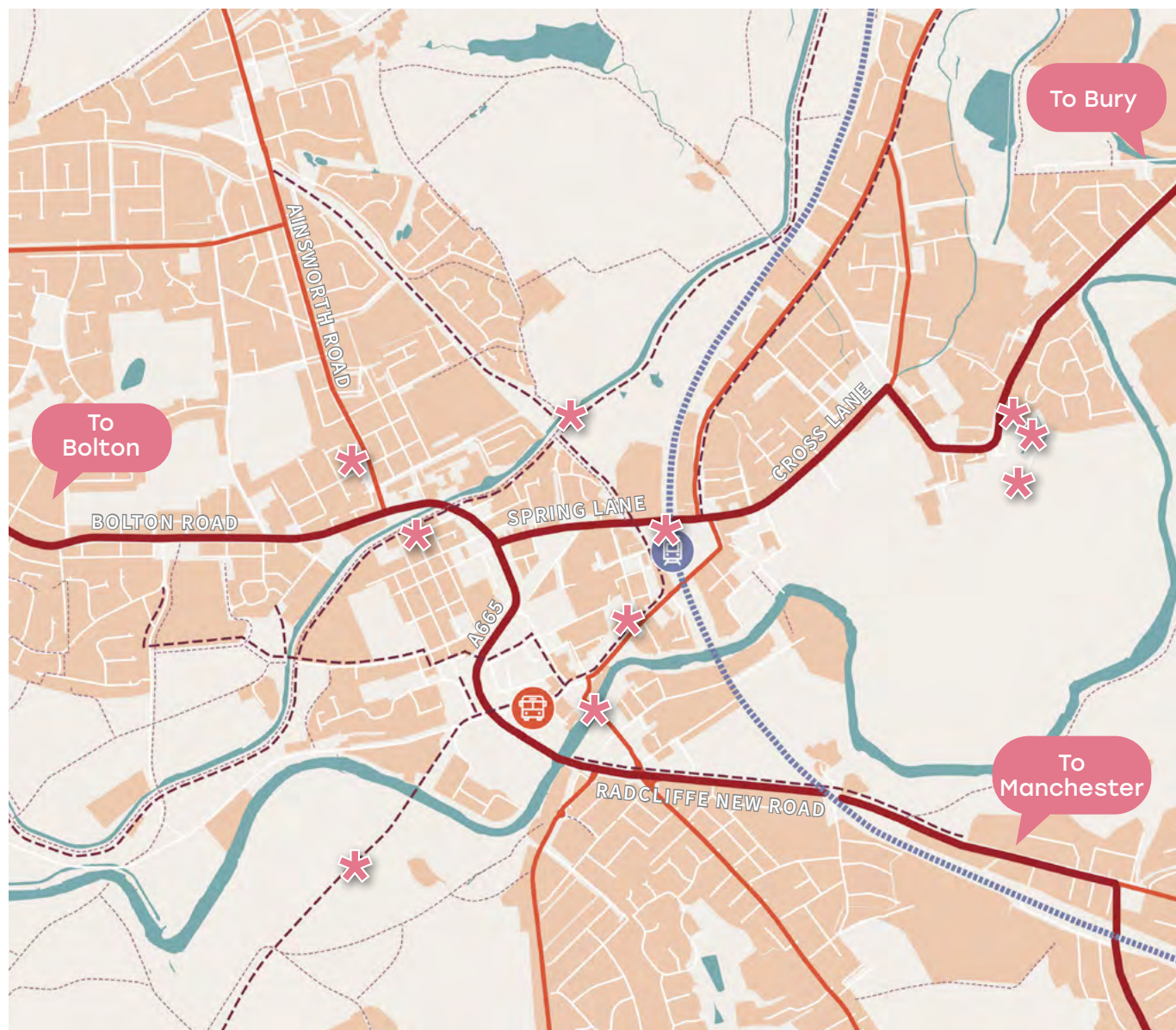
Transport, Movement and Connectivity

- Radcliffe is very well connected by road, with easy access to the M60, M62 and M66.
- The A665 Pilkington Way provides good access to the surrounding area but also makes it far too easy to bypass Radcliffe Town Centre. As such, the Pilkington Way forms a collar around the town centre, inhibiting access and movement from the west and south.
- The Metrolink stop is located on the eastern edge of town centre core and provides a direct connection to Bury (less than 5 mins) and Manchester (20 mins to Manchester Victoria). At peak times, Radcliffe is one of the busiest stops on the whole of the Metrolink network.
- The Metrolink stop has a park and ride facility with 369 spaces. It operates at full capacity, with many people having to park on surrounding residential streets.
- Radcliffe Bus Station is located within the core of the town centre, adjacent to the Pilkington Way. It provides local bus services to Bury, Bolton and Manchester.
- There are numerous Public Right of Way and cycle routes within and around the town. The canal provides a continuous pedestrian and cycle link between Moses Gate Country Park and Bury, via Radcliffe.
- The Irwell Sculpture Trail runs through Radcliffe, with a cluster of sculptures dotted throughout the town as well as through the adjacent Outwood Country Park. The trail is the largest sculpture route in the UK, winding its way from Bacup to Salford Quays.
- Radcliffe is also within the proposed Beeline Network for Greater Manchester. The main roads through the town are identified as 'Busy Beeways' which will require a higher level of design intervention to improve cycling and walking. There are also numerous Beeways proposed within the area which will greatly improve cycle connectivity and encourage cycling as a viable mode of transport.
 - Currently, 16-18 year olds are able to travel by bus for free across Greater Manchester through the 'Our Pass' scheme launched by Andy Burnham in September 2019 as a two year pilot scheme. As Radcliffe does not have any higher education facilities within the town, the offer of free bus travel has opened-up access to further education institutions across Greater Manchester.



KEY

- Primary Road
- Secondary Road
- Minor Road
- Tram Line
- Cycle network
- Public Right of Way
- Water Bodies
- Urban Blocks
- Tram Stop
- Bus Station
- Irwell Sculpture Trail Artworks



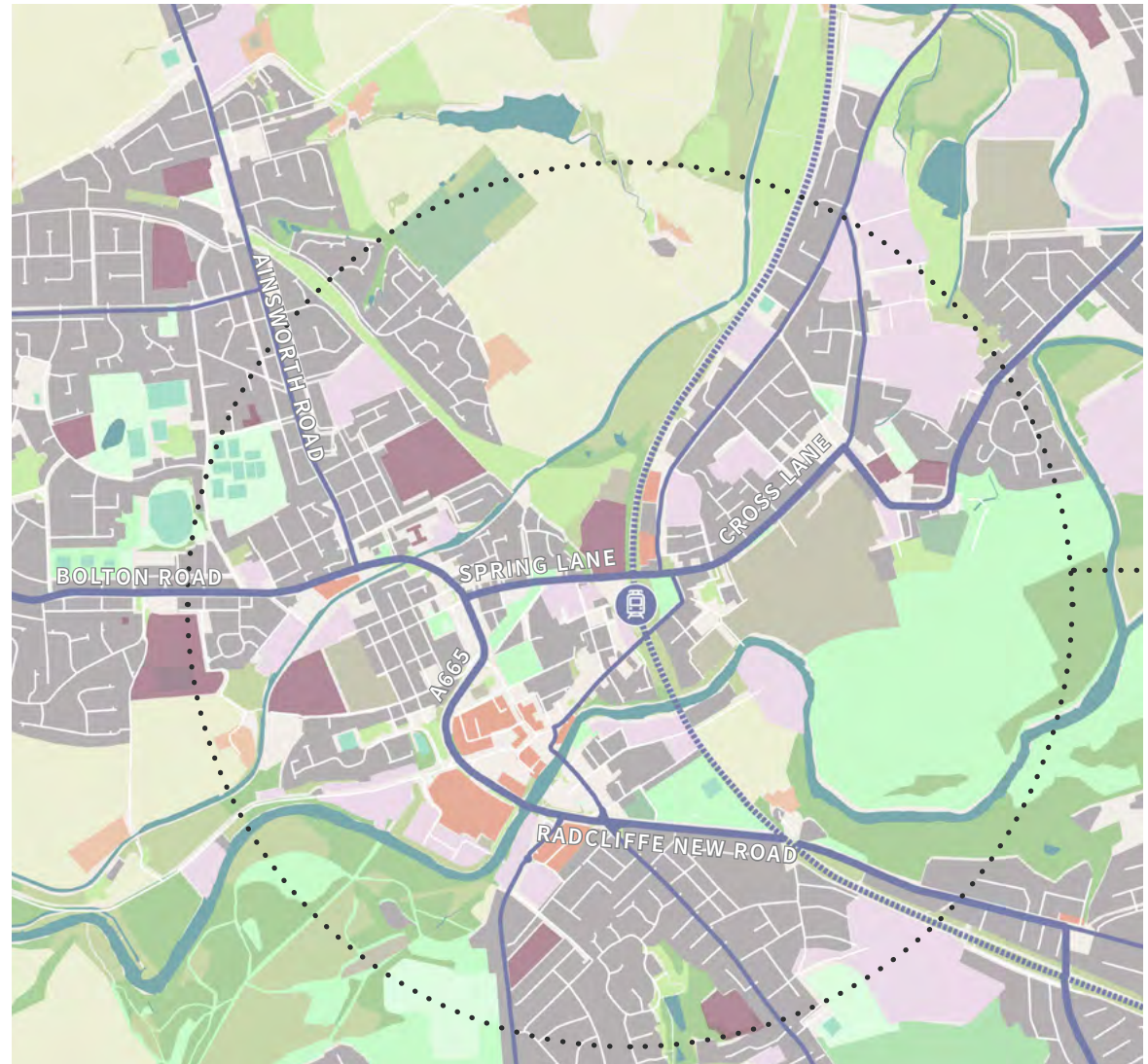
4.8

Land Use

- Areas surrounding the town centre are predominantly residential, with large pockets of industrial uses located along major roads and waterways.
- Numerous nurseries and primary schools located within the wider area, but no secondary schools or further educational facilities.
- Town Centre dominated by lower quality shops and services with poor retail frontages and many vacant units.
- Big box retail such as Asda, Lidl and Dunelm dominate much of the core of the town centre, with direct access from the A665 (Pilkington Way).

KEY

- Primary Road
- Secondary Road
- Minor Road
- Tram Line
- Residential
- Retail
- Education
- Industrial
- Farmstead
- Sports Pitches
- Water Bodies
- Brownfield Land



4.9

Town Centre Facilities

- Facilities / destinations within the town centre focussed around big box retail such as Asda, Lidl and Dunelm (also a major local employer in the area)
- Radcliffe market is a major attractor within the core of the town centre
- Radcliffe Medical Practice is a key town centre health asset.
- Lots of nurseries and primary schools including the Millwood Primary Special School
- Limited workspace within the town centre for office use and employment
- Limited outdoor recreation/playgrounds for children and limited recreational offer for young people

KEY

	Medical practice		Playground
	Primary School		Skate Park
	Library		Temporary Leisure Centre
	Market		Tram Stop Park and Ride
	Supermarket		Bus Station
	Retirement Living / Care Home		Dunelm
	Nursery / Play Centre		



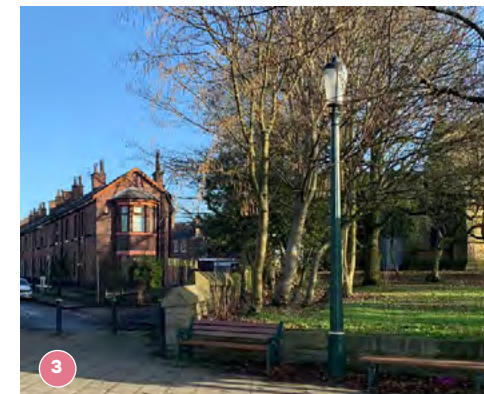
4.10

Green and Blue Infrastructure

- The river is a huge asset to the town. It is one of the only towns in Greater Manchester with a river running right through its heart.
- The Manchester, Bury and Bolton Canal is also an asset, running through the north of the town. Although currently disused and disconnected from the network, it still provides a valuable leisure and amenity resource.
- Radcliffe is surrounded by a lot of green space, however much of this is not easily accessible due to poor connectivity and a lack of safe, overlooked routes.
- There are numerous parks within and around Radcliffe, of varying typologies, sizes and qualities. However, most of the parks, particularly within the town centre are not well used, feel unsafe and neglected and do not fulfill their potential.

Despite the river running directly through the town centre, with the exception of the market basement, the core of the town generally does not flood. However, flooding is a problem within the wider area, particularly to the east, towards Bury. The EA are undertaking flood alleviation works within the wider area which will help to address these issues.





KEY

	Primary Road		Water Bodies
	Secondary Road		Park
	Minor Road		Woodland
	Urban Blocks		Common / Meadow
	Tram Line		Cemetery
	Cycle network		Sports Pitches
	Public Right of Way		Agricultural Fields
	Flood Zone 2		Brownfield Land
	Flood Zone 3		

4.11

Summary of Challenges and Constraints

The town is severed by A665 (Pilkington Way) and crossing the Pilkington Way is difficult for pedestrians which creates a barrier to movement from the western side of the town. Big box retail such as Asda and Lidl front on to Pilkington Way and large areas of surface car parking create areas of urban voids. This causes further separation between the western side of the town and the core of the town centre. This will need to be improved as part of the future proposals. Pedestrian connectivity and experience could be improved along key routes, public spaces and arrival points into the town.

There is poor arrival into the town centre at key locations and junctions including The Parish of St Thomas and St John's Church at the top of Blackburn Street, Pilkington Way and Dale Street, as well as the junction of Stand Lane and New Road. There are poor arrival experiences at key transport nodes including the metro station and the bus terminal. These areas would benefit from Public realm improvements.

The town is dominated by Big box retailers as well as lower quality shops and services. There are many vacant units on the town resulting in poor frontage and minimal activity in the public realm areas. There are many primary schools and nurseries, however a secondary school is






required to allow the town to be able to accommodate family's needs. An increased amount of children's play and recreation would also help to attract families to the town centre. Civic facilities and workspace are limited within the core of the town centre. Consideration of the land uses in the core of the town is a key consideration to activate the public realm and increase footfall in the core of the town.

Radcliffe's Market is a unique asset to the town; however, its position is hidden from view and there is potential to integrate into the Piazza. The market Chambers is a distinctive heritage asset, and this should be maximised within the proposals.

The blue and green infrastructure is an asset that is currently being under used. The river runs through the heart and access to the river needs to be improved. Radcliffe's green space is a positive asset; however, accessibility and safe routes will need to be incorporated as part of future proposals. Parks are currently underutilised, feel neglected and the function of these spaces will need further consideration. Flooding is also a potential issue and the Environment Agency are undertaking flood alleviation works within the wider area will help alleviate this.

KEY

-  Pilkington Way Severance Line
-  Lacking Sense of Arrival
-  Poor quality key public realm
-  Underutilised Green Space
-  Urban Void
-  Inactive Edges
-  Lacking interface with River

-  Flood Zone 2
-  Flood Zone 3
-  Car dominated streets lacking walk-ability/ cycle-ability
-  Bus Station
-  Poor arrival experience at Metrolink Stop



4.12

Summary of Assets and Opportunities

The River Irwell is one of Radcliffe's greatest assets and there is great potential to reconnect the town with its river.

Radcliffe is also blessed with an abundance of green space, both within and around the town. There are opportunities to enhance these green spaces and improve access, promoting active travel and facilitating healthy lifestyles as a result.

The core of Radcliffe is very walkable, with a compact and human scale. There is an opportunity to build upon this through the enhancement of key spaces such as the Piazza and the creation of key gateway spaces, supported by an attractive and pedestrian friendly network of streets.

Radcliffe is incredibly well connected and the tram stop should be a huge asset to the town centre. There is an opportunity to draw people from the Metrolink into the town centre by creating improved linkages and revitalising the core of Radcliffe.

There are several heritage and community assets within the town centre and there is an opportunity to celebrate these as key destinations and place-making assets, reinforcing the culture and identity of Radcliffe.

There are numerous future development sites within and around the town. These provide significant opportunities to build upon the existing housing offer and densify the core of the town, increasing footfall and providing activity around the clock.



KEY

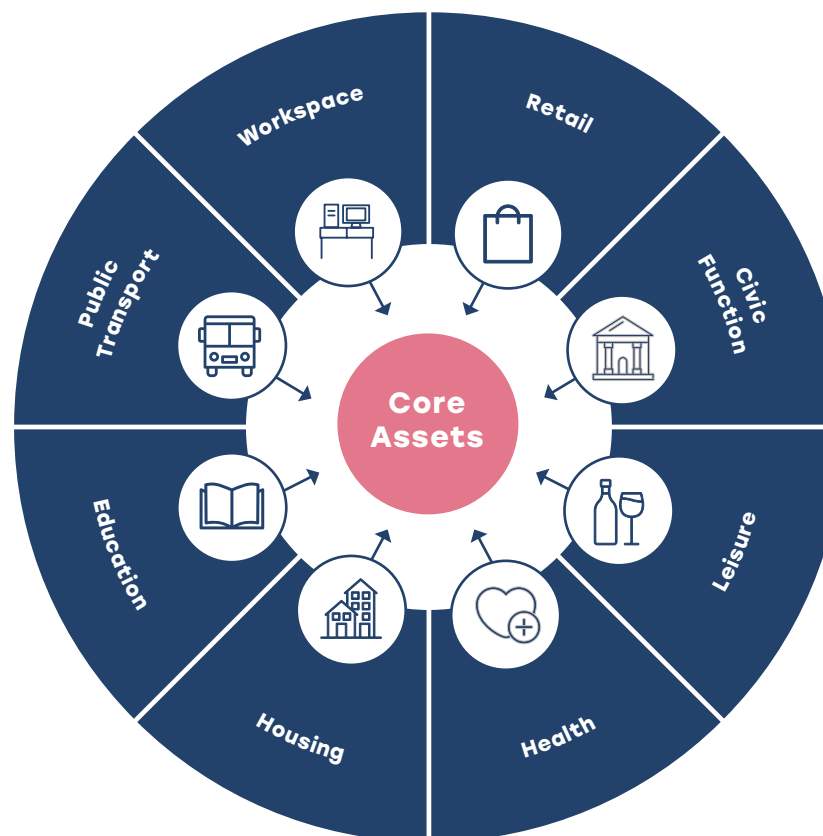
- Key Active Travel Route
- Key Green Connection
- Key Gateway
- Key Building
- Key Public Space
- ~~~~~ Connect with the River
- Potential Development Areas
- Enhance arrival experience at Bus Station
- Improve Metrolink Stop

4.13

What makes a good town centre? - Assessing Radcliffe

This section assesses Radcliffe's physical assets to determine what the town is 'good at' and what is undermining its success.

A successful town centre requires a number of core assets, as detailed in the adjacent diagram, which includes workspace, educational facilities, health facilities, a mix of housing, a successful and sustainable retail offer, a civic function for some council services and community uses, appropriate leisure facilities to serve the residents and public transport nodes.





Workspace

Whilst there are no formal 'Grade A' office accommodation within Radcliffe town centre, there are pockets of commercial floorspace and warehousing which are being used by smaller scale private companies.

There are additional pockets of industrial activity in and around the town centre including Dale Industrial Estate, Outwood Road, Milltown Street which also runs along a prominent river frontage.

Further industry can be found off Spring Lane along Bridgefield Street and Bury Road adjacent to the Metrolink Stop.



Retail

Church Street West and Blackburn Street are considered the primary shopping streets for the town centre. Both streets have an abundance of retail units, some of which are vacant, and some are offering low quality items which would not normally be on offer within a thriving town centre. This over-saturation of individual retail units coupled with the current instability of the retail sector means that it is unlikely that all these units will be able to be re-purposed into thriving and successful shops or commercial premises.

The central shopping precinct which currently houses Boots, a hair salon, food outlets and a William Hill betting shop is out-dated and not fit for purpose; creating an unsightly physical barrier to the pedestrianised piazza.

Radcliffe Market is a prime example of repurposed and successful retail space. Following a tender process in 2018, Radcliffe Market was contracted out by Bury Council to a Social Enterprise run and owned by the local community. Today, the market has been transformed into a community hub, home to several food traders as well as a hairdresser and shoe repair stall.

11%

Retail units employed in the night-time economy

5.9%

Retail offer widely available online

62.7%

Low quality retail units on the high street

27.1%

High quality retail units on the high street

53.4%

Independent retail units on Radcliffe's high street



Civic Function

Radcliffe Town Hall was built in 1911 and formed the town's public administration centre until the Local Government Act 1972 abolished Radcliffe's urban district status. The objective of this legislation was to reform the way in which local government was structured to better meet the needs of a 21st century Britain. As such, Radcliffe became part of the Metropolitan Borough of Bury in 1974. For several years, Radcliffe's Town Hall was empty before the building was converted to private accommodation in 1999.

In the wake of the Local Government Act 1972, the Radcliffe Civic Suite opened on Thomas Street in 1974. This new venue catered for up to 400 people and played host to community events, shows and weddings. However, in 2016, the building was closed to make way for a new residential development of 40 affordable housing units.



Alternative civic facilities within the town include Radcliffe Library which is used by all ages of the community providing education resources and spaces for local groups to meet whilst acting as an access point to several Council facilities. In addition, Radcliffe Market is currently used as a de facto civic space offering community groups the opportunities to host meetings and events on the premises. Bury Council currently houses its revenues, benefits and customer services, housing services and social services departments in their council owned building on Whittaker Street. The Integrated Neighbourhood Team is currently located at Radcliffe Library and the Early Help team is located at Radcliffe Children's Centre Hub. There is an opportunity to bring these services together in the core of Radcliffe. In addition to this, there may be additional opportunities to co-locate services to further improve use and achieve potential rationalisation.



Leisure

The temporary leisure centre located on Spring Lane houses a swimming pool with children and adult swimming lessons; a sports hall which is hireable and a gym with various fitness equipment.

There are soft play centres for children dotted around Radcliffe, which include, Funtastic on Milltown Street, Jungle Mayhem in Eton Business Park and Fuzzy Ed's funhouse attached to the Lock Keeper pub.

The Radcliffe Market is a very successful leisure facility in the heart of the town centre and provides a range of events throughout the week, such as live gigs, quiz nights, craft sessions, yoga, Tai Chi, digital skills classes and various food themes, to attract visitors from across Greater Manchester.

The Met, an independent arts and entertainment venue run by Bury Metro Arts Association, has also supported 'pop-up play' shop in one of the vacant units which overlook the piazza for a series of Saturdays through summer 2019, which hosted a series of themed adventure days for children.



Health

The existing Radcliffe Medical Practice on Church Street West is a state-of-the-art facility and it is meeting most Radcliffe residents' healthcare needs. There are two additional doctor's surgeries which are located on Spring Lane; Monarch Medical Centre and Tower Family Healthcare.

It is crucial that residents have access to green and blue infrastructure to promote active lifestyles which will in turn improve their health and mental wellbeing. The River Irwell is a huge asset to the town. It is one of the only towns in Greater Manchester with a river running right through its heart. Therefore, future proposals for the town centre need to open the river up to the residents and allow this key feature to be appreciated.

The Manchester, Bury and Bolton Canal is also an asset. Although currently disused and disconnected from the network, it still provides a valuable leisure and amenity resource. Radcliffe has an abundance of green infrastructure, including Outwood Country Park, Radcliffe Ees and various parks around the town. Notable improvements to this blue and green infrastructure are crucial as it will impact the physical form of the town as well as improve the health and wellbeing of Radcliffe residents.



Housing

There is a variety of existing housing types within Radcliffe, including flats, bungalows, terraced properties and larger family homes. Most of the older terraced housing is in pockets in and around the town centre and of poor quality as they do not retain heat and are often miss-managed and led to disrepair.

There has been more recent housing developments being completed within the town centre including Bridgewater View town houses close to the River Irwell, Further town houses along Halstead Close behind Radcliffe Medical Practice; Canalside Gardens (Seddon Close) which fronts onto the Manchester, Bolton and Bury Canal; and other home upgrades implemented by Six Town Housing Association.



The former Radcliffe Times building on Church Street West is being converted into six one bed flats along with an additional two storey building to accommodate a further four one bed flats. All ten flats will be available for affordable rent. The £1m scheme is being delivered in partnership with Homes England.

A significant number of homes in Radcliffe and Redvales were impacted by the Boxing Day Floods in 2015. As a result of this, the Environment Agency has progressed the Radcliffe and Redvales Flood Defence Scheme which is designed to protect 870 properties through the delivery of more than 2.5km of flood defences. Therefore, in depth flood risk assessments must be conducted and accompany any scheme which proposes to build on land which surrounds the River Irwell.



Education

As already mentioned, there is no secondary school in Radcliffe. This poses a significant problem to Radcliffe residents as they must travel borough-wide to access secondary education.



Public Transport

Radcliffe has two core public transport assets which include the new Radcliffe Bus Station and the Radcliffe Metrolink Stop which allows accessibility to Manchester City Centre in c. 25 minutes. However, there are existing issues with both assets.

The Radcliffe Metrolink Stop was the busiest tram stop during 2018/2019 for morning commuters, other than Bury. This is because it currently attracts users from across Greater Manchester who use the free Radcliffe Metrolink park and ride car park to access the Metrolink services. This level of commuter traffic to Radcliffe significantly impacts the road network around Radcliffe and creates bottlenecks across the town centre. Furthermore, those visiting Radcliffe to use the Park and Ride do not visit Radcliffe Town Centre as currently the tram stop does not give a sense of arrival to Radcliffe by foot, car or cycle. It is imperative that the streetscape around the Metrolink Stop is improved to entice visitors into the town centre through wayfinding and signage and more attractive linkages.

Parking on residential streets is a key issue with a 50% occupancy rate for 4 or more hours during the day. It is thought that these additional parked cars are in relation to the Metrolink Tram Stop. The Radcliffe Bus Station currently does not provide a reliable bus service to access the rest of the borough and Greater Manchester, through infrequent services and no direct linkages or routes through Radcliffe Town Centre which is severed by the Pilkington Way. Radcliffe residents and businesses have commented that they prefer to drive into Radcliffe town centre rather than rely on a bus due to the level of unreliability.

4.14

Overarching Observations



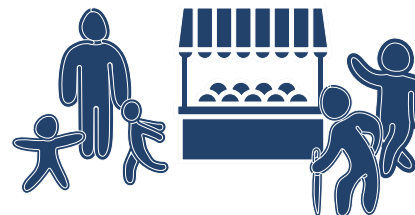
Rich Industry

Radcliffe has a strong industrial base and several businesses that are unique to Radcliffe including Faith in Nature and Brightside Brewery. There is an opportunity to build on this offer through providing start-up companies modern office space or co-working spaces within Radcliffe town centre to help generate economic success within the town. This could be linked to the redevelopment of the existing retail units which front onto the Piazza, Blackburn Street and Dale Street. There is also an opportunity to reach out to home grown businesses located within Radcliffe to set up small workshops / retail units within the town centre.



A Changing Retail Function

Radcliffe is home to large food retailers and Dunelm which draw in consumers from Radcliffe and the wider Bury Borough. Whilst the town centre includes some unique stores and independents, it is largely characterised by a poor retail offer with a high number of vacant retail units. A key challenge will be to create a new, local retail offer- encouraging consumers to visit Radcliffe town centre and increase high street footfall. Radcliffe Market clearly provides a first positive step, providing a new unique offering within the town centre.



Active Citizens

Radcliffe has a strong identity and proud population facilitated through several key organisations which are based in the town. These include Radcliffe Market, Little Britain Anglers, Manchester Bolton & Bury Canal Society, Corrie Gardeners, Men in Sheds to name a few. The town also has a functional housing market, home to many young families.



Rich History

With a rich history, Radcliffe has a strong sense of place which is facilitated further by the town's proud working heritage and medieval past.

Born of the River Irwell

The River Irwell is currently the town's greatest neglected asset which holds key historic and cultural significance to Radcliffe. There are several ways that the river can be integrated back into the town.



Green Spaces

Radcliffe is located within a significant nature corridor in Greater Manchester. The future pattern of town centre development has the ability to facilitate better access to these spaces for Radcliffe residents.



Walkable and Human Scale, with Short Distances and Compact Living

There is the potential to bring back the heart of Radcliffe by rebalancing the streets to make the town centre more walkable.



Well Connected

Radcliffe has several important links to the metropolitan core facilitated through the Metrolink stop and the short 30-minute commuting time to Manchester Piccadilly train station.

TFGM have several proposals to improve the Metrolink as part of a package of works to increase capacity on the Bury Line. Funding has been provided by central government to facilitate a further 27 vehicles and improve power on the lines. As part of this, TFGM propose an additional floor onto the existing park and ride facility at Radcliffe to increase its capacity. In addition, proposals to improve and increase cycle parking facilities are being developed to help encourage more sustainable forms of travel.



Potential to Grow and Evolve

Radcliffe has a number of key assets. There are several opportunities for future development in Radcliffe with many tired or vacant buildings in the town centre combined with several brownfield sites on the periphery of the town. Complementary uses such as leisure and office space will be explored across the town centre to support the increase in population. There are several strategic sites with Radcliffe which have been earmarked for development. Sites which have been earmarked for residential development are very important to support and sustain a thriving town centre, as an increase in the population will mean an increase in the amount of expenditure into the town to keep commercial premises afloat, which in turn will draw more people into the town centre.

Approach to Place Making

5.1

Approach to Place Making

A townscape study and analysis of Radcliffe Town Centre was undertaken to consider the unique qualities and assets that define the town centre, along with the constraints and issues that inform improvement requirements, refurbishment and redevelopment. The townscape study has shaped the proposed SRF and informs the vision for the town centre.

The town centre consists of a series of character areas and these have been defined as part of this study as below:

- The Piazza
- South of the river
- North of the river
- Festival Gardens and The Metrolink Stop
- Pilkington Way and the West

The approach to the townscape study has been influenced by various factors including physical and environmental characteristics, the following has informed the location and extent of the character areas and formed the approach to the townscape study:

- Predominant land uses
- Urban Form
- Legibility, Landscape and Public Realm
- Character and Heritage
- Connectivity and Movement

Predominant Land Uses

Character areas and neighbourhoods can be defined by its predominant land use, such as retail, employment, business or civic and leisure uses. Often each character area has a use that is typical of the area, for example retail and leisure dominates the Piazza.

Urban Form

Built Environment including scale, massing and density, along with building heights of buildings can dominate the character of an area.

Character and History

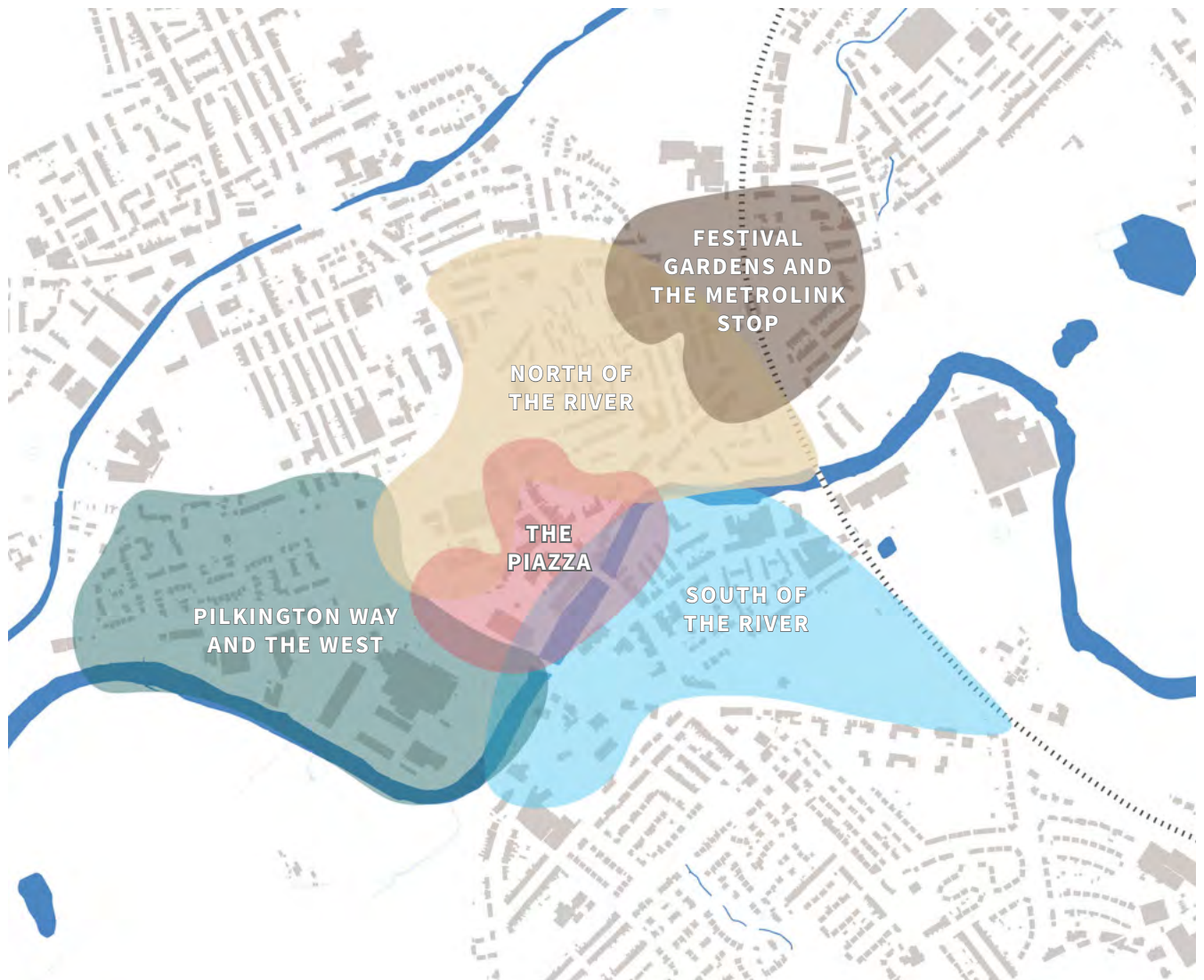
The towns organic development over time is important in defining the character areas, setting clear boundaries. The appearance of a building including the architectural features such as roof pitch, window proportions and materials play an important role in defining the distinctive character of a place.

Legibility, Landscape and Public Realm

Legibility within a place can define character and the experience of people moving through the streets and spaces contribute to its distinctive character. Identifiable landmark buildings, gateways, sense of enclosure and openness add distinctive character, as well as trees, planting and materials used within the public realm.

Connectivity and Movement

The various types of street pattern and street hierarchy informs the street pattern and in particular the location and where character areas come together, overlap and edges blur. The ability to walk through spaces or the amount of vehicle traffic also informs the character of an area.



5.2

The Piazza



Predominant Land-uses

The town centre is categorised by a mix of retail functions, with a predominance of Body Treatment services, including Barbers, Hairdressers, and Beauticians, and food and beverage vendors - mostly takeaways. Also notable are the specialist shops, professional services and offices, and a high number of vacant units. The town centre is a focal point for the night time economy, though this is limited to a handful of pubs and bars, and the market which is of considerable social and cultural significance and value.

Character, Heritage and Urban Form

Modern Radcliffe is formed around the old Radcliffe Bridge, which was an important road crossing over the River Irwell, connecting Manchester to Blackburn by packhorse trail up Blackburn Street, which still defines the north south axis through the town centre. Industrial Radcliffe consolidated around this crossing point, and the Piazza area forms a nucleus for the surrounding neighbourhoods which radiate from it.

Although the town centre is positioned at the convergence of several key historic routes to the north, south, east and west, it is severed from neighbourhoods to the north and west by the bypass Pilkington Way, which bisects the town. Due to this intervention in the urban fabric, the town centre feels disconnected at the fringes north and west, where the historic fine grain gives way to large footprint buildings and expansive alienating spaces.

At the convergence of these key routes, the streetscape opens out into a well-proportioned public space known as 'the piazza'. This is a relatively unique asset for comparable towns within the surrounding area.

Within the urban core, the human-scale urban fabric has been preserved, with a fine grain townscape of terraced runs and continuous frontages which create sense of enclosure, and low-rise buildings of 2-3 storeys.

There are several fine civic and commercial buildings that remain in this area from Radcliffe's industrial heyday, which contribute greatly to the sense of place and character.

This part of Radcliffe has an intimate connection with the River Irwell, which is a major natural asset and differentiator for the town. The market place plays an important civic and social function, and has long formed the beating heart and social focal point of the town.

Legibility, Landscape and Public Realm

The continuous frontages create a coherent townscape and positive sense of enclosure, however, poorly maintained façades and a prevalence of vacant units creates a sense of neglect.

The strong axes of Blackburn Street and Church Street West converge on the Piazza, creating a legible focal point for the town, though the impact of this key piece of public realm could be much improved.

Approaching from the south of the river, the highways focussed treatment of the public realm creates an underwhelming arrival experience, and visually leads away from the piazza. At this point the vacant Market Chambers building is a prime local landmark, and a real missed opportunity for activation of a key urban node.

Approaching from the north and east, the highway feels over-engineered, with an excessive amount of public space given over to carriageway and pedestrian space constrained. Barriers and cluttered street furniture detract from the sense of arrival, and contribute to a sense of car-dominance and unattractiveness of the public realm.



Market Chambers - a vacant Architectural Gem



Over-engineered Highways and tired facades



Cluttered and poor quality public realm

A large proportion of visitors to the town centre approach from the west, where the bus station and large car parks are located. Pedestrians must navigate an incoherent network of streets and spaces, and illegible townscape of service entrances that fail to announce the town centre.

Whilst public realm works have taken place as part of the Piazza there is an opportunity to improve these to complement the redevelopment of the town.

There is a lack of activation in the public realm, with a deficit of active frontages or permeable edges, and spill-out from cafés and restaurants. Many of the businesses have limited opening hours, making the place feel deserted. The band stand makes a limited contribution to the space, but could be a source of conviviality and activation of the public realm if programmed well. A lack of activity after dark makes it feel unsafe. The Market with is a key asset, but is hidden behind the tired 1970s built shopping parade block, which requires deep retrofit or removal.

Connectivity and Movement

The bypass has removed the prominence of Blackburn Street as a vital connection across the Irwell, and so significantly removed the lifeblood of through-movement into the town centre. However, as we move beyond car dependence, prioritising active and sustainable travel can re-inject life into this area.

Despite the reduced significance of these streets for vehicular connection, they remain car-dominated and over-engineered, making them unattractive and unsafe for pedestrians and cyclists, and contributing to the collapse of the high street. This space should instead be celebrated as a human-scale and pedestrian focussed counterpoint to the car dominated highways that characterise other town centres in the surrounding area.

Defining Characteristics and Key Considerations

- The Piazza is the primary public space for Radcliffe, and a rare asset
- Human-scale and fine-grain urban form
- Convergence of key historic routes
- Potential for an intimate connection to the river
- Poor quality, cluttered and car-dominated public realm. Lack of a sense of arrival
- Tired and neglected façades and townscape, with high numbers of vacant units. Poor legibility from the west
- Limited activation of the public realm from current uses
- Limited night-time economy and activity after dark
- The Market with is a vital social and cultural asset, and key differentiator and catalyst for Radcliffe
- Tired 1970s built shopping parade block requires deep retrofit or removal

KEY

- | | | | |
|---|---|---|----------------------------------|
|  | Primary Road |  | Vacant |
|  | Secondary Road |  | Convenience |
|  | Cycle network |  | Charity Shop |
|  | Key views |  | Hair and Beauty |
|  | Level change |  | Service |
|  | Poor frontage |  | Carpark |
|  | Properties backing on |  | Food and Beverage Daytime |
|  | Poor quality/ unwelcoming pedestrian routes |  | Food and Beverage Extended hours |
|  | Frontage Creates Continuity and Enclosure |  | Specialist |
|  | Opportunity for improved river frontage |  | Betting / Vape |
|  | Barrier to Pedestrian Flow |  | Professional / Offices |
|  | Distinctive buildings |  | Supermarket |
|  | Market Entrance - poor visibility |  | Childcare |
| | |  | Future Development Site |



5.3

Festival Gardens and The Tram Stop



Predominant Land-uses

The area is bisected by the Metrolink, which creates pockets of distinct character to the east and west. The area immediately adjoining the Metrolink stop to the west, which is a key site of arrival into the town, is dominated by car parking, with light industrial units abutting this public space. There are runs of terraced housing in the surrounding streets, and the Temporary Leisure Centre site abuts to the north. To the east of the Metrolink line terraced housing faces on to Festival Gardens, which is a public green space. There is a vacant plot to the north of Spring Lane.

Urban Form

The car park is composed of a single steel frame deck. The surrounding buildings are a mix of mid-footprint industrial units and terraced housing, all of which are 2-3 storeys in height.

Legibility, Landscape and Public Realm

Legibility and townscape is poor at the arrival space and access points of the Metrolink stop to the west. Pedestrians are immediately confronted with the car park, with a lack of amenities or wayfinding, creating an underwhelming and disorientating arrival experience. The key access route towards the town centre and gateway space at Church Street is dominated by light industrial units, which present an unwelcoming frontage. The lack of overlooking and activation of the access ramp, along with poor lighting and wayfinding, create a sense of unease and make it feel unsafe. The townscape at this point of Church Street fails to lead people towards the town centre, with blank facades and poorly maintained marginal spaces adjoining the gateway space, which is a real missed opportunity at this primary arrival for pedestrians. The same conditions apply to Spring Lane to the north, which is also an underwhelming and uneasy gateway space.

To the east of the Metrolink, the terraced housing that fronts onto the green space creates a coherent townscape and positive sense of enclosure. This could be improved by the development of the vacant plot to the north of the Gardens, creating a continuous frontage along Spring Lane.



Festival Gardens



Terraced residential streets surrounding Festival Gardens



Entrance to Metrolink car park



Metrolink arrival - view to Church of St Thomas and St John

Character and Heritage

This area has long been of mixed-use, with fine grain housing interspersed with employment. Festival Gardens has historically been service land associated with the railway. During the war, it was used as a depot space for sand and the production of sandbags, giving it the local name of the Sandbanks. It was inaugurated and named as a public green space for the Festival of Britain.

Connectivity and Movement

Car dominance and a lack of cycling infrastructure makes it challenging to move around by bike in this part of Radcliffe and a lack of secure parking discourages travel to the Metrolink tram stop by bike. The Metrolink Stop acts as a key transport node for surrounding towns, creating an excessive demand on transport infrastructure locally. This results in severe congestion and air pollution issues in the surrounding area at peak times, with the car park over capacity and overspill clogging residential streets locally. This has a detrimental impact on the perception of Radcliffe and the lives of residents. More could be made of the access to the banana path at this point to increase activity and perceived safety of this key green link. The Metrolink stop feels disconnected from the town centre due to poor townscape and public realm impacting walkability and encouraging car use.

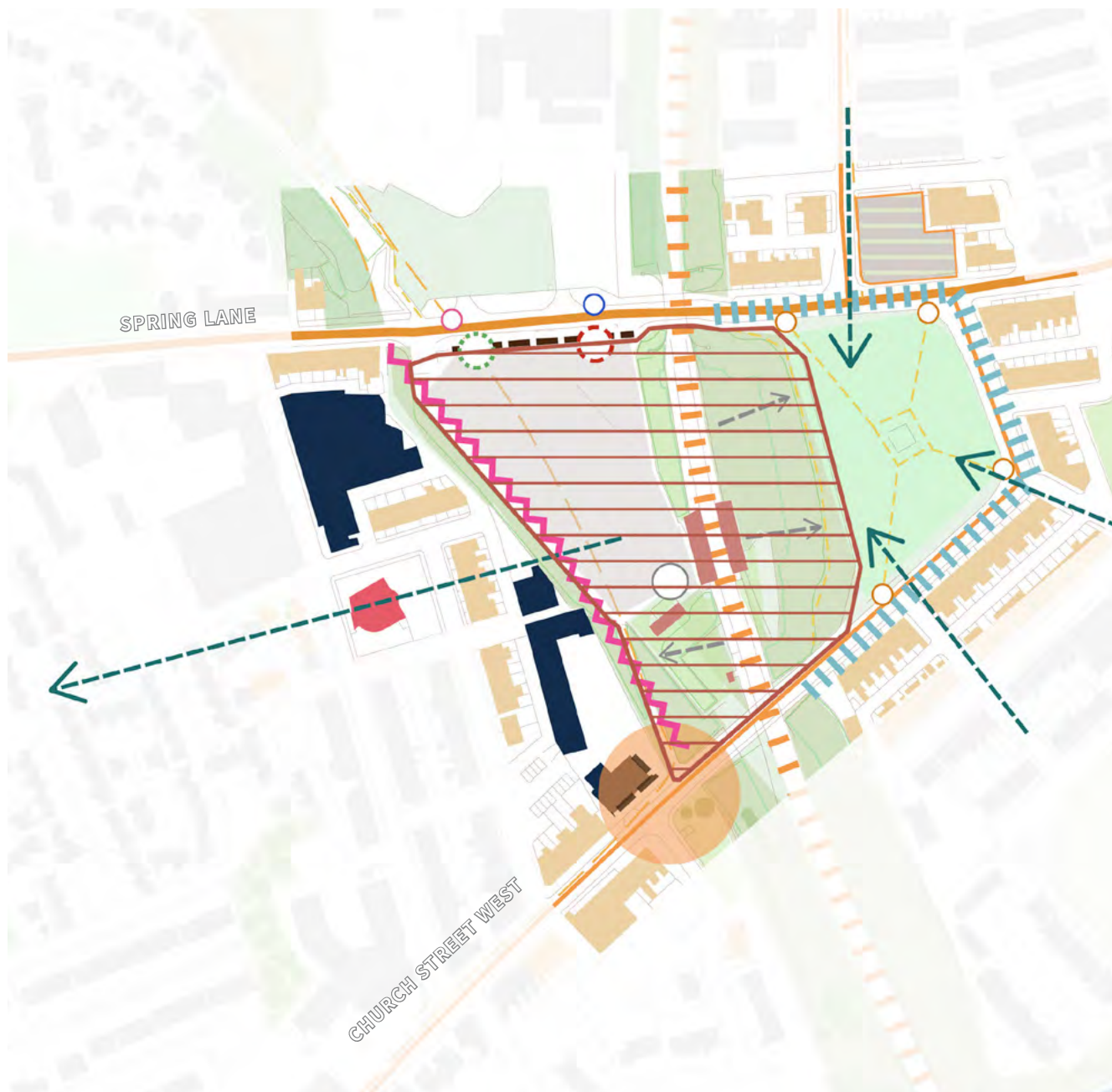
Defining Characteristics and Key Considerations

- Key pedestrian gateway to the town centre
- Lack of overlooking, sense of unease and lack of safety
- Lack of sense of arrival, poor legibility and poor quality linkages towards town centre
- Metrolink car park and poor parking management of surrounding area creates pressure on surrounding movement infrastructure
- Use of tram stop as park and ride for surrounding towns impacts badly upon town, pollutes streets, and contributes little to the local economy
- Missed opportunity of Metrolink as attractor and catalyst for well-connected, walkable town centre living

KEY

- Primary Road
- Secondary Road
- |||| Tram Line
- Cycle network
- - - Footpath
- - -> Key views
- |||| Building frontage creates enclosure to Festival Gardens
- - -> Significant level change
- Poor frontage
- ~~~~~ Properties backing on
- Key Gateway Space
- Lack of arrival
- Park Access
- Access to Leisure Centre
- - - Metrolink Car Park Exit
- Metrolink Car Park Entrance

- Access to Public Footpath
- ||| Vacant Plot
- Residential
- Industrial
- Civic
- Carpark
- ||| Future Development Area



5.4

North of the River



Predominant Land-uses

The area is composed of a mix of land-uses, with residential streets, pockets of light industry towards the fringes of this central area, retail and community uses interspersed along key routes, civic functions of the Parish of St Thomas and St John and its grounds.

Urban Form

The built form is predominantly two to three storeys in height, with the exception of key public buildings including the Radcliffe Medical Practice, and the Church of St Thomas and St John which is visible for many miles around. The urban grain is varied, with pockets of tight terraced streets contrasting with large footprint industrial blocks. A large vacant plot west of Blackburn Street, abutting the wide carriage way of the A665 and several surface car parks, creates a prominent negative space and lack of coherent urban form at this key gateway to the town centre.

Legibility

The gateway space at Blackburn Street is experienced as a void or non-place, breaking the continuity of the townscape; it feels unsafe, disorientating and car-dominated due to the A665 and poor streetscape. The presence and impact of the Church of St Thomas and St John is diminished, and fails to create a sense of arrival. Legibility and townscape is poor at the key Metrolink gateway at Church Street - light industrial units present an unwelcoming frontage, and no overlooking to the arrival space, making it feel unsafe. Historic terraced housing along Blackburn Street and Church Street West give good enclosure, provide many active frontages, and create a sense of rhythm as you move towards the piazza, contributing to a coherent townscape. There are some instances of under/disused and neglected frontages, and some modern buildings that fail to positively address these key movement corridors.

Character and Heritage

There are a collection of distinctive buildings on Blackburn Street, though poor modern additions to the façades detract from their character. Along with the characterful Radcliffe times building on Church Street West, the distinctive chamfered corner-turn buildings that terminate terraced terraced housing along Barlow and Bridgefield Street, with retail units at ground floor, add richness and a sense of place to the townscape. The Grade II Church of St Thomas and St John and its grounds are a significant heritage asset - more could be done to celebrate it. Also of note is the Kelsall's building which is an architectural gem and local landmark due to its striking facade.



Inactive pedestrian connections to town centre



Well-integrated mixed-use and active frontages



Alienating gateway space north of Blackburn Street



Key community building

Connectivity and Movement

Car dominance and a lack of cycling infrastructure makes it challenging to move around by bike in this part of Radcliffe. The Metrolink stop feels disconnected from the town centre due to poor townscape at the arrival points, discouraging walking or exploration of the town beyond this point, and encouraging car use. The Banana path terminates on Spring Lane, which suffers from poor walking/cycling connectivity to the town centre - towards the north of Bridgefield Street a lack of active frontages, houses that back on to the street, and a lack of residential use, provides inadequate activity and overlooking of the key north-south connection.

Landscape and Public Realm

Church Street West and Blackburn Street feel car-dominated and the public realm could be improved to create more pedestrian friendly spaces. There is a linear green space abutting Darbyshire Street that follows the alignment of a former railway line. The grounds of the Church of St Thomas and St John feels isolated and suffers from the influence of the A665, lacking built form to the west which would mitigate the A665 and provide definition to this edge.

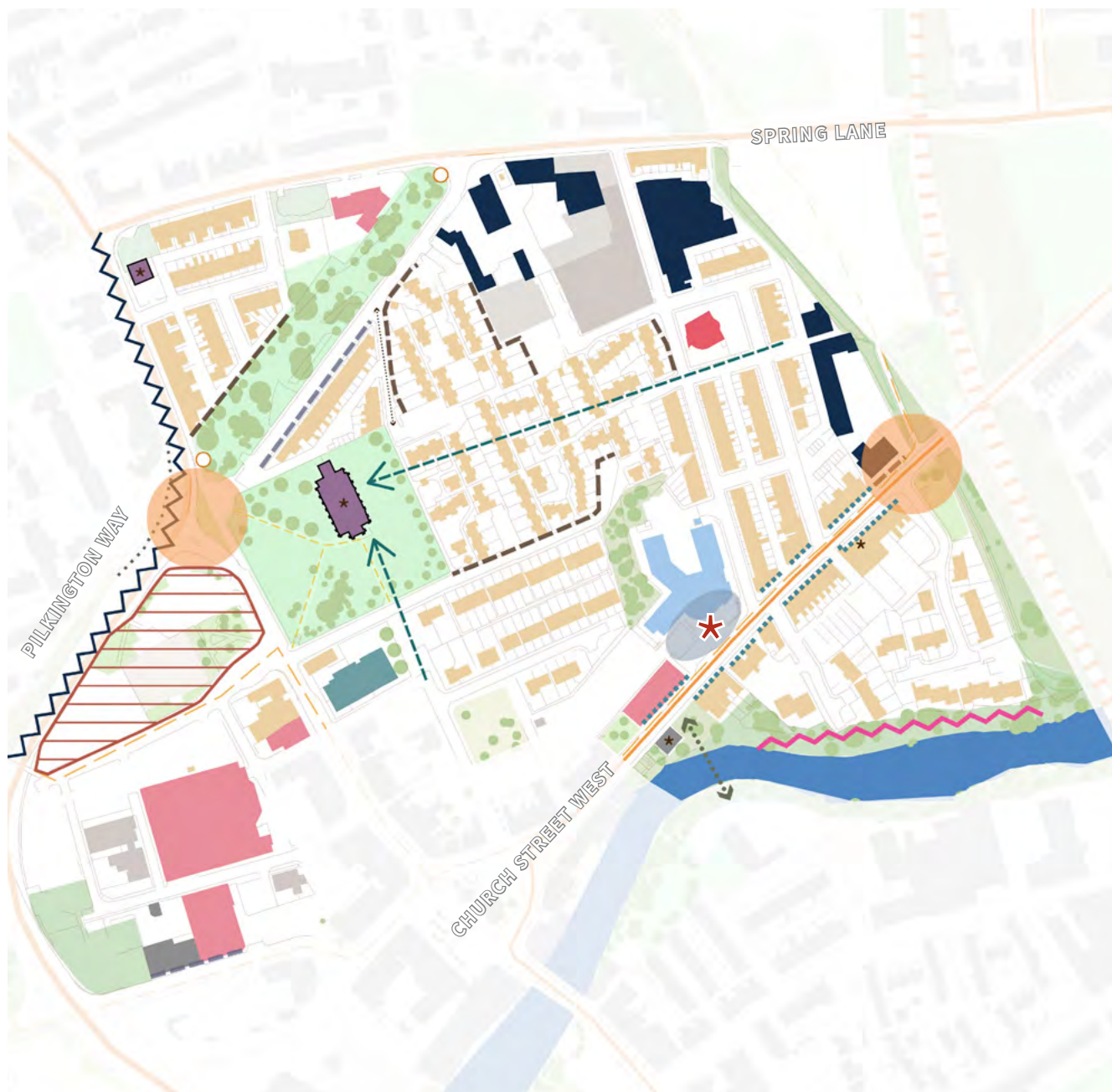
Defining Characteristics and Key Considerations

- Compact network of historic streets and fine-grain historic urban fabric gives way to coarse-grain urban forms and alienating public realm at the fringes
- Pilkington Way severs town centre from neighbourhoods to the north and west
- A large vacant plot west of Blackburn Street creates a prominent negative space and lack of coherent urban form at this key gateway to the town centre
- Lack of sense of arrival, and missed opportunity of celebrating the Church of St Thomas and St John due to incoherent public realm and townscape
- Poor arrival space and lack of activation at Metrolink gateway on Church Street West
- Positive sense of enclosure and rhythm along Church Street West, with human-scale townscape

KEY

- Primary Road
- Secondary Road
- Tram Line
- Cycle network
- Footpath
- Key views
- Positive frontage
- Significant level change
- Poor frontage
- Properties backing on
- Potential Bridge
- Barrier
- Frontage Creates Continuity and Enclosure
- Key Gateway Space
- Park Access
- Distinctive buildings

- Key Space
- Residential
- Industrial
- Retail/Food and Beverage
- Civic
- Nursery
- Medical practice
- Listed Heritage Asset
- Carpark
- Future Development site
- Irwell Sculpture Trail Artwork



5.5

South of the River



Predominant Land-uses

The area is composed of a mix of land-uses with retail and civic functions such as the Library located along Strand Lane, industrial uses to the east and south-west adjacent to the river and a residential area in between.

Urban Form

The built form is predominantly two storeys in height, occasionally rising to three. The urban grain is varied, with pockets of tight terraced streets contrasting with large footprint industrial blocks. The 'inverted' residential block at Milltown Close/Irwell Close creates a lack of frontage to the surrounding streets. This, combined with poor maintenance, creates the perception of an unsafe environment. Overall, the area feels fragmented and there is a lack of coherency to the urban form.

Legibility

The area is lacking a sense of arrival into the town centre. Wayfinding between Milltown Street and Irwell Street is confusing due to a lack of connectivity and narrow, unwelcoming pedestrian routes. The rise in topography towards the south reveals panoramic views over the town and out to the landscape beyond, particularly apparent from Coronation Park. Elsewhere, glimpsed views of key heritage buildings such as the Church of St Thomas and St John and the Bridge Community Church add a sense of place and orientation.

Character and Heritage

Whilst there are no listed buildings within this area, there are several distinctive buildings of architectural or historical value - such as the library, the Bridge Community Church and the former bank on the corner of Stand Lane and Milltown Street - which add character and richness to the townscape.

Connectivity and Movement

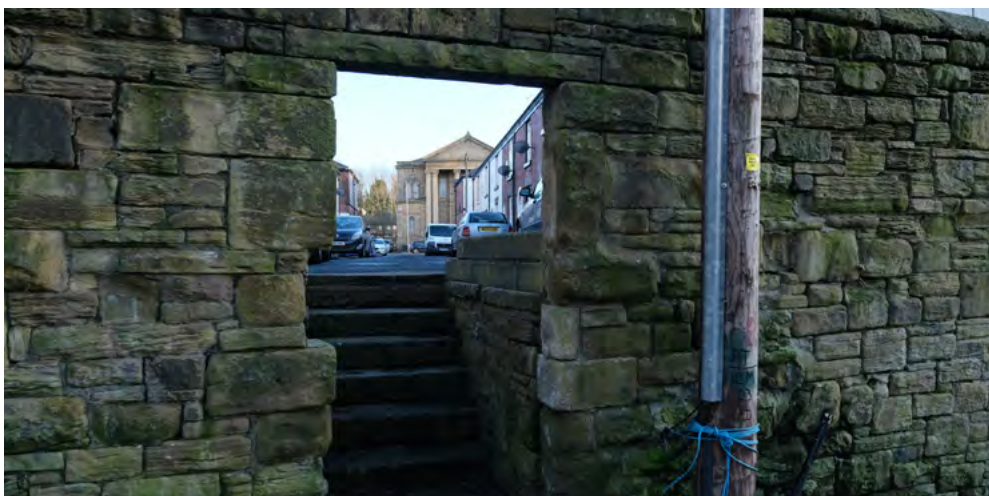
Stand Lane forms the primary connection into the heart of the town centre. This historic route forms a key north-south spine through the town. New Road severs the town centre from the residential areas to the south. Connectivity across the river is limited to two bridges. The eastern area is therefore severed from the north, resulting in an elongated route to the tram stop. There is currently a lack of meaningful connection to the river; connectivity along the river's edge is fragmented. However, there is potential to improve the river frontage in this area and create a continuous pedestrian connection along the water's edge.



Tight terraced street framing view towards the Church of St Thomas and St John



View from Coronation Park, over the town and out to the landscape beyond



Hidden entrances to the riverside



Poorly activated River Park, with poor visual connection to the river

Landscape and Public Realm

Coronation Park is the largest park within the town centre. Its steeply sloping topography affords dramatic views over the town and to the landscape beyond. It is densely planted with mature trees which create a welcome respite from the surrounding urban form. However, the trees also create a visual barrier, enclosing the park and obscuring any sense of overlooking. This, combined with the properties backing-on along the northern boundary of the park result in a green space that feels intimidating and forgotten. The lack of maintenance of the play and sports equipment located within the park, add to this feeling of neglect and unease.

There is currently limited public space associated with the river's edge. However, there are a number of opportunities to create an improved river frontage with public walkways and green spaces which would greatly improve the town's relationship with the river.

People and Community

The Library and the Bridge Community Church are key community assets in this area. The Library is run by the council and offers a host of community activities alongside library facilities and council services.

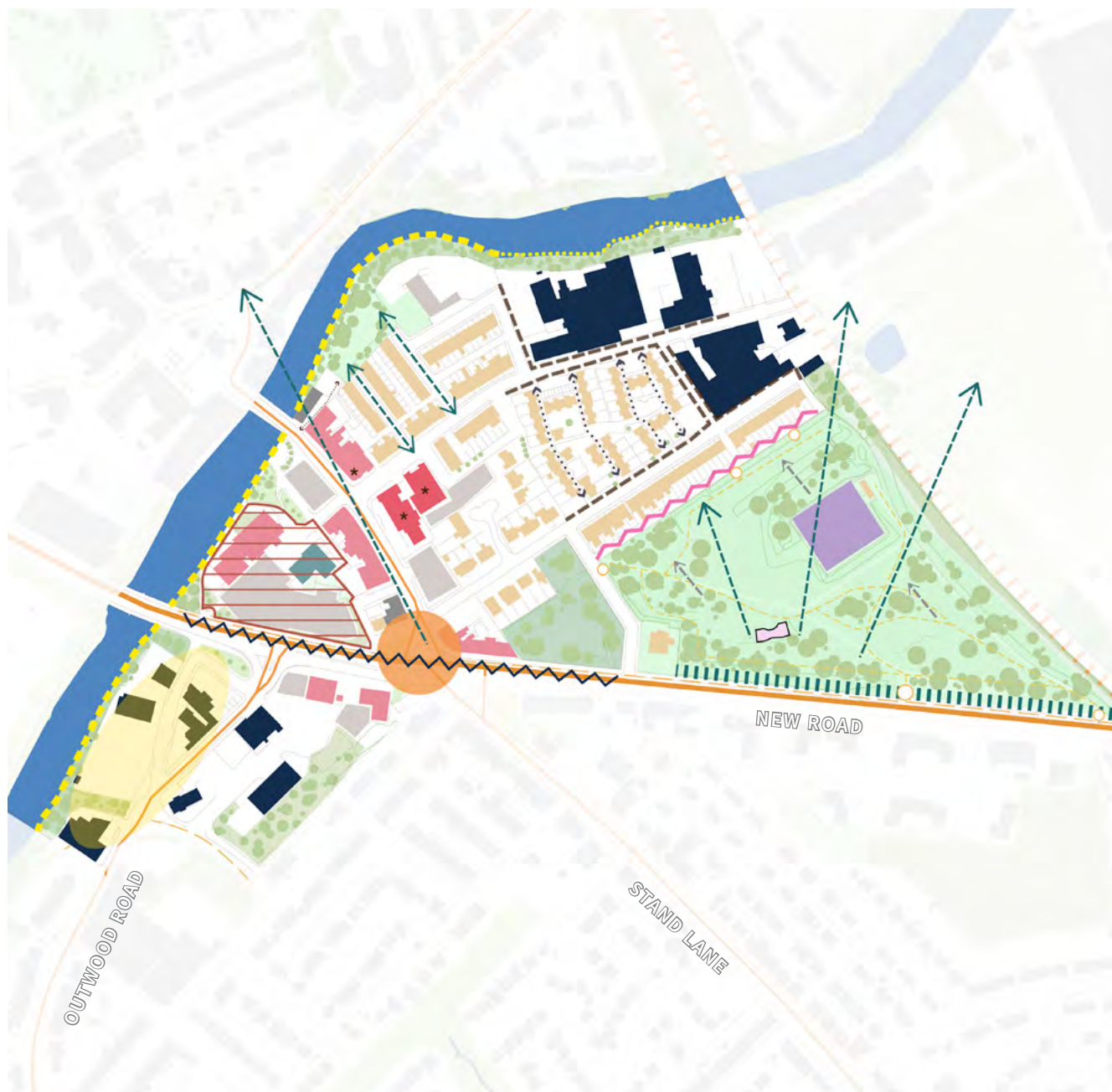
Defining Characteristics and Key Considerations

- A varied urban grain, with pockets of tight terraced streets contrasting with large footprint industrial blocks.
- A swell in topography to the south, opening up panoramic views from Coronation Park.
- Glimpsed views of key heritage buildings.
- Poor quality river frontage - potential to improve and open up.
- No sense of arrival into the town centre.
- Both the river and the Pilkington Way form physical barriers to movement.
- The Library is a key community asset.
- Strand Lane as historic connection into the heart of town.

KEY

- Primary Road
- Secondary Road
- Tram Line
- Cycle network
- Footpath
- Key views
- Lack of visual permeability
- Significant level change
- Poor frontage
- Properties backing on
- Poor quality/unwelcoming pedestrian routes
- Barrier
- Opportunity for improved river frontage
- Play Area

- Potential opportunity for improved river Frontage (subject to further site investigation)
- Key Gateway Space
- Park Access
- Distinctive buildings
- Residential
- Industrial
- Retail/Food and Beverage
- Civic
- Nursery/Play
- Carpark
- Future Development Site
- Potential opportunity site(River Frontage)
- Bowling Club



5.6

Pilkington Way and the West



Predominant Land-uses

The area to the south of Sion Street is characterised by light industrial uses, along with an Asda superstore and an unnecessarily vast surface car park. To the north of Sion Street is residential.

Urban Form

The residential area is a low-density development of 2-3 storey houses, with a mix of short terraced runs and detached units. The light industrial units and Asda superstore to the south of Sion Street have large footprints and associated service areas, creating a much coarser grain. The large Asda car park, abutting the wide carriage way of the A665 and facing the Lidl car park and bus station creates a vast and austere negative space, and a lack of coherent urban form at this key gateway to the town centre.

Legibility

From the west of the Pilkington way, the legibility of the townscape is poor, with way-finding to the town centre unintuitive, requiring navigation of a series of spaces that are not people-friendly. Legibility of access to the Outwood trail is particularly poorly executed, which is a missed opportunity to celebrate and connect the town to a prize natural asset. The roads are car-oriented and over-engineered, making for unsympathetic spaces for pedestrians and cyclists, and discouraging active travel - they are highways, where they could, or should, be streets and places.

Character and Heritage

This area has long been a place of industry, and while no heritage assets survive in this part of Radcliffe, it remains an active part of a proud working town. There are valuable local businesses and employers that occupy this area.



Alienating and poorly activated riverside



Missed opportunity to celebrate significant natural asset



Poorly connected country park



Car-dominated and alienating public realm

Connectivity and Movement

Car dominance and a lack of/poor quality cycling infrastructure makes it challenging to move around by bike in this part of Radcliffe. The Pilkington Way is heavily congested, and severs this eastern portion of central Radcliffe from the town centre, presenting a significant physical and psychological barrier to east-west pedestrian/cycle connectivity, exacerbated by the poor quality public realm. This severance line reduces the accessibility of the Outwood Trail, disconnecting the Country Park from the town. A pedestrian route exists along a short stretch of the River Irwell, but is poorly designed with harsh railings obscuring views of the river, and is not overlooked making it an unsafe space. In addition, it fails to connect coherently with the Outwood Trail.

Landscape and Public Realm

The lack of street trees and green infrastructure in the public realm, and large expanses of hard surfaces, contribute to urban heat island effect and surface runoff due to lack of rainwater capture and percolation. The ecological value of the river corridor could be greatly improved with habitat restoration works, and pollution remediation and prevention measures.

The Skate Park is seen as an asset locally, providing a social space for both children and adults to let off steam. However, it lacks benches to enable the comfort of spectators.

People and Community

The Skate Park and Bowls Club are key pieces of social infrastructure.

Defining Characteristics and Key Considerations

- Defined areas of fine and coarse urban grain.
- Poor quality river frontage - potential to improve and open up.
- Ecological value of the river corridor could be greatly improved.
- Pollution remediation and prevention required.
- No sense of arrival into the town centre.
- Dominance of car parks creates urban void.
- Poor walkability and cycleability due to design of the public realm.
- Pilkington Way forms physical barriers to movement.
- Outwood Trail is disconnected from the town centre.
- Lack of green infrastructure creates sustainability burden.

KEY

- Primary Road
- Secondary Road
- |||| Tram Line
- Cycle network
- - - Footpath
- - -> Key views
- |||| Lack of visual permeability
- - - Significant level change
- Poor frontage
- ■ ■ Key Green Connection
- ~~~~~ Barrier
- Opportunity for improved river frontage
- / \ Steep River Edge

- Potential future opportunity for improved River Frontage
- Key Gateway
- Park Access
- ▭ Vacant Plot
- ▭ Residential
- ▭ Industrial
- ▭ Retail/Food and Beverage
- ▭ Heritage Asset (Listed Viaduct)
- ▭ Skate Park
- ▭ Carpark
- ▭ Service



The Framework

6.1

Vision and Objectives

Radcliffe has been re-imagined: Radcliffe is a great town and home to a very proud community of residents and businesses. The new SRF for Radcliffe focusses on the re-creation of a distinctive town which highlights Radcliffe's unique qualities, not least it's riverside location, such that new sustainable growth can be brought forward to ensure that the community in Radcliffe continues to thrive and prosper delivering healthy lifestyle choices for all.

The previous sections have highlighted the challenges and issues that Radcliffe face. They have also sought to outline what the opportunities and priorities are for Radcliffe to succeed. Knitting these together has enabled us to come up with the following objectives:



A Town Built on the River

Successful towns make the most of their key assets, Radcliffe's key asset is its location the River Irwell, this sets it apart from other comparable towns. However, Radcliffe generally turns its back on the river, the river walkway to the south is closed and developments do not make the most of their location fronting the river. Much more can therefore be done to open-up the river - whether that be pedestrian / cycle access along the river, creating key views and vistas or looking at innovative design solutions to provide outdoor space.



A Distinctive Town

Currently there is very little which attracts people into Radcliffe. The Medical Practice and Radcliffe Library are underutilised and whilst the Market is proving to be successful, there is no 'core'. A new core should bring people into the centre to work, provide space for colleagues to collaborate, provide leisure facilities and provide an open door for the public to access services and facilities. Consolidating the retail offer within the town will present new opportunities for a distinctive town centre by introducing new functions for vacant retail premises and expanding the evening economy. Working with local artists, community groups and Bury Metro Arts Association; a cultural programme of activities and installations will be central to delivering a diversified and distinctive Radcliffe town centre.



A Town to Live

Successful towns provide the right mix of housing to support the local population. Radcliffe has a relatively young population and entrepreneurial spirit. There is an opportunity for new market creation in the core and periphery with the introduction of live-work units and higher density development.

To retain residents in Radcliffe larger residential sites should look to provide home for families. Development should be sustainable and be of exceptional design quality, opportunities to include eco-homes should be considered. Increasing the resident population will provide footfall and increase expenditure in the core of the town. New housing developments therefore must provide strong linkages to the core.

Radcliffe is home to an active community drawn together through the town's unique heritage. Bury Council want to build on this strong sense of community to create a town that residents are proud to call home.



A Town for Learning

Providing the right educational facilities will give young people the opportunity to achieve without the need to travel. Bury Council will use its own land to deliver a secondary school filling the current void in Radcliffe. Bringing people together to learn will encourage social inclusion amongst the teenage population. Learning is continuous and is not solely focused around schooling, there is opportunity to re-skill those of working age in Radcliffe whether it be to help provide better access to jobs or provide new skills for everyday life.



A town that encourages business and creativity

Small and medium sized businesses, entrepreneurs and creative industries play a key role in driving the economy, particularly in towns. Like minded business are at their best when they cluster. Radcliffe already has several successful small businesses and industries and is well placed to grow and capitalise on this.



A well-connected Town

Radcliffe's key transportation assets are the Metrolink and the relocated bus station. There is an opportunity to connect these better with the core of the town and to create a sense of arrival.

Wayfinding alongside improvements to the public realm and pedestrian and cycle linkages will help improve connectivity and encourage sustainable modes of travel.



A Town that promotes Health and Wellbeing

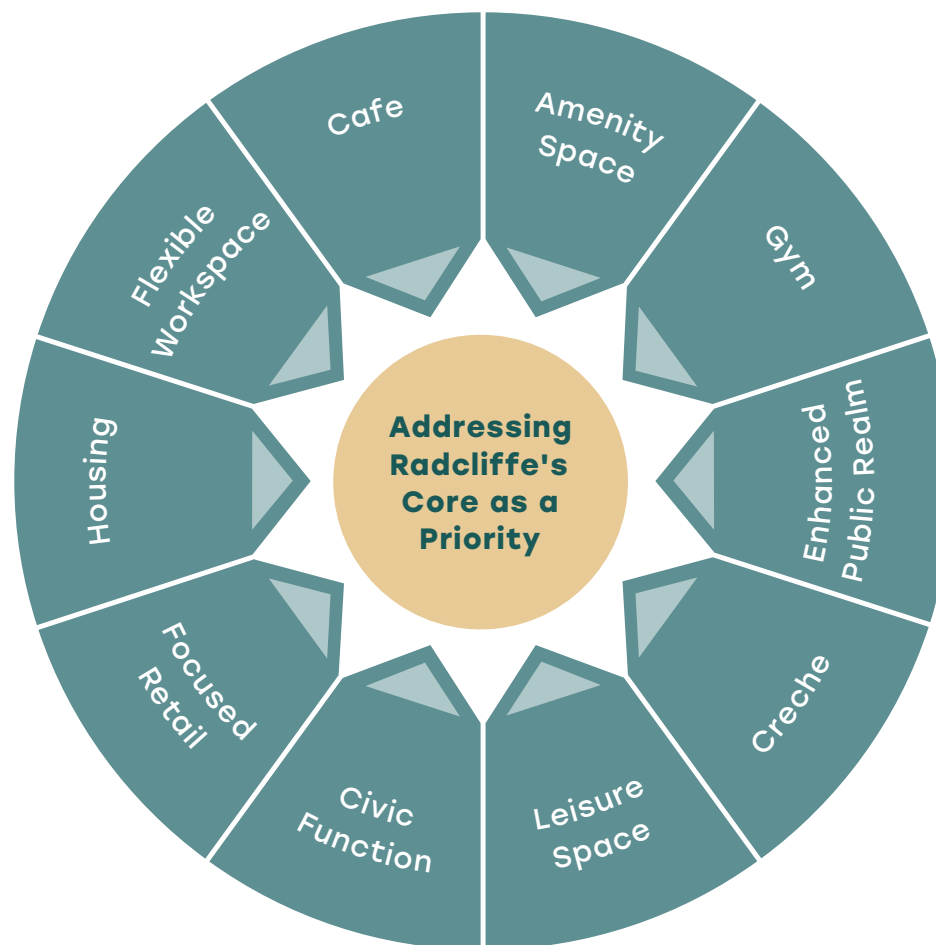
Radcliffe will build upon the ambitions set out in the Bury Strategy 2030 to address health inequalities and improve health outcomes for residents. Access to leisure facilities, as well as green spaces and the blue network, will be increased to ensure that all residents have the correct tools to look after and enhance their health and wellbeing within a supportive local environment.

6.2

Strategic Priorities

Radcliffe needs a heart, it needs a new focus, a reason for people to come into the centre. Other than ASDA, Lidl, Dunelm and some specialist shops, the town's retail function is in decline. It therefore needs to re-purpose the core of the town; it needs a new function, one that will mean people come into and spend time in Radcliffe. Homes are required that meets the needs of a growing population. Furthermore, Radcliffe must make the most of its key assets including; the River Irwell, access to green space, the Irwell Sculpture Trail and its rich history. Access to education, social and leisure facilities, jobs and open space will in turn promote healthy lifestyle choices. Supporting the regeneration initiative will be smart sustainable infrastructure.

The strategic priority must be to focus on the core of the town, a successful core will include many uses. The adjacent diagram outlines the variety of uses that are required to activate the core. A successful core will act as a catalyst for further redevelopment as you move out of core of the town centre.



Over the next ten years the aim of the SRF is for Radcliffe to have a newly positioned town centre which will include the integration of Council Services in a new central Hub at its core. Sitting alongside this will be leisure, flexible workspace, consolidated retail and other amenities. Residential growth including a new market creation for young people and a new secondary school will also be provided. Coupled with this will be an increase in cultural activities and better connections throughout the town, particularly to the blue and green infrastructure.

Whilst regeneration interventions tend to be physical in form, they have wider implications on the socio-economic make-up of a place. In line with the Bury 2030 Strategy the aim is not just a change to the physical landscape but also enable people to be active participants in their own wellbeing through building thriving communities centred around - Starting Well, Living Well, and Ageing Well. To achieve this the following key outcomes provide Bury Council with qualitative outputs that they can measure the success of the SRF against.

Happy People

- Demonstrate access to leisure for everyone.
- Increase participation in leisure and sport.
- Increase the number of people taking part in active travel.
- Demonstrate an increased schedule of cultural initiatives.

Thriving Places

- Increase footfall within the core.
- Demonstrate a new market creation of new homes in the town centre for younger people including live-work accommodation.
- Increase residential supply surrounding the town including family housing.
- Demonstrate a sustainable mix of quality housing.
- Demonstrate provision of carbon neutral development.

Creative Ideas

- Increase the number of business in creative and tech industries in Radcliffe.
- Increase educational attainment.
- Increase training opportunities for those of working age.

Enabling Infrastructure

- Create and connect all new development to a first class full fibre digital infrastructure.
- Create clear and legible connections for pedestrians and cyclists throughout the town centre and wider town.

Enterprising Business



- Implement a Local Economy Strategy – to include clear plans to attract, develop and support business.
- Increase in the number of start-up businesses locating in Radcliffe.
- Increase the number of people in active employment.

6.3

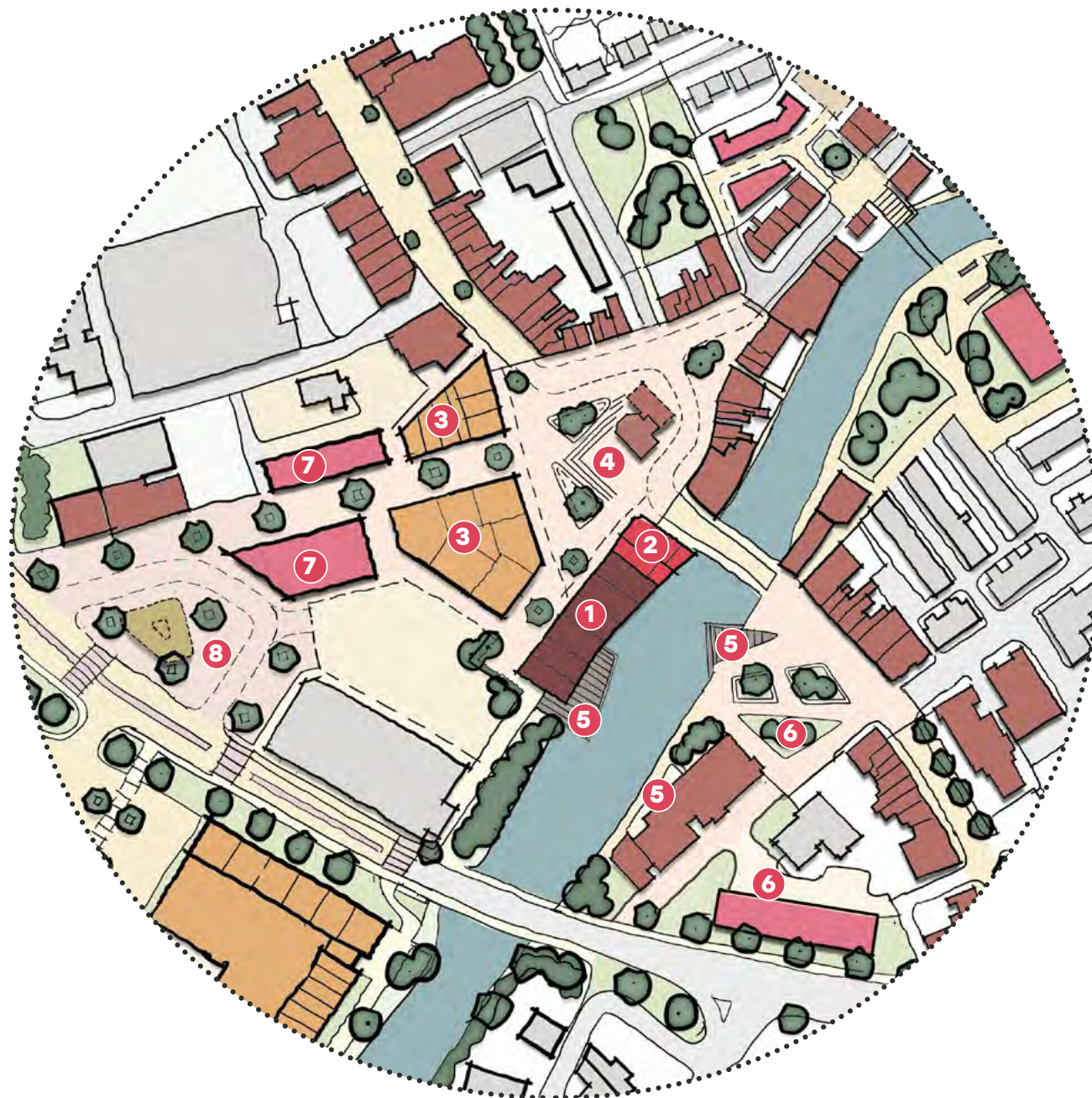
The Core

The masterplan shown captures the areas of potential development that fall within the Core of the Town Centre as annotated on the masterplan. The following pages within this section will describe in further detail the opportunity and aspirations of each intervention.

KEY

	Existing buildings
	The Market
	Market Chambers
	Proposed Buildings
	Potential Development (longer term)
	Existing Buildings with Key Frontages
	Key Space
	Public Realm Improvements

- 1** Radcliffe Market
- 2** Market Chambers Building
- 3** Proposed Hub Buildings
- 4** The Piazza
- 5** Riverside Platforms and walkways
- 6** Riverside Square and Lock Keeper's Pub Site
- 7** Royal Mail Site and Dale Street
- 8** Bus Terminal and Pilkington Arrival Square



1. Radcliffe Market

The Market Hall is a recent success story. Not only does it provide a retail function but also space for learning and events, a lot can be learnt from this in terms of how lifestyle choices are changing the way people shop, socialise and use centres. The Market Hall should continue to be supported as the core redevelops and ways to expand the Market Hall should be considered, including extending opening hours and providing outdoor space.

The Market Hall is currently tucked away from view and there is an opportunity to reveal the building as part of proposals for the Piazza. The Piazza proposals are designed to reveal the market Hall frontage with a strong presence within the space, encouraging footfall.

2. Market Chambers

Currently vacant, the Market Chambers building has previously been used as office space. Despite requiring refurbishment, stakeholders have demonstrated significant interest in occupying the building. There is an opportunity to re-purpose this building to provide flexible working space with rooms for local activities and community groups. Co-working space would work here, through providing flexible space to meet the needs of young start-up businesses and entrepreneurs; particularly those in the tech and creative industries. Creating an ecosystem of likeminded business at the start of their career journey will help to foster innovation and create relationships that will last throughout the working lifecycle - those starting a business in Radcliffe are more likely to stay in Radcliffe as their business grows.



1 Altrincham Market is a successful regeneration of an iconic local landmark building that has become a social focal point and catalysed the wider regeneration of Altrincham town centre.

2 Co-working and flexible work/ community spaces are in demand in response to modern ways of working and town centre living, and bring life to well-connected spaces around the clock.

3. The Hub

There is an opportunity to create a new Hub within the heart of Radcliffe town centre through the redevelopment of the two existing 1960's shopping blocks which front onto the piazza, Blackburn Street, and Dale Street.

As part of the Locality Plan, Bury Council have made significant progress in integrating teams. There is further opportunity to co-locate teams and services to on a wider scale via the development of an integrated Civic hub. Bury Council staff will be relocated from their existing offices on Whittaker Street; space is therefore required for some 200 existing staff. A review will also take place to assess whether any other council functions can be located at the Hub, it is recommended that space be included for a further 100 staff. Alongside housing Council staff, the Hub needs a front of house where people can access Council services.

The Hub should not only provide workspace for council employees, it requires a much wider function if it is to truly be a hub for the community. Flexible space should be incorporated that could cater for a range of events, services, exhibitions, learning, exercise, and for community groups to meet. Radcliffe needs more than a Civic Hub at its heart.

In addition, to support alternative modes of travel substantial cycle parking should be provided for staff and visitors to the centre.

For the Hub to be accessible and sustainable a central location is required, the existing 1960's shopping blocks currently create a physical barrier to movement and development in the town. The Hub will need to be designed so that it links the town together and opens up the Market Hall.

Leisure

Sitting alongside, or, integrated with the Hub could be a unique leisure offer. This could complement the leisure offer provided alongside the new school. Subject to a detailed leisure review, one option may be to incorporate a Lifestyle / Wellness Centre could be located here. There is an opportunity to include leisure activities for example bowling to create a space that combines community, leisure and wellness accessible to all.

Supporting the leisure offer in the Core must be a significant provision of cycle parking spaces and the consideration of bike share schemes as described in further detail within the Connectivity and Movement Strategy.



- 1 Active edges animate the street, with spaces designed for people-watching
- 2 Mixed-use development of residential, food and beverage, and retail within a well-designed public realm creates a vibrant streetscape
- 3 Double-height ground floor space welcomes people in. Cantilevered upper floors create a sheltered walkway. Uses activate square.

4. The Piazza

The Piazza forms the heart of the town centre. It should be designed to reinforce and support the presence of the adjacent cultural and community facilities including the Market, the proposed Central Hub and the Market Chambers transformation, as well as retail and food and beverage uses that line its edges.

The level change across the Piazza should be integrated as a place-making feature, incorporating informal seating within the steps to frame the lower level. Outside space will also be key to supporting the new core. The existing Piazza is underutilised and represents 'old Radcliffe' flexible space for play, rest, events and markets should be created. The space should support outdoor events and pop-up activities, events could take place at the lower level framed by the raised seating creating an outdoor auditorium.

The Piazza should support both daytime and evening activity, creating a vibrant destination at the heart of the town. The Bridge Tavern is located centrally within the Piazza, as part of the improvements to the Piazza refurbishment / extension of the Tavern should be considered. There is potential to provide a 360 degree aspect, creating a distinctive key landmark at the corner of Church Street West. The options for this will need to be discussed further

The Piazza should seek to encourage dwell-time within an attractive, safe and human-scale environment. There is potential to create a vertical element within the space with raised planting beds, trees, street furniture and art within the space to encourage dwelling and meandering through the space.

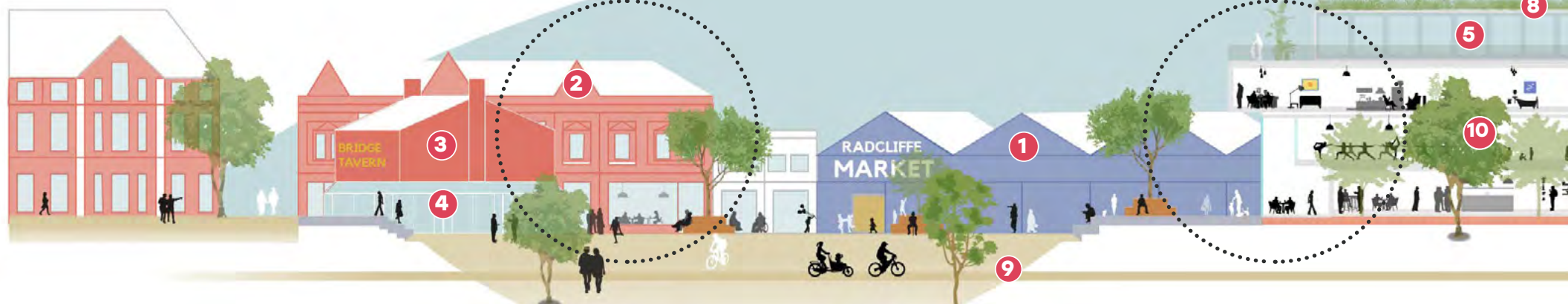
The Piazza is a key part of the movement strategy for the core of the town. The highway along Deansgate and part of Church Street West, surrounding the Piazza will be upgraded to create a balanced space for both pedestrians, cyclists and cars, using high quality surface treatments and removing the drop kerbs. This will reduce traffic speeds as vehicles travel through the space encouraging safe pedestrian movement through the space. Pedestrian crossings will be proposed at key nodes on Deansgate and Church street to allow safe crossing. Dale Street will be closed off to vehicles creating a pedestrianised route running both north south along Blackburn Street and east west along Dale Street. This will allow spill out space for cafes and restaurants.



- 1 Integrated seating maximises the level difference at Saddlers Yard, Manchester
- 2 Pilcrow pop up pub at Sadlers Yard activates the space at night time
- 3 Buildings frame the triangular shaped pedestrian friendly space, allowing spill out space for restaurants and cafes at Goose Green, Altrincham

Section Through The Core

- 1 Radcliffe Market
- 2 Market Chambers Building
- 3 Bridge Tavern
- 4 Potential extension to Bridge Tavern to provide attractive active frontage to Piazza
- 5 Proposed Hub Buildings
- 6 Potential mixed-use development at Royal Mail Site And Car Park
- 7 Potential for attractive town-centre living to bring life to the heart of Radcliffe
- 8 Green roofs promote biodiversity, urban cooling and sustainable urban drainage
- 9 Pedestrianised streets, protected cycle-lanes, and cycle parking encourage active movement through the town centre
- 10 Street trees soften the public realm, improve air quality and promote urban cooling and sustainable urban drainage
- 11 Balanced streets give public space back to pedestrians and cyclists, bringing life to the streets



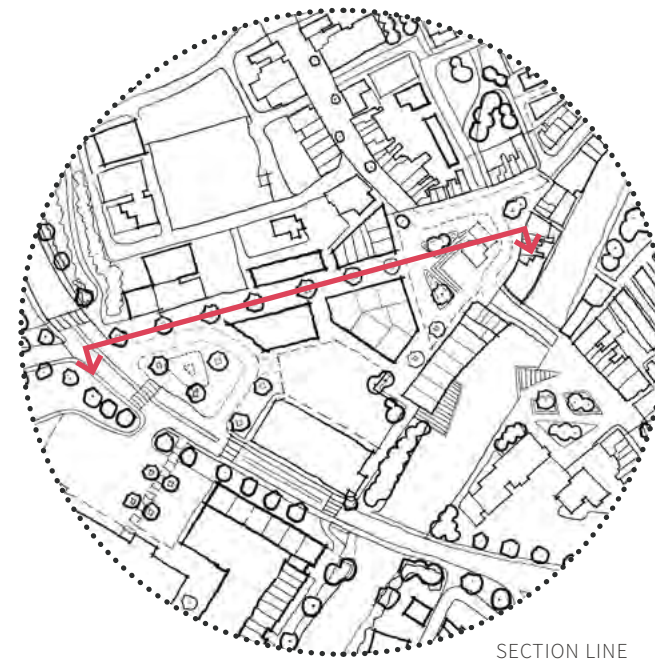
THE PIAZZA

THE HUB

- Renovated Market Chambers Building reinstates this local landmark at a key node in the townscape, with potential for co-working and flexible community spaces, to provide activation of the Piazza around the clock.



- Realignment of the building line opens up views of the Market building, and gives this local landmark and key piece of social infrastructure prominence within the public realm.
- Double-height atrium space brings life to the Piazza with a permeable and edge and active uses.
- Mixed-use development supports community uses as well as town-centre living.



SECTION LINE



POTENTIAL MIXED-USE DEVELOPMENT

BUS TERMINAL AND PILKINGTON ARRIVAL SQUARE

PILKINGTON WAY

5. Riverside Platforms and Walkways

This principle of connection and activation of the river should extend along the river corridor, with potential for numerous interventions of different scale and design along this route.

Radcliffe has a very unique asset – the River Irwell. Opening up the river and providing opportunities for meaningful connection to it will be essential to the success of the town centre. Creating spaces for people to sit and enjoy the water, or stroll along its edge will play a vital role in creating a town centre that people want to visit, and locals love to live in.

The Market Hall is keen to expand and make the most of its position on the river through providing outside space. There is an opportunity to create a cantilevered platform overlooking the river to maximise its river edge setting.

There is further opportunities at key points along the river to create innovative design solutions and intimate spaces with views over the river, allowing people to relate, connect and activate the rivers edge.

There is an opportunity to open the River Walkway to the South of the river to create a continuous route along the water's edge, leading to a new riverside public space.

- 1 2 3** Copenhagen's remediation and regeneration of their post-industrial harbours has reconnected the city with this transformational natural amenity space, and provides spaces for the people of Copenhagen to relax, socialise, and play.



6. Riverside Square and Lock Keepers Pub

The river is one of Radcliffe's greatest assets, yet the town currently lacks attractive riverside spaces. There is an opportunity to foster a more intimate connection with the river at Radcliffe Bridge, maximising the value and impact of this significant natural asset.

There is an opportunity to open the River Walkway to the South of the river to create a continuous route along the water's edge, leading to a new riverside public space.

The Lock Keeper Pub which fronts onto the River Irwell and has outdoor space overlooking the river, however, more could be done to open up the river in this location. The car park to the rear is owned by the pub and also used by the Educare for Early Years nursery, in addition there is an area of hard landscaping and council owned car park that both front the river. Working with the Pub, redevelopment of this wider site provides an opportunity to considerably open up the river.

Creating access and connection to the river will allow the riverside to become a natural and landscape corridor - a lush green riverside space in which to sit and relax. Opportunities for play could also be incorporated into this space.



- 1 Festival Gardens in Liverpool is much-loved for its series of intimate spaces overlooking water
- 2 Playful spaces bring life to town centres and provide destinations for all ages
- 3 Riverside walkways and viewing points are attractive spaces to explore and unwind within urban areas

7 Royal Mail Site and Dale Street

Royal Mail's sorting office is located in the core of the town centre between the bus station and Piazza. It is situated in a prominent position and forms the arrival and gateway into the town centre from Pilkington Way.

The building creates a barrier to movement and redevelopment. Possible relocation of the sorting office would significantly assist in creating clear legible routes through the core, particularly connecting the bus station to the core and through to the Metrolink.

Redevelopment of this site would complement the Hub. Proposals should be mixed use, including active ground floor uses with residential, workspace or a combination of the two above.

Should there be an opportunity to refurbish or create a new building at the site of the Royal Mail building and the car park opposite. This would create overlooking and a strong frontage onto Dale Street encouraging east west movement, which in turn would activate the bus terminal space and help to bridge the gap in development between the west and east of Pilkington Way.

Street trees could be planted to delineate the direction of movement, provide visual interest and nature within the centre of Radcliffe. Lighting and street furniture including seating could be incorporated.



- 1 Pop-ups create interest and activity
- 2 Lighting creates an attractive ambiance after dark
- 3 This pedestrian friendly street in Altrincham features trees, seating and plenty of spill-out space for adjacent uses.

8. Bus Terminal and Pilkington Arrival Square

The bus terminal and Royal Mail building is situated in a prominent position and forms the arrival and gateway into the town centre from Pilkington Way.

Pilkington Way restricts east-west pedestrian connectivity, particularly from the Asda store into the core of the town centre. Improvements to the public realm and crossing of Pilkington Way would encourage east west connections.

There is an opportunity to refurbish or create a new building at the site of the Royal Mail building and the car park opposite. This would create overlooking and a strong frontage onto Dale Street encouraging east west movement. This would activate the bus terminal space and bridge the gap. There is potential to create an innovative new bus terminal that could be sculptural in its form providing a focus and landmark into the town centre. This would rejuvenate the space and encourage bus use with a safe experience for members of the public.

A single surface ground material would provide a balanced pedestrian friendly space with trees interspersed and projecting above the canopy of the bus terminal canopy, the structure could be light weight allowing light and movement through it. The space could accommodate seating and interactive travel information.

An alternative option to redevelopment of the bus station itself would be to focus on creating an enhanced sense of arrival through public realm improvements. These would be aimed at improving the pedestrian links to/from the bus station and the town centre core, potentially linked with the Dale Street improvements should they be taken forward.













6.4

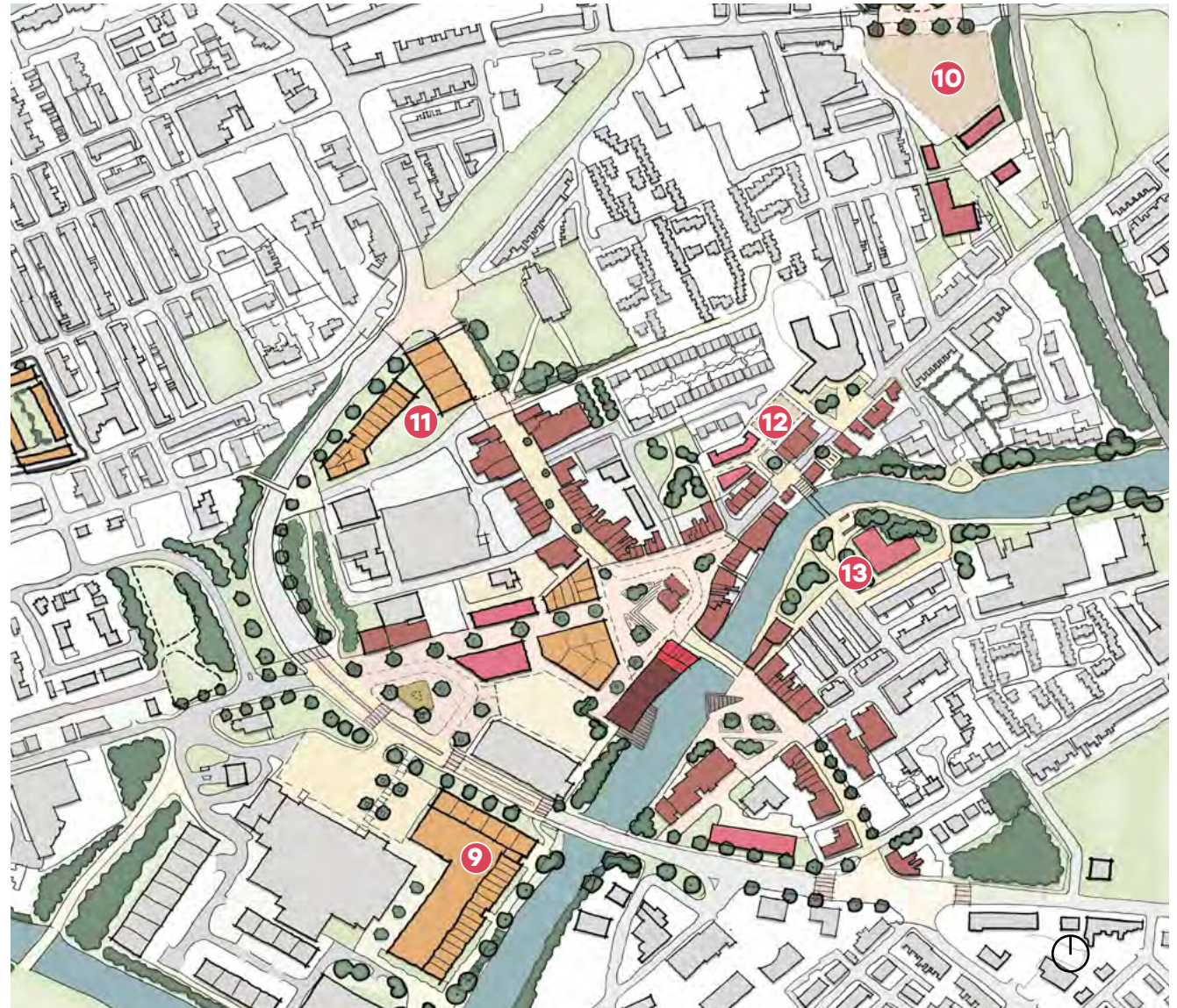
Town Centre Area

The masterplan shown captures the areas of potential development that fall within the 'Town Centre' area as annotated on the masterplan. The following pages within this section will describe in further detail the opportunity and aspirations of each area.

KEY

-  Existing buildings
-  The Market
-  Market Chambers
-  Proposed Buildings
-  Potential Development (longer term)
-  Existing Buildings with Key Frontages
-  Key Space
-  Public Realm Improvements

-  9 Asda Site
-  10 Metrolink
-  11 Blackburn Street Gateway Site
-  12 Medical Practice Car Park Area
-  13 Riverside Park, Kenyon Street



9. Asda Area

Asda is situated at a prime riverside location within the town centre. There is an opportunity to maximise this site, to provide a decked car park supporting additional car parking for the town centre. This allows further development of surface car parks within the core of the town and reduces the need for vehicles to travel through the town centre.

The site benefits from riverside views and there is opportunity to provide residential uses to wrap a decked car park. This would add surveillance and activate this area of the river. The residential in this area would provide a unique housing offer for the town, adding variety to the housing market. There is potential for mixed uses at ground floor, kiosks or local services could further activate the river and the Asda area, this could be a long term aspiration for this area of the town.

To further enhance sustainability and improve air quality, green walls could be installed to the facade of the car park to create an attractive arrival into the town and integrating the car park into its riverside setting.

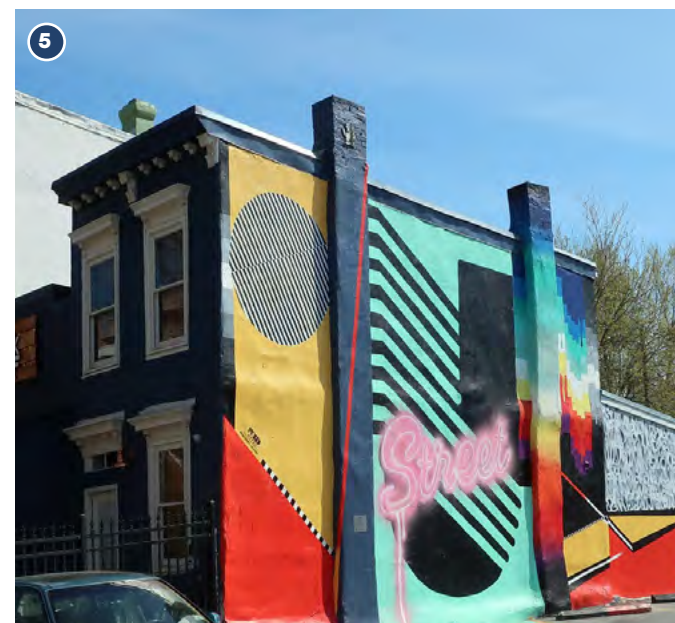
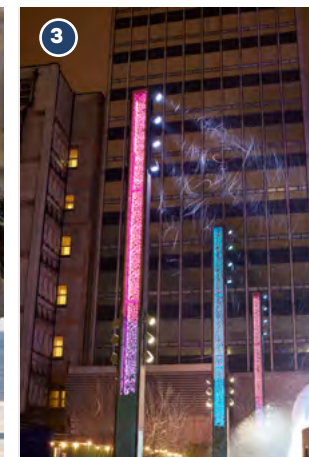
- 1** Attractive high-density townhouses within a town centre
- 2** Decked carpark with leisure amenity above
- 3** Ground-floor retail uses create active edges



10. Metrolink

TfGM have several proposals to improve the Metrolink as part of a package of works to increase capacity on the Bury Line. Funding has been provided by central government to facilitate a further 27 vehicles and improve power on the lines. As part of this, TfGM are proposing improvements in the short term to Whitefield and Radcliffe stations.

At Radcliffe an additional deck is proposed for the existing park and ride facility to increase its capacity. In addition, proposals to improve and increase cycle parking facilities are being developed to help encourage more sustainable forms of travel. There is also an opportunity to improve the sense of arrival at the Station, through artistic interventions and improved signage and wayfinding.



- 1 Upgraded Platforms
- 2 Sculptures create a sense of place and arrival
- 3 Lighting creates feelings of safety and vibrancy
- 4 Artworks, landscape design and planting create an attractive public realm at gateway spaces
- 5 Murals and colour enliven blank facades, and are cost-effective means of providing intrigue and landmarks within the townscape

11. Blackburn Street Gateway Site

Currently a surface car park for town centre car parking, this is a key 'gateway' site into Radcliffe. Its location is prime for redevelopment and something special can be achieved here. There is an opportunity for height linked with exceptional design. Any redevelopment needs to take into consideration impact on The Parish of Thomas and St John Church which is Grade II Listed. This is an ideal location to create a new market of live-work units and homes for the working population and young families. Residential use would need to be supported by active ground floor uses for residents and town centre users, ensuring the site is connected to the core of the town.



- 1 Contemporary buildings provide balance and contrast, complementing the historic Blackburn Cathedral. The uncluttered public realm creates a stage-like setting for the architecture
- 2 Seating provides a place to sit and relax whilst encouraging social interaction

12. Medical Practice Car Park

The car park forms a crucial role in serving Radcliffe Medical Practice and is well used. The central location and use of the site could be maximised to efficiently use the land. The site benefits from close proximity to the town centre facilities, the medical practice, and adjacent green space, as well as transport connection offering a sustainable location for housing.

Adding a deck to part of the car park to ensure the car park numbers are not reduced would allow the remainder of the site to be redeveloped for housing. The redevelopment would provide frontage to Seymour Street and Quarry Street, providing natural surveillance and a safe environment for pedestrians.

Housing typologies such as town houses, mews or apartments that could wrap the decked car park would offer variety to the traditional family housing offer in Radcliffe.



13. Riverside Park, Kenyon Street

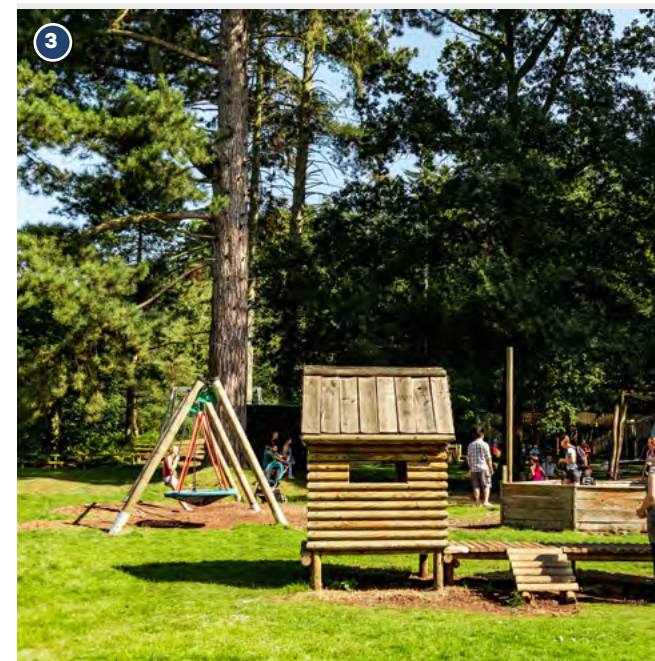
The river is one of Radcliffe's greatest assets, yet the town currently lacks attractive riverside spaces. There is an opportunity to foster a more intimate connection with the river at a new Riverside Park adjacent to Kenyon Street, where there is potential to open up views to the river.

Funtastic Childrens Play Centre are located on a prominent location on the River Irwell also fronting residential properties on Kenyon Street. The existing building provides no activation, redevelopment of the site and this area could be maximised further with a new riverside park and development.

There is also potential to re-instate the bridge that is currently dilapidated. This connection would provide further connection north south in the town and this space would create destination along the re-instated route.

This would be a longer term aspiration once the core of the town centre aspirations have been realised. This area would provide an opportunity to expand the town centre south of the river creating access and connection to the river will allow the riverside to become a natural and landscape corridor - a lush green riverside space in which to sit and relax. Play areas for families and children could also be incorporated into this space.

- 1 Festival Gardens in Liverpool is much-loved for its series of bridges and walkways offering opportunities to cross and overlook water
- 2 Riverside walkways and pocket parks form an integral part of green-blue infrastructure, offering ways to move through towns and cities that are reinvigorating and sensorially stimulating
- 3 Natural play spaces attract children and adults alike












6.5

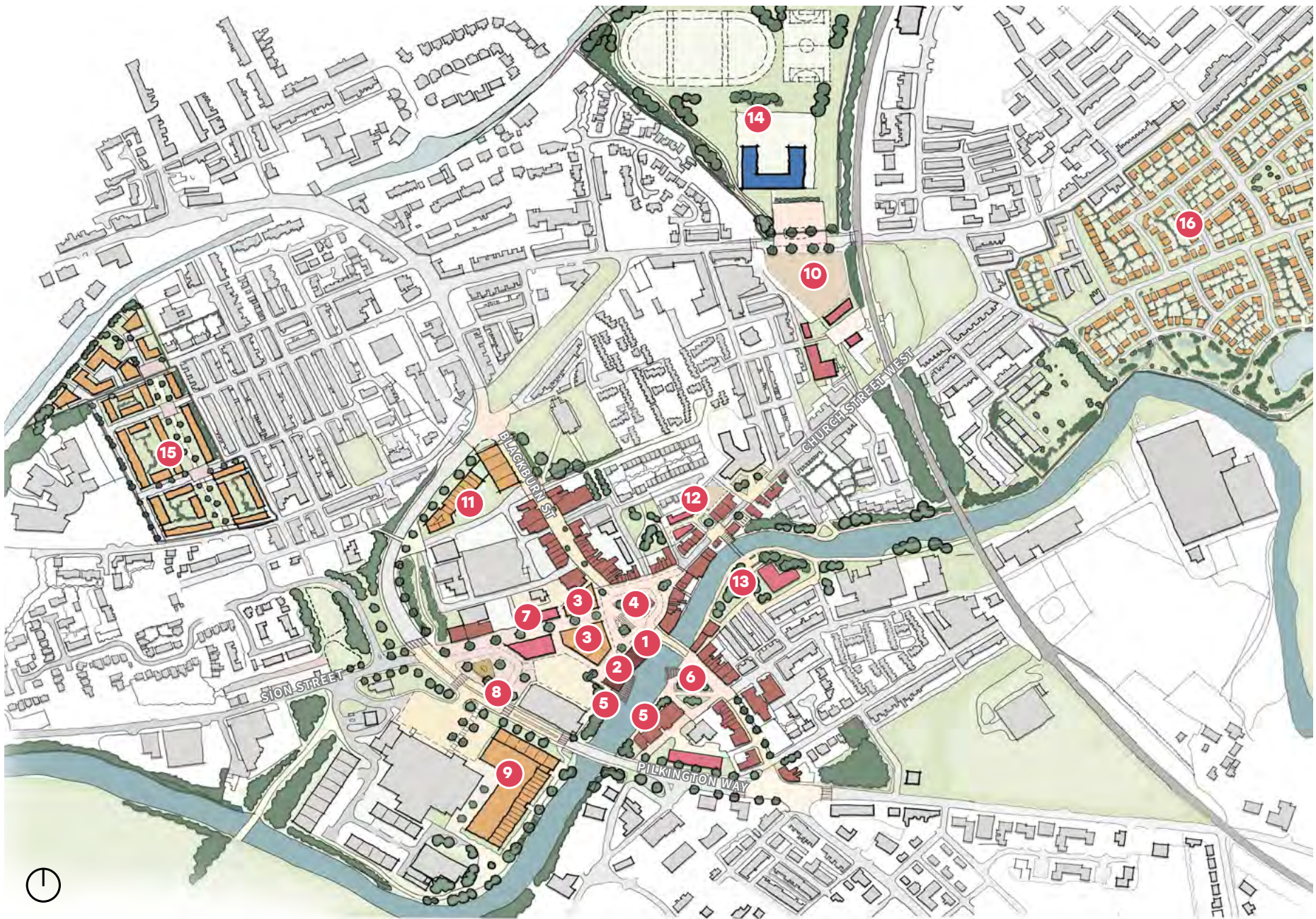
Illustrative SRF Masterplan

The masterplan shown on the adjacent page captures all the interventions and potential developments that fall within the core, the town centre and the wider Radcliffe area. The following pages outline the proposals for the wider Radcliffe area in further detail.

KEY

	Existing buildings
	The Market
	Market Chambers
	Proposed Buildings
	Potential Development (longer term)
	Existing Buildings with Key Frontages
	Proposed High School
	Key Space
	Public Realm Improvements

- 1** Market Chambers Building
- 2** Existing Market
- 3** Proposed Civic Hub Buildings
- 4** The Piazza
- 5** Riverside Platforms and walkways
- 6** Riverside Square and Lock Keeper's Pub Site
- 7** Dale Street - Royal Mail Site And Car Park
- 8** Bus Terminal and Arrival Space
- 9** Asda Site
- 10** Metrolink
- 11** Blackburn Street Gateway Site
- 12** Medical Practice Car Park Area
- 13** Riverside Park
- 14** Proposed secondary school with community leisure centre facilities
- 15** Site adjacent to the Millwood Primary Special School
- 16** East Lancashire Paper Mill Site



6.6

Radcliffe Wider Area

Education

1 Delivery of new secondary school

Bury Council has submitted a bid to the Department for Education for a new £15m Secondary School. If successful, the proposed new school will be located on the former Coney Green High School site, where the temporary leisure centre is located, and will open for the start of the academic year in September 2023.

This will remedy the lack of access to local secondary education in Radcliffe whilst adding to the town's current educational provision and forming part of Bury Council's ambition to invest in high quality education for young members of the community.

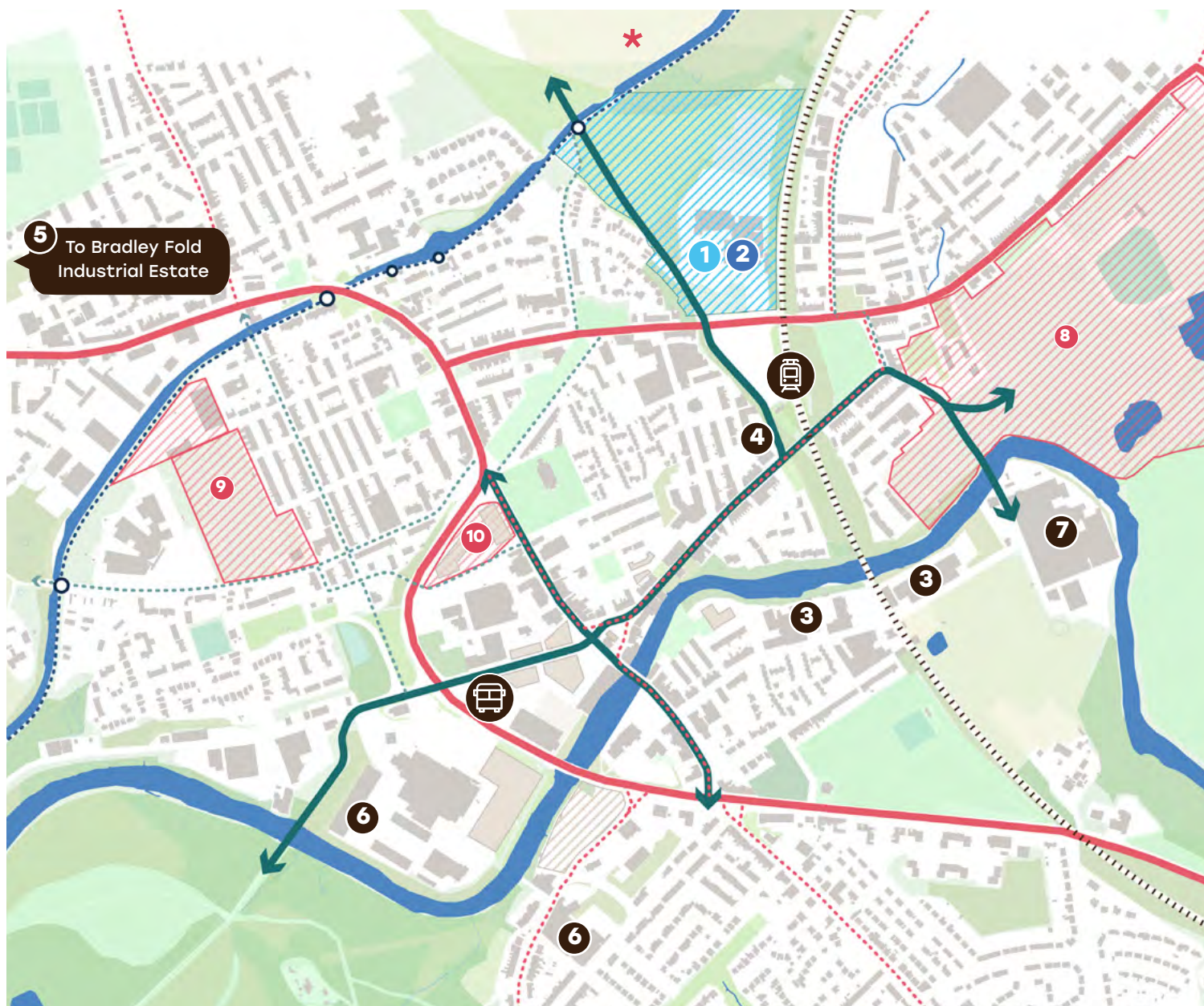
The site is ideally located within the town centre for a secondary school. It is easily accessible by foot, bus and tram, in addition, further plans for cycling provision are in fruition by the Greater Manchester Combined Authority. Providing a secondary school in this location will foster relationships within the town, as schools create a sense of community for residents and local businesses.

Leisure


2 Delivery of a Leisure Centre


A permanent leisure centre has always been planned for Radcliffe town centre: however, it is imperative that the leisure offer within this space meets the requirements of the local people and is sustainable in a financial sense. Therefore, there is an opportunity to link new leisure facilities with the new secondary school, through the provision of 5G pitches, a gymnasium / sports hall to allow other sporting activities to take place (tennis, badminton, squash, running club etc.) outside of school hours. The Leisure Centre itself will add to and complement the facilities at the school and would include a swimming pool, fitness centre and other appropriate facilities supported by a full leisure review.






KEY


 Proposed site for secondary school with community leisure centre facilities

 1 Delivery of new secondary school


 2 Delivery of a leisure centre


Employment Sites:


 3 Milltown Street


 4 Church Street West / Barlow Street

 5 Bradley Fold

 6 Other Industrial Sites of Note

 7 Potential redevelopment of Pioneer Mills to include commercial/leisure uses

 Future housing sites:


 8 East Lancashire Paper Mill Site

 9 Site adjacent to the Millwood Primary Special School

 10 Blackburn Street Gateway Site

 Potential GMSF Site

 Key Pedestrian Links

 Secondary Pedestrian Links

 Key Vehicular Links

 Secondary Vehicular Links

 Potential Future Development Site

Employment

To support the core, the demand for employment space should be assessed on an ongoing basis, it is essential that flexible workspace is included within the town centre in addition to the new central Hub and Market Chambers. This could be through shared working spaces to encourage the development of start-up companies located within Radcliffe. There is an option to use existing retail units in the town centre for office use, particularly for those creative industries that may also require a front of house facility. In addition, live-work accommodation should be considered as part of redevelopment of key sites creating an innovative and new market offer for Radcliffe.

Alongside this, Radcliffe has a strong industrial heritage and several exciting start-up industries located in and around the town centre that should be supported. As the SRF is implemented and the core becomes fully functional a further review of industrial sites could be undertaken with a view towards consolidation of industrial activity and re-purposing of space to create further job opportunities within Radcliffe. This would be subject to further review and an Employment Study; however, options could include:

3 Milltown Street

There is a large amount of warehousing which also fronts onto the river. There is potential for this frontage to be opened-up in the form of a riverside walkway as well as the potential for redevelopment along this stretch.

4 Church Street West / Barlow Street

Smaller industrial businesses are located directly adjacent to the Metrolink. To help improve the sense of arrival the relocation of these businesses and redevelopment of the site could be considered to include temporary independent container start-up businesses, flexible workspace and potential longer-term options for residential and further workspace development could be an option.

5 Bradley Fold

Bradley Fold is located within wider Radcliffe, there is an opportunity to bring forward large scale modernisation programme for the Estate. Much of it is in a semi-derelict state, however it benefits from a dedicated and secured entrance, the potential for 24-hour operations and the parts of the site that have seen investment are well occupied. A site of this scale should be an engine for local jobs and expanding local businesses, however, we understand approximately 300 people work on the Estate. There is the potential to increase this many times over, creating significant new job and business rate benefits for the Council.

6 Other Industrial Sites

There are a number of unique business located within the Industrial Estates in an around Radcliffe – Brightside Brewing Company at Dale Industria Estate, Faith in Nature at Outwood Road and Tin Head Brewery at Bradley Fold, to name a few. The Council may consider supporting such businesses to relocate or have secondary premises within a more central location. Creating a hub of industry unique to Radcliffe with potential front of house facilities would provide a unique offer to complement the core and attract people into Radcliffe.

7 Pioneer Mills

This site is formed of a large red bricked former mill building which fronts onto the River Irwell. The bridge that connected the site to the East Lancashire Paper Mill site is due to be re-instated by the Council, this will significantly improve connectivity to the site as ELPM comes forward. This site has the potential to be redeveloped - retaining the building if possible or through demolition. The site is located on a floodplain and is therefore unsuitable for traditional housing. Redevelopment should therefore look towards less vulnerable uses such as businesses and leisure.

1 Re-purposing a former industrial structure at Zollverein in Germany

2 The rise of co-working spaces reflects a change in the way many people work and do business (WeWork co-working space in Vancouver, image credit: Flickr)

3 Pioneer Mill - Potential future development site



Housing Delivery

A mix of housing types is required to meet the needs of existing Radcliffe residents as well as attracting new residents into Radcliffe. Radcliffe has a youthful population and a high proportion of residents of working age. In addition, there is an entrepreneurial spirit that should be fostered. Housing within the centre should therefore seek to support the working population and young families. Housing does not have to be a traditional C3 use-class. Live-work accommodation is particularly attractive to self-employed, entrepreneurs and those starting and managing small businesses, new residential developments should assess the opportunity to provide built in working accommodation to support a growing economy.

Higher density development will therefore be encouraged on prominent sites in the core and within the town centre which require high quality and innovative design solutions. These should be supported by ground floor uses which activate the streetscape to provide natural surveillance and encourage footfall.

Housing development should be sustainable, developers should consider whether eco-homes would be appropriate on site.

Furthermore, affordable housing should be provided in line with policy.

Outside of the core and the town centre there are a number strategic residential sites that will be subject to subject to detailed design development, planning and public engagement.

8 East Lancashire Paper Mill Site

Outline planning approval has been granted for up to 400 homes. Homes England are looking for a developer delivery partner to help bring forward the site. It is anticipated that works will begin in 2021. The first phase consists of relocating the cricket ground to facilitate the residential phases of development. The proposals include for improvements to the riverside and introduces accessible green space within easy access to the core of the town centre – expanding access to the blue and green network. It is imperative that the redevelopment of the Paper Mill Site includes improved pedestrian linkages to the Town Centre and Metrolink via Rectory Lane.

9 Site adjacent to the Millwood Primary Special School

This site has the potential to be a housing site for approximately 90 homes. Given the land is in Council ownership there is a desire to provide high levels of affordable homes on the site. Furthermore, there is a real opportunity to be creative and use sustainable technologies to provide sustainable, carbon neutral homes. The Council is currently seeking developer interest to bring this site forward. Warehousing is located directly to the north and this site fronts onto the Manchester, Bolton and Bury Canal, combining the two sites would provide an exciting opportunity to re-engage with the Canal, provide canal side homes and create strong linkages from the canal through to the town centre.

10 Blackburn Street Gateway Site

Currently a surface car park for town centre car parking, this is a key 'gateway' site into Radcliffe. Its location is prime for redevelopment and something special can be achieved here. There is an opportunity for height linked with exceptional design. Any redevelopment needs to take into consideration impact on The Parish of Thomas and St John Church which is Grade II Listed. This is an ideal location to create a new market of live-work units and homes for the working population and young families. Residential use would need to be supported by active ground floor uses for residents and town centre users, ensuring the site is connected to the core of the town.

* GMSF Site

This is subject to a separate review and consultation and does not form part of the SRF proposals. Should the site come forward in the future, it is important that it promotes access to the town centre as this would increase footfall and further expenditure within the centre, further aiding the regeneration proposals in the SRF. Likewise, it would be important to ensure the proposed blue and green infrastructure on the site is accessible for existing Radcliffe residents.



1 Terraced townhouse living, the cohousing model, and intimate streets designed to promote interaction have created a highly attractive and sociable neighbourhood at Marmalade Lane



2 Well integrated and activated green spaces create valuable focal points for new neighbourhoods



3 Building frontages and public realm address the canal edge, creating visual and physical connections with the water. Townhouses maximise density at this prime waterside location, Ancoats, Manchester

6.7

Public Open Space and Place Making Strategy

The Public Open Space and Place Making Strategy seeks to build upon Radcliffe's existing assets to achieve a series of distinctive public open spaces across the town centre, with varying scales, uses and characters. The proposed spaces are strategically placed in response to existing site assets and key strategic manoeuvres.

The proposed strategy encompasses a range of public open space typologies which can be broadly categorised as follows:

- The Piazza
- Riverside Walkways and Platforms
- Riverside Square
- Historic Assets and Civic Spaces
- Gateway Spaces

Wayfinding and legibility is also a key consideration of the Public Open Space and Place Making Strategy.

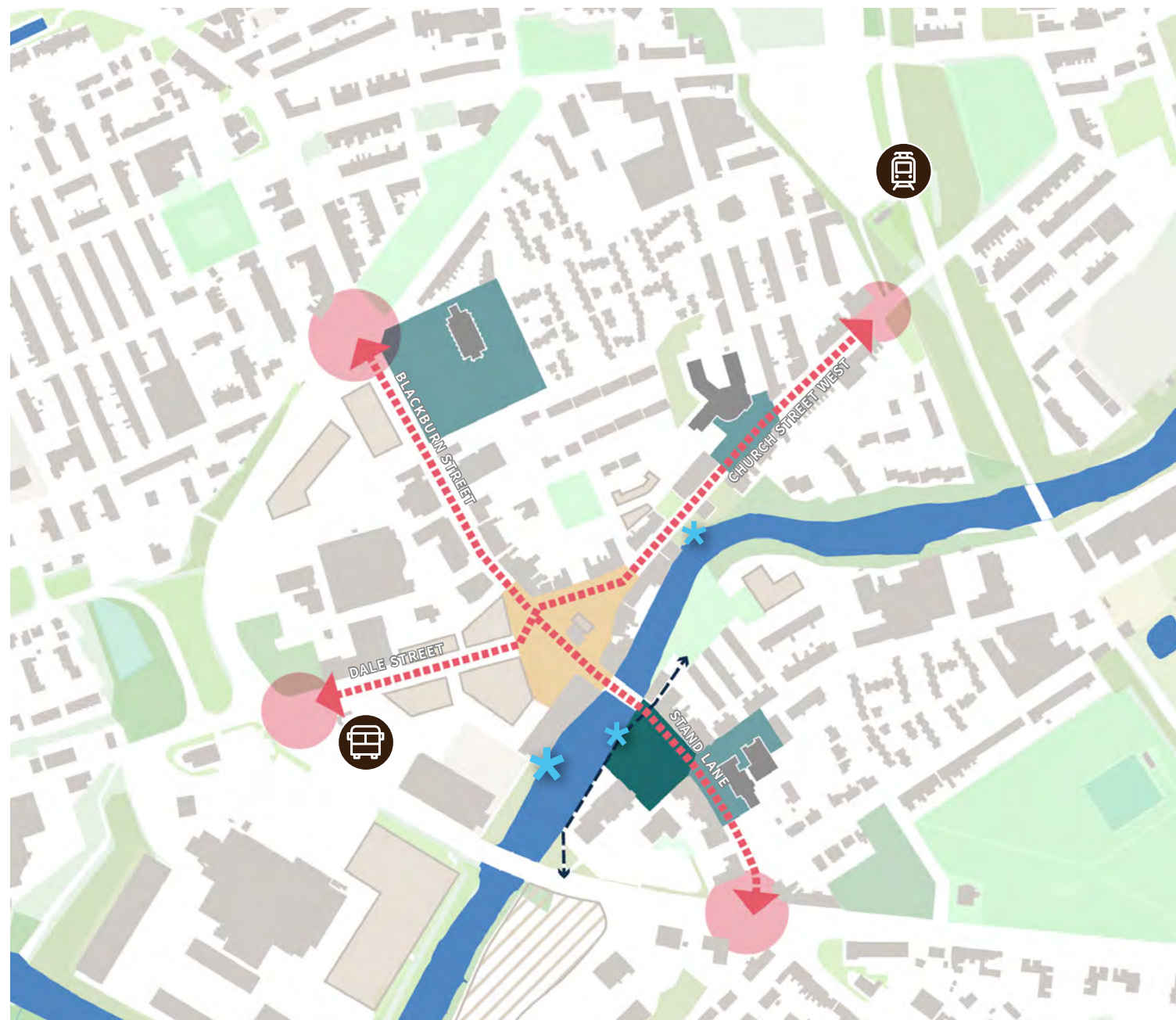
Integral to this is the opportunity to incorporate artistic interventions within the streets and open spaces of the town. This could also link to the Irwell Sculpture Trail.

The first three typologies have already been described on the previous pages, as key interventions within The Core.

The following pages outline the principles and approach that should be taken in relation to the remaining typologies.

KEY

- Key Streets
- The Piazza
- Key Civic Spaces
- Gateway Spaces
- Riverside Walkway
- Riverside Square
- ✱ Riverside Deck
- Existing Buildings
- Key Civic Buildings
- Proposed Buildings
- ▨ Potential Future Development Site



Historic Assets and Civic Spaces

There are a number of significant civic buildings within the town, several of which are also important historic assets. These buildings are valuable differentiators and community resources. They include the Health Centre on Church Street West; the Library and Bridge community Church on Milltown Street and Stand Lane; along with the Church of St Thomas and St John at Blackburn Street and New Church Street. The public spaces these buildings occupy should celebrate their significance, and give them prominence within the townscape.

The public realm should be un-cluttered and human-focussed, with a high-quality surface treatment to differentiate the space from surrounding streetscape, and accentuate their presence. .



The prominence of Blackburn Cathedral is reinforced through an uncluttered public realm and contemporary buildings which complement the Cathedral

Gateway Spaces

There are a number of opportunities to create a series of gateway spaces into the town centre. These are strategically located in response to the Connectivity and Movement Strategy. Gateway spaces should be designed to clearly announce arrival into the area, providing a legible urban environment which facilitates ease of movement into the core of the town. They should be designed to sensitively respond to their context with positive interactions with adjacent buildings and consideration of views.

Gateway spaces should be designed to minimise the need for signage. However, where signage is required it should be considered as an integral component of the design and respond to the Radcliffe Place Branding.



Distinctive landmarks and a change of surface material announce arrival into the town centre of Altrincham

Wayfinding and Legibility

All developments and interventions within the town centre must contribute to a legible environment; considering the impact upon existing key views of landmarks, defining important nodes and creating new landmarks where appropriate. People should be able to understand where they are within their wider context, and how they get to where they want to be. Ideally, this legibility should be created through the urban form - through a clear hierarchy of streets and well designed public spaces, however, where additional signage is required, it should be sensitively integrated into the townscape to complement and reinforce the sense of place. The Radcliffe Place Branding Toolkit should also be used to build identity.



A pedestrian and cycle route is clearly defined as part of an integrated wayfinding strategy at Kings Crescent in London

Irwell Sculpture Trail

There is an opportunity to connect the Irwell Sculpture Trail, extending it through the heart of the town. This would bring animation to the streets and spaces within Radcliffe's core, act as an attractor to the area, and maximise the impact and value of the existing trail with an integrated long-distance route.

This intervention would promote active travel and exploration of the town centre, and its unique connection to significant natural spaces within Radcliffe's immediate periphery.

Other Artistic Interventions

In addition to the Irwell Sculpture Trail, there are also other opportunities for artistic interventions in the public realm that could help to reinforce the sense of place and build upon the identity of Radcliffe. These could be linked to wayfinding and gateway spaces, helping to improve the sense of arrival at key places within the town. They could be temporary interventions associated with festivals and other cultural events. There is also an opportunity to involve the local community in the creation of these interventions, helping to build a sense of pride and ownership within the town.



A sculpture draws interest from passing people at Elephant Park in London



A mural adds colour and vibrancy to this pop-up park in Stockport, referencing the history of the area and building upon the identity of the place

6.8

Connectivity and Movement Strategy

The Connectivity and Movement Strategy seeks to rebalance the streets within the core of the town centre, creating a pedestrian friendly environment and encouraging active travel. The strategy also seeks to improve connectivity between the town centre and its surroundings, including parks and green spaces, the canal and both existing and proposed residential areas. The strategy encompasses key moves as outlined below. Plans of the proposed vehicular movement and pedestrian/cycle movement can be found on the following pages.

Reinstating historic routes

Historically, Blackburn Street and Stand Lane formed an important north-south connection running through the heart of the town. Similarly, historic maps show Sion Street (the latter part of which is now Dale Street) to be an important east-west connection leading into the core of the town. Reinstating these historic routes will help to restore the fabric of the town centre and create a legible, walkable core.

Rebalancing the town centre's key streets

The town centre's key streets include Church Street West, Dale Street, Blackburn Street and Stand Lane. Church Street West is the primary connection between the Metrolink and the Piazza. As such, it forms a key desire line through the core of the town. Blackburn Street and Stand Lane form a key north-south spine through the town, connecting civic assets such as the Parish of St Thomas and St John and the Library via the Piazza and the River. These streets should be designed to balance pedestrian, cycle and vehicular movement. Interventions could include the widening of footways to encourage retail and Food and Beverage units to spill out into the street, the introduction of street trees and the incorporation of courtesy crossings. The streets should

be designed to create a safe, attractive and walkable environment at all times of the day and night.

Dale Street provides a key link between the core of the town centre and the area to the west, including the bus station, ASDA and a proposed decked car park, as well as Outwood Country Park and residential areas to the north-west. This connection is currently physically severed by the Pilkington Way and visually severed by poor legibility and wayfinding into the town. The strategy proposes closing this route to traffic (except buses accessing the bus station), reconfiguring the bus station and adjacent blocks in order to create an attractive and clearly defined pedestrian route into the heart of the town.

Parking Strategy

Central to achieving balanced streets there is a need for a town centre parking strategy. Measures to reduce the use of the private car in the town centre should be sought with sustainable travel options such as bus, tram, walking and cycling being promoted. The aim is to reduce congestion, visitor on street parking with commuter parking only taking place at the Metrolink car park and importantly to improve the overall health of residents through improved air quality and encouraging more active lifestyles - an important balance to meet everyone's

needs must be reached.

Naturally, some of the most used surface car parks within the town centre are sites which could attract developer interest and investment. Therefore, as part of the car parking strategy for Radcliffe, further car parking is proposed through the introduction of an additional decks onto the ASDA car park. This would free-up the surface car park adjacent to the Lock Keeper Pub on the River, as well as the surface car park at the top of Blackburn Street for development.

Maximising the use of the ASDA car park would not only proactively free up car parks in the centre for redevelopment it could also assist in improving linkages with ASDA to the core and to the River Irwell.

The Medical Practice car park is well used and fills up quickly. However, the site forms a central location within the town. There could be potential to better use this site through the introduction of a decked car park to ensure spaces are not lost, allowing the remainder of the site to be redeveloped. Coupled with this introducing short stay parking restrictions would mean the car park is only used by those visiting the Medical Practice or services in the core.

Cycle and Walking Infrastructure

Central to creating sustainable and carbon neutral development is the active travel infrastructure for cycling and walking, this should be prioritised in the street scene. Early wins include:

- Cycle parking provision in the centre alongside the Hub and Metrolink station.
- Integration of the Beeway network
- Opportunity for cycle hire
- Links with walking and running clubs.
- Improved connectivity to surrounding green spaces

Wider Transport Improvements

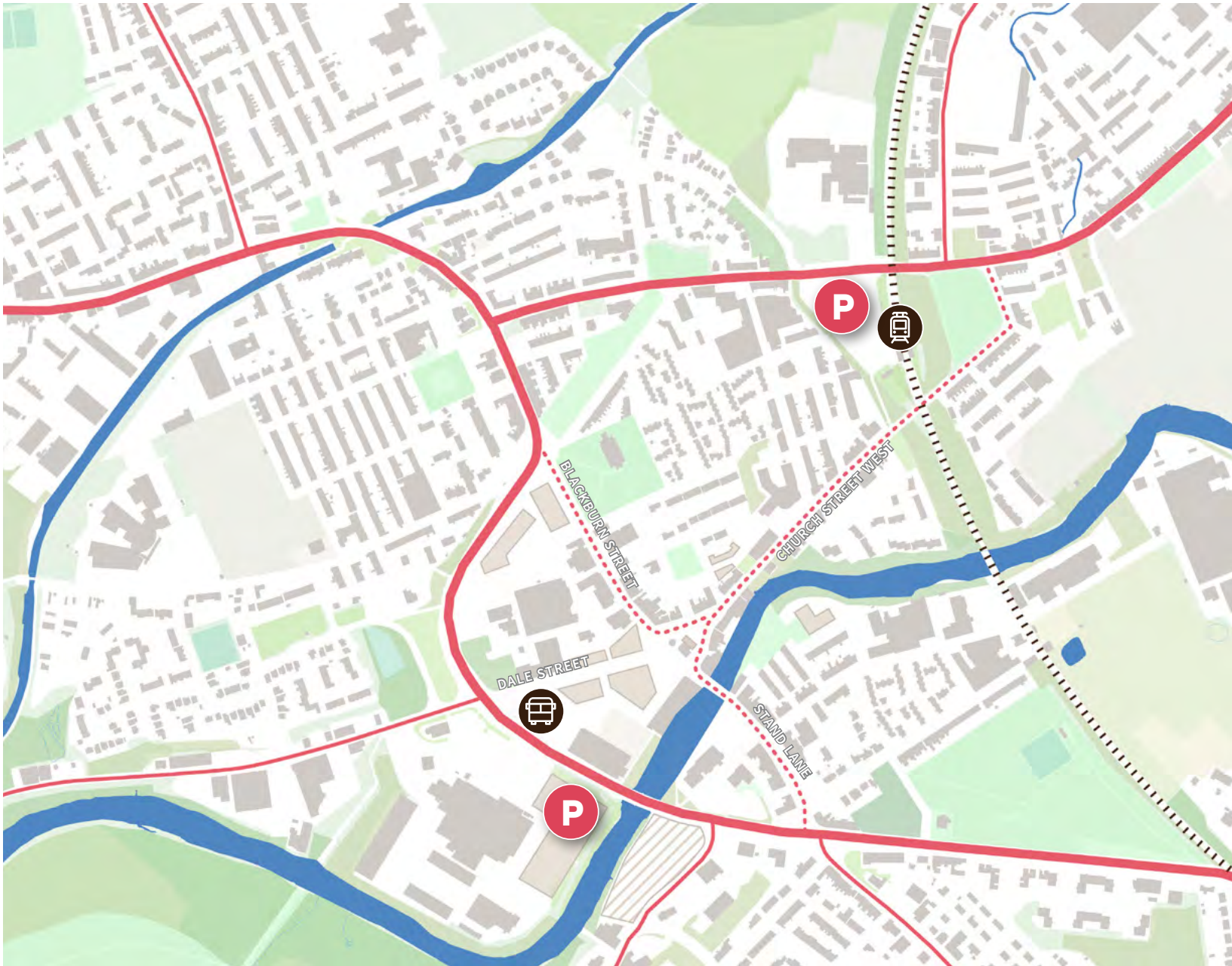
There are wider proposals by TFGM to create a Radcliffe – Bolton Metrolink arm. It is proposed to follow the former railway line. The exact connection point to the existing facility is being considered however this is likely to be behind the High School site on Spring Lane. There are a number of constraints that need to be resolved, however the introduction of a light rail connection between Bury and Bolton would open up these communities and provide regular and reliable access east – west.



1 An attractive street in Altrincham which provides generous pavements for seating and walking as well as integrated on-street parking.

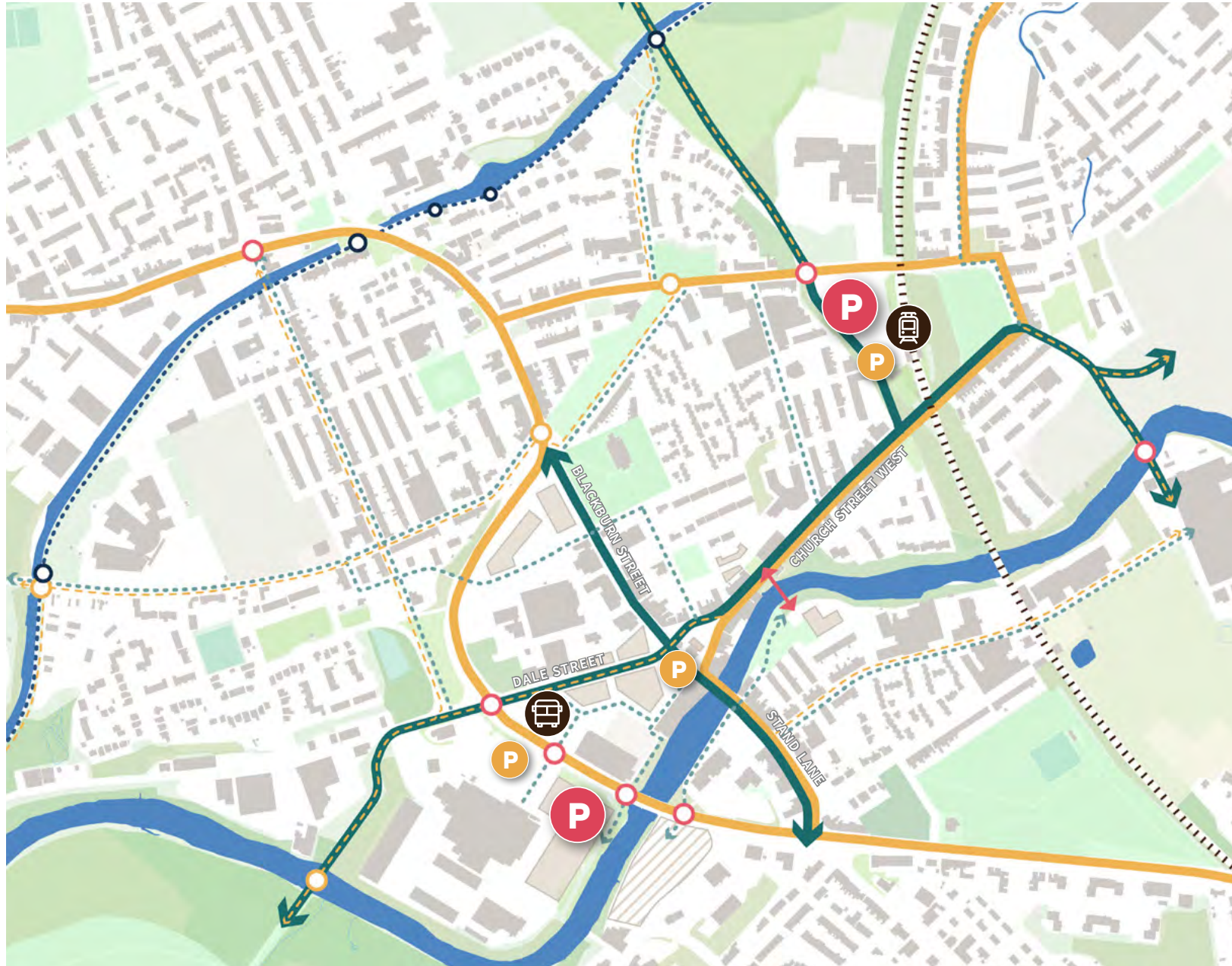
2 Street improvements put pedestrians and cyclists first, and make active travel the most easy and appealing way to get around.

Vehicular Movement Strategy



- KEY
- Primary Vehicular Movement
 - Secondary Vehicular Movement
 - Town Centre Vehicular Movement (rebalanced streets)
 - Strategic Car Park
 - Tram Line
 - Tram Stop
 - Bus Station
 - Existing Buildings
 - Proposed Buildings
 - Potential Future Development Site

Pedestrian and Cycle Movement Strategy



KEY

- Primary Pedestrian Movement
- - - Secondary Pedestrian Movement
- Busy Beeways (Part of Proposed Beeway Cycle Network)
- - - Proposed Cycle Connectivity (including Beeway Network)
- Key Location for Cycle Parking
- Existing Cycle Crossing
- Proposed Crossing / Improvements to Existing Crossing
- Potential footbridge
- - - - - Pedestrian and Cycle Connectivity along Canal Tow Path
- Canal Access Point
- Strategic Car Park
- - - - - Tram Line
- ⊞ Tram Stop
- ⊞ Bus Station
- Existing Buildings
- Proposed Buildings
- ▨ Potential Future Development Site

6.9

Blue and Green Infrastructure Strategy

With the River Irwell running through the heart of the town, the canal to the north and an abundance of green space within and around the town, Radcliffe has a rich network of blue and green infrastructure which should be celebrated. The Blue and Green Infrastructure Strategy seeks to open up and improve access to these key assets, creating opportunities for meaningful connection to nature and encouraging healthy lifestyles.

The River

In addition to the proposals already mentioned, there are numerous opportunities to further open up the river and celebrate this unique asset for Radcliffe. These could include:

- Additional viewing platforms and points of meaningful connection to the water. This could be incorporated into a wider strategy for the river corridor and include links to the Irwell Sculpture Trail.
- Improvements to the existing pocket of riverside greenspace at the end of Bank Street and River Street. This could be transformed into a valuable asset for the town centre, utilising the existing trees and proximity to the water to create a lush green riverside space in which to sit and relax. There is also the possibility to extend this green space further along the river.
- A potential new pedestrian bridge across the river, connecting Church Street West and River Street (and the potential new park)
- The river could also be utilised more for recreational activities and celebrated through cultural initiatives and events on the water.
- There is a potential opportunity to open up the river along Mill Street. This is currently an industrial site, however it holds a prominent riverfront location and will be highly visible from any proposed development on the other side of the river. There is an opportunity to extend the river walkway into this location, create meaningful connection to the water and greatly improve the river frontage.

The Canal

The Manchester, Bolton and Bury Canal towpath is well developed and well used; however, it is quite closed-off by development either side of it. Further proposals to open-up this key asset and enhance it as a biodiverse leisure route should be developed. This could be through more signage in the short term as well as a more strategic long-term approach to any further development along the canal to ensure the canal frontage is activated.

Unlocking the potential for further development along the canal should not be ruled out as more housing poses the opportunity for developer contributions towards further enhancing the towpath and maintaining this route.

Parks and Green Spaces

Improving access to open green spaces will help to enhance the physical and mental health of the community by encouraging active lifestyles. There are opportunities to enhance and improve connections to existing parks and green spaces within and around the town. These include:

- Outwood Country Park
- Coronation Park
- St Thomas & St John's Church
- Festival Gardens
- Parks and green spaces within the wider river corridor including Radcliffe Ees, Springwater park and Close Park to the east and Nob End SSSI and Moses Gate Country Park to the west.

Proposals should also seek to introduce new green spaces and communal gardens to encourage the creation of healthy living environments for people of all ages. They should be designed to meet the needs of children and young people as they grow and develop, as well as being able to support a growing population of older people. Proposals should seek to encourage social interaction between all members of the community.

Sustainable and Climate Resilient Solutions

Proposals will be expected to consider innovative ways to manage rainwater, utilising it as a resource that integrates greener urban spaces within the public realm, adding to the aesthetic and environmental value of place. This could include solutions such as swales, ponds, green roofs and permeable surfaces.

Proposals should seek opportunities to improve biodiversity within the town through the integration of green interventions such as living walls, green roofs, allotments, communal gardens and green public spaces.

Suitable opportunities for allotments and/or communal growing areas and natural play should be explored.

Proposals must consider how development connects to and interacts with existing blue and green infrastructure; ensuring that existing networks and features are protected and enhanced whilst at the same time enriching people's lives through healthy neighbourhoods and attractive living environments.

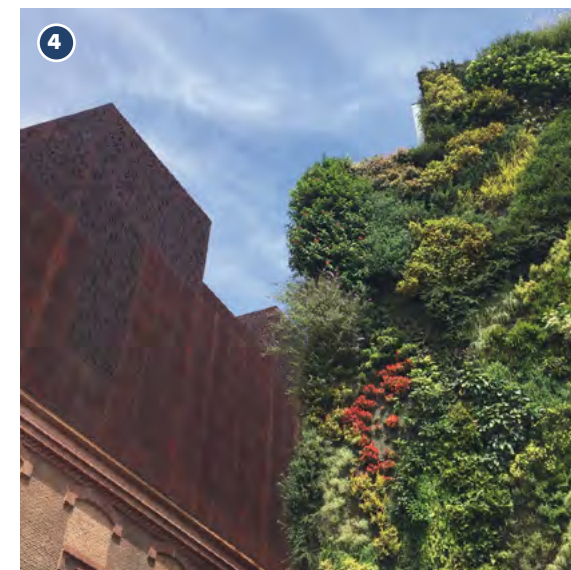
- 1 Street trees soften the public realm, improve air quality and promote urban cooling in Altrincham, Cheshire
- 2 Swales manage rainwater and improve biodiversity, whilst creating an attractive walking environment at West Bar in Sheffield



Green and Blue Infrastructure Strategy



- KEY**
- Primary Blue/Green Link
 - Secondary Blue/Green Link
 - Key link into adjacent future development sites
 - Tram line
 - Tram Stop
 - Bus Station
 - Key Existing Green Spaces:
 - 1 Outwood Country Park
 - 2 Coronation Park
 - 3 St Thomas & St John's Church
 - 4 Festival Gardens
 - 5 Banana Walk
 - Proposed riverside deck/viewing platform
 - Proposed riverside square
 - Proposed continuous river front connection
 - Potential riverside park
 - Potential new bridge connection
 - Improved River Frontage
 - Existing pedestrian and cycle route along canal
 - Existing canal access
 - Improved canal frontage as part of strategic development site
 - Existing Buildings
 - Proposed Buildings
 - Potential Future Development Site



- 1 An activated canal edge with space for strolling, cycling and sitting
- 2 An attractive bus shelter with green roof in Manchester
- 3 Enjoying the water's edge with seating and soft planting in Copenhagen
- 4 A green wall contrasts with the industrial materiality of the adjacent Caixa Forum in Madrid.

6.10

Overarching Strategies



Regeneration of Spike Island, Bristol, focusses retail functions along key movement connections and encourages active streets

Focussed Retail Strategy

The consolidation of retail floorspace is a process that will happen over time and is inevitable as shopping habits continue to change and people use town centres differently. The retail function of Radcliffe should look towards providing services that are not readily available on the internet, specialist stores will continue to thrive and shops that also provide a wider function will succeed in attracting people into the centre. The focus needs to be on extending dwell time in the town, through extending and merging the daytime function into the evening and night time economy.



Blackburn Festival of Making transformed the town centre into a place for learning and play

In the short term, it is crucial that the town continues to provide a retail function, particularly as redevelopment takes place. The redevelopment of the 1960's blocks will result in the need to relocate those existing businesses that want to stay in the town. There is a need to retain those retailers that add to the vitality and viability of the core, particularly those that provide a unique retailing offer or provide a service that is not readily available online. In addition to this, there is an opportunity to attract new retailers and leisure operators into the centre that could be unique to Radcliffe for example building on the success of Faith and Nature and Brightside Brewery.

The Council should undertake a review of their business premises, particularly on Blackburn Street, and provide incentives to attract new businesses, retailers and leisure uses. Pop-up flexible uses would introduce a new and exciting mix into the centre, ensuring that there is activity particularly as the Hub is developed.



Curated cultural events throughout the year reinvigorate the social and cultural life of the town centre in Wrexham

Cultural initiatives

Working with The Met, opportunities to diversify the cultural calendar in Radcliffe should be sought in the short term. Options to provide a permanent base for cultural activities would be appropriate in the proposed new Hub space. A cultural hub which is unique in Greater Manchester mixing community access, artist studios, commercial lets and learning would bring a sense of place and identity to Radcliffe. Alongside this, there is a real opportunity to celebrate Radcliffe through festivals and events. A diverse cultural programme would celebrate Radcliffe's heritage and existing assets.

There is also an opportunity to extend the Irwell Sculpture Trail through the town. This could involve linking up with local artists to produce bespoke interventions that celebrate Radcliffe and its culture.



BedZED mixed use zero-carbon eco-village in London (image credit: Tom Chance)



Energy saving passivehouses in Vauban eco-district, Freiburg, Germany



Community-led eco-housing in Leeds - Low Impact Living Affordable Community. (image credit: LILAC cohousing)

Sustainability and Carbon Neutral Development

All new developments must be carbon neutral. They must assess whether renewable energy or low carbon technologies can be included within the development (i.e. solar panels; solar water heating; wind turbines; air, water and ground source heat pumps; or hybrid / dual energy use heating systems). Electric Vehicle parking spaces should be included in all new developments that include car parking. In addition they must look at sustainable materials or 'upcycled' materials.

All new developments must factor in potential climate change impacts of more extreme weather events to ensure climate resilience (extreme seasonal temperatures, storms, flooding etc.). They must also factor in adaptability for further infectious disease outbreaks or pandemics.

The retrofitting of existing housing stock must be more energy efficient through energy efficiency assessments and the opportunity for installing increased insulation, roof repairs and upgrades to window as well as looking at hybrid (gas / electricity) heat pump options.

Residents will be supported and encouraged to apply for government grants to install renewable energy options to existing housing stock and connect to renewable energy providers.

Digital Infrastructure

Alongside physical infrastructure, fundamental facilities, services and technology are also required to sustain Radcliffe's economic function. There is an opportunity for improvements to the digital infrastructure to support place planning, public service design and to wider benefit the community during the early stages of Radcliffe's transformation. Digital infrastructure is key, particularly in supporting flexible working and those in tech and creative industries. Greater Manchester is partnering with Virgin Media Business to deliver the fastest fibre optic connectivity available to more than 1,500 public service sites, including those in the Bury conurbation. Work to upgrade the local network is expected to be completed by mid-2021. Full Fibre will supercharge Greater Manchester's digital capacity and help the public sector to deliver the best possible services to residents across the city-region. Full fibre broadband connections provide access to the fastest and most reliable internet connection speeds available, therefore any proposed new employment spaces will need to connect to this everexpanding infrastructure.

Delivery and Implementation

7.1

Delivery and Implementation

The Radcliffe SRF is routed in some fundamental principles of good place making. We set out in section 6 of the SRF the core principles we want see embedded in the Radcliffe plan, our objective is simple – to deliver the people of Radcliffe and their visitors a great town centre experience, supported by the surrounding residential and business neighbourhoods.

A good plan needs good governance, leadership and community support. It also needs the resources and tools required to make sure it can be delivered. There have been other relatively recent attempts to bring forward coherent and comprehensive plans for Radcliffe and this SRF aims to build on the success of these.

Governance and Management

We have considered the best examples of successfully delivered area based regeneration and investment programmes and developed a governance approach which should be set in place to ensure the Radcliffe plan can be taken forward. It is based on the following principles:

- The Council, through its Cabinet, will take active responsibility for overseeing the successful implementation of the Plan and to ensure the priorities of the Plan are appropriately reflected in the way the Council's objectives, programmes and budgets are shaped and delivered. The Council, through its role as the democratically accountable body will make decisions on the deployment of public resources, place leadership and for all civic engagement strategies.
- An Oversight Board chaired by the Leader of the Council or another senior member, will take the day to day responsibility for keeping the Plan under review; working alongside other members, and senior

representatives of key partners and stakeholders and overseeing the development of discrete projects for implementation.

- A Stakeholder Forum which should be convened by the Chair of the Oversight Group which can include other local members, other public service providers, leading local community representatives and stakeholders to support wider public engagement arrangements to ensure the Plan and wider programmes fully take into account local priorities.
- An Executive Delivery Board chaired by the Council Chief Executive including other senior leaders of the Council and representatives of key public services and private sector partners who have day to day responsibilities for inputting into a successful programme.

- A Programme Management Office - with a dedicated core resource to produce and keep under review a single programme plan working across the full range of priorities and projects which will be the responsibility of various organisations. The PMO should be the “engine room” for the overall governance and management structure ensuring there is a regular supply of high quality and consistent information.

The proposed structure should have clear terms of reference and division of responsibilities recognising that actual decision-making rests with the Council; how problems are identified and resolved; and how local consultation arrangements inform the detailed development of plans and the allocation of resources.

The creation of a PMO is fundamental to the success of the programme; working across sectors and priorities to translate the key outcomes of the SRF into a single Implementation Programme. The PMO will require resourcing from the Council and if appropriate by its partners. This need not be large full time resource but will need to have access to specialist skills within the Council and elsewhere to discharge these responsibilities effectively.

‘Going Digital’

As a further element of the Governance model and to ensure that the plan is capable of delivery in a post covid 19 operating environment there is the opportunity to deliver a fully inclusive but digitally enabled operating platform for Radcliffe. All elements of the Radcliffe Reinvented programme will ‘go digital’. Using available technologies but adding to them through enhanced 5G and fibre connectivity the Radcliffe Reinvented programme will be delivered ‘on line’.

The first step will involve building a digital platform to host the plan, the executive team, the Oversight Board and the Community Forum. This can be achieved readily using available technologies.

A second and third step would see the platform extended such that it can embrace other digital tools that would help / support development and delivery of the plan. The digital platform could for example:

- Monitor car parking use in real time and provide data on access, egress, length of stay and journey origination;
- Provide real time community safety data;
- Examine footfall patterns, numbers of walkers and cyclists using the town centre;
- Build datasets that monitor health and education outcomes / issues at the town level to enable better more localised solutions to be developed;
- Support a Radcliffe App – which as well as providing information could also incorporate a purchasing tool to enable residents to ‘buy local’.

These initial ideas need further development following consultation with engagement with residents, a range of public service providers and other key stakeholders.

Their potential to support local community development and resident participation, service and place planning, and therefore how Radcliffe over time can become a smarter place to live, work and visit are immense.

Delivery Tool Kit

Having established a strong governance SRF we move onto set out the road to delivery. The delivery plan is based on a number of key principles drawn from the SRF.

- The principle objective will be to re-establish the 'core' of the town centre. There are a number of projects that can achieve this and they are set out in the plan;
- We need to rediscover the river, through a series of environmental and development led interventions;
- There are a number of opportunities to deliver new homes to Radcliffe and we advocate a 'whole town approach' to this issue via which we will be able to bring both brownfield and greenfield sites forward for housing development. Brownfield sites in the core and the rest of the town centre will be particularly important in creating a new market for those who want to live and work in the town;
- There is a need to engage and facilitate business, businesses that already exist but also new ones which we want to make Radcliffe their base. This will demand an approach to business engagement and facilitation at the local level;
- There is a need to re-think what is meant by the civic function of the core. There is an opportunity to integrate services, provide a front of house facility and combine with other destination uses such as leisure.
- There is a wide ranging community based programme that can and should revolve around events, activities and locally based functions.

Looking at delivery in a bit more detail a priority list

of projects is set out below. The priority projects are designed to advance the key elements of the SRF. As suggested in the governance section of this section the priority projects will form the core of the single implementation programme which should be developed on completion of the SRF.

- The Hub; a project that will bring together a mix of civic functions at the core of the town centre is the main priority project. An outline business case will be requires to illustrate how the existing buildings / site can be repurposed and new facilities constructed in the plaza area. Initial discussions have been held with landowners and ideas illustrating the potential project are set out in the SRF. The task now is to harness the energy and enthusiasm of partners to create clear priorities for what is realistically possible to support service provision and activity levels within the core of the Town Centre.
- Expanded Market Hall and Market Chambers; a project that will complement the Hub and can be brought forward in the short term. The proposal would see the Market building extended with a viewing platform being constructed out into the river. Market Chambers will be brought back into use for small business occupation. It could work well as the temporary project office for the Radcliffe Reinvented team and house the digital platform mentioned above.
- Leisure in the form of a 'Lifestyle Centre', which can be developed as part of the Hub project. The Lifestyle Centre will combine elements of dry leisure with a meeting function, health and wellbeing facilities. The business case should be developed in tandem with the wider Radcliffe leisure offer and be rooted in

the borough - wide assessment of priorities. Clearly the investment case will need to be strong and well evidenced.

- Housing; which will form a significant part of the delivery plan. We advocate the development of a 'whole town approach' to the housing delivery plan. This would see, in particular, council assets being packaged and taken out to a housing delivery partner or partners working in partnership with Homes England/Bury Council (the owners of the East Lancs Paper Mills site). The whole town delivery model has been used elsewhere and would enable the Council and Homes England to bring forward a comprehensive programme, rather than something more piecemeal. We would recommend early market engagement and the development of a full housing delivery plan to drive this part of the SRF.
- Car Parking; the plan will rationalise car parking in the core of the town centre with longer stay parking organised to the edges of the town centre, either on the Metrolink car park site or potentially on the ASDA car park. The new digital platform should be used to manage and monitor car parking use and both regulations and pricing models should be introduced to make it simple and accessible for short stay access to the town centre but difficult and expensive for longer stay. Ways to use the car parks intelligently at different times of the day should be considered to support diversification of uses particularly while the core of the Town Centre is in transition.
- Place-Shaping; to ensure the core is successful and acts as a catalyst for development in the rest of the town, physical connections to the core interventions and across the river are key to creating the essential

network for promoting change and improving functionality. This should be developed with the Environment Agency and appropriate landowners building upon the principles outlined in the SRF.

Each of these priority projects should be developed through a mini ‘business planning’ process which in turn will form the core of the single implementation programme. The business plan process will establish:

- Project Costs;
- Sources of finances;
- Outcomes attributable to each project;
- Strategic Fit (that is how to they contribute to the core objectives of the SRF;
- Project Sponsors / partners
- Programme for Delivery

As the SRF develops, further the implementation programme can and should be expanded to include the many other projects and spatial connections set out in the SRF.

The implementation programme will be developed by the PMO team, overseen by the Executive team and Oversight Board, and ultimately governed by the Council Cabinet such that the necessary resources can be deployed to the delivery of the SRF.

This report and any appendices (the “Report”) has been prepared by Deloitte LLP with sub-consultant team Planit-IE on behalf of Bury Council on the basis of the limitations set out below.

No party other than Bury Council is entitled to rely on the Report for any purpose whatsoever and Deloitte LLP accepts no liability to any other party who is shown or gains access to the Report. The Report makes use of a range of third party data sources. Whilst every reasonable care has been taken in compiling the Report, Deloitte cannot guarantee its accuracy.

This Report does not include any consideration of the likely impact of Coronavirus (COVID-19) on the project.

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RADCLIFFE

Equality Analysis Form

The following questions will document the effect of your service or proposed policy, procedure, working practice, strategy or decision (hereafter referred to as 'policy') on equality, and demonstrate that you have paid due regard to the Public Sector Equality Duty.

1. RESPONSIBILITY

Department	Business Growth and Infrastructure	
Service	Strategic Planning and Economic Development	
Proposed policy	Radcliffe Regeneration	
Date	29 May 2020	
Officer responsible for the 'policy' and for completing the equality analysis	Name	Crispian Logue
	Post Title	Head of Strategic Planning and Economic Development
	Contact Number	0161 253 5306
	Signature	<i>C. Logue</i>
	Date	29 May 2020
Equality officer consulted	Name	
	Post Title	
	Contact Number	
	Signature	
	Date	

2. AIMS

What is the purpose of the policy/service and what is it intended to achieve?	Radcliffe suffers from higher levels of deprivation and poverty than other township within the Borough. The on-going commitment to regeneration in Radcliffe is intended to improve the economic performance of the town and to positively address key deprivation indicators.
Who are the main stakeholders?	The main stakeholders involved in the regeneration of Radcliffe include local residents, developers, investors, land owners, businesses, education providers, health services, infrastructure providers, interest groups and representative bodies.

3. ESTABLISHING RELEVANCE TO EQUALITY

3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics. If you answer yes to any question, please also explain why and how that group of people will be affected.

Protected equality characteristic	Positive effect (Yes/No)	Negative effect (Yes/No)	Explanation
Race	No	No	
Disability	Yes	No	Regeneration in Radcliffe is likely to involve the provision of new housing development that should reflect the needs of people with mobility difficulties and people with special needs.
Gender	No	No	
Gender reassignment	No	No	
Age	Yes	No	Regeneration in Radcliffe is likely to involve the provision of new housing including the provision of housing for people with special needs, including the elderly.
Sexual orientation	No	No	
Religion or belief	No	No	
Caring responsibilities	No	No	
Pregnancy or maternity	No	No	
Marriage or civil partnership	No	No	

3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty. If you answer yes to any question, please explain why.

General Public Sector Equality Duties	Relevance (Yes/No)	Reason for the relevance
Need to eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010	No	
Need to advance equality of opportunity between people who share a protected characteristic and those who do not (eg. by removing or minimising disadvantages or meeting needs)	No	
Need to foster good relations between people who share a protected characteristic and those who do not (eg. by tackling prejudice or promoting understanding)	No	

If you answered 'YES' to any of the questions in 3a and 3b

Go straight to Question 4

If you answered 'NO' to all of the questions in 3a and 3b

Go to Question 3c and do not answer questions 4-6

3c. If you have answered 'No' to all the questions in 3a and 3b please explain why you feel that your policy/service has no relevance to equality.

N/A

4. EQUALITY INFORMATION AND ENGAGEMENT

4a. For a service plan, please list what equality information you currently have available, **OR** for a new/changed policy or practice please list what equality information you considered and engagement you have carried out in relation to it.

Please provide a link if the information is published on the web and advise when it was last updated?

(NB. Equality information can be both qualitative and quantitative. It includes knowledge of service users, satisfaction rates, compliments and complaints, the results of surveys or other engagement activities and should be broken down by equality characteristics where relevant.)

Details of the equality information or engagement	Internet link if published	Date last updated
On-going regeneration efforts in Radcliffe will include the preparation of a Strategic Regeneration Framework (SRF). This will be a key vehicle for the delivery of the Council's continued ambitions to regenerate Radcliffe. It will facilitate the development of long-term, area-based plans that enable all stakeholders to understand how the vision for Radcliffe will be achieved, the respective roles they can play in realising the vision, and the sequencing of investment decisions. Key activities around stakeholder workshops and wider engagement have already taken place in February and the SRF will be subject to further extensive public consultation.	N/A	N/A

4b. Are there any information gaps, and if so how do you plan to tackle them?

No

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

What will the likely overall effect of your policy/service plan be on equality?	Positive
If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?	N/A
Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.	No
What steps do you intend to take now in respect of the implementation of your policy/service plan?	It is intended to continue to progress with works committed in the Radcliffe Action Plan and to continue to progress the development of the Radcliffe Strategic Regeneration Framework.

6. MONITORING AND REVIEW

If you intend to proceed with your policy/service plan, please detail what monitoring arrangements (if appropriate) you will put in place to monitor the ongoing effects. Please also state when the policy/service plan will be reviewed.

The effectiveness of the approach set out in the Radcliffe SRF will be monitored and will, if necessary, be further reviewed.

COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO THE EQUALITY INBOX (equality@bury.gov.uk) FOR PUBLICATION.

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DECISION OF:	Human Resources & Appeals Panel and Council Cabinet
DATE:	10th June 2020
SUBJECT:	Senior Management Capacity
REPORT FROM:	Cabinet Member for Corporate Affairs and HR, Councillor Tahir Rafiq
CONTACT OFFICER:	Geoff Little, Chief Executive
TYPE OF DECISION:	CABINET (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	Public
SUMMARY:	The Council and CCG agreed an integrated structure for the two organisations in January 2020, including an intention to include transformation capacity. This report sets out an update on recruitment to the agreed structure including leadership of the transformation programme.
OPTIONS & RECOMMENDED OPTION	<p>Cabinet is asked to endorse the recommendations as a basis to undertake a formal consultation exercise:</p> <ul style="list-style-type: none"> • One of the two Deputy Chief Finance Officer posts is reconfigured into Director Financial Transformation and Deputy Chief Finance Officer at Chief Officer Band H, for which additional costs will be met from transformation funding. • A Programme Manager is appointed at Chief Officer Band A with responsibility for the governance of the overall transformation programme. • Members thank Karen Dolton for her service to Bury Council and recruitment to the post of Executive Director Children and Young People is approved to commence immediately. • That the post of Assistant Director Education be deleted and replaced by a post of Director of Education with recruitment to commence on the appointment of the Executive Director Children and Young People. • To approve the long term secondment of an officer, with a remit to lead the implementation of the neighbourhood model including continuation of Community Hubs.

	<ul style="list-style-type: none"> • A new post of Assistant Director Public Service Reform at Chief Officer Band D is established and recruitment begins as a matter of urgency. • A new post of Executive Policy and Research Advisor is established.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes No
Statement by the S151 Officer: Financial Implications and Risk Considerations:	<p>The additional annual cost of the proposal is £0.514m of which £0.130m is for a three year period. At this stage it is assumed that the cost of the Director of Education is cost neutral and can be contained within existing resources.</p> <p>It is proposed that the short term costs of £0.130m be met from the council's transformation reserves that was established as part of the 2020./21 budget setting process. The remaining £0.384m will be a first call on the corporate capacity budget that was included in the 2020/21 budget and was established on an ongoing basis. Whilst it is recognised the council faces significant financial challenges it was recognised that in order to deliver a transformed organisation and deliver savings in future years that capacity within the core of the organisation was needed. This proposal addresses some of this capacity issue.</p>
Equality/Diversity implications:	
Considered by Monitoring Officer:	<p>The Council has a wide discretion to create a senior manager structure to reflect the current needs of the Organisation, apart from the requirements to have certain statutory posts. The proposals within the report will require amendments to the delegation scheme within the Constitution, if approved. In addition the Council has various policies and procedures regarding recruitment and selection which should also be followed when these posts are recruited to, to ensure equality.</p>
Wards Affected:	ALL

Scrutiny Interest:	Overview and Scrutiny Committee
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1. Introduction

1.1. In January 2020 the Council's Cabinet agreed structure proposals within which the Council and the CCG will operate as a partnership across the following departments and single commissioning function:

- The Department of Operations
- The Department of Corporate Core Services and Finance
- The Children and Young People's department
- The Business Growth and Infrastructure Department
- The One Commissioning Organisation

1.2 In setting the budget for 2020/21 the Council approved the following investments in transformation:

- £1m revenue resourcing for critical mainstream capacity gaps, which were highlighted to include finance skills; policy/reform and ICT/Digital.
- A reserve to fund internal transformation in recognition of the outdated ICT infrastructure; legacy processes which are a barrier to efficiency and the delivery of the Council's vision for the future. This also included a recognition of the need to invest in staff training and development.

1.3 Executive Directors were tasked with developing detailed structures for their departments, within established resources, which were to be subject to separate approval. Since then the management team structure for Operational Services has been approved by the HR and Appeals Panel on 27 February 2020. The structure of the One Commissioning Organisation has been approved and an Executive Director for Strategic Commissioning was appointed on 19 May 2020. Further proposals for the Corporate Core are included in this report. The structure of the Children and Young People's Department requires no change at this time, other than appointments to the Executive Director and Assistant Director roles proposed in this report. Proposals for the structure of Business, Growth and Infrastructure Department will be brought to the next available HR and Appeals Panel. Proposals for the Corporate Core, including corporate communications, are planned for the July Committee cycle.

2. Background

2.1. Progress in implementing detailed structures and developing a formal transformation programme was temporarily halted because of the COVID-19 emergency. Furthermore, as a result of the emergency the Council now faces a number of urgent challenges including:

- Continuing to lead Bury through COVID-19 and delivering a recovery strategy that gets the Borough back on track with delivering our priorities for Bury 2030, which will continue to be the most significant challenge for the next year and probably beyond.
- The scale of recession, the impact on the future of Bury people and communities and the impact on the Council and CCG budgets will require an effective and resilient senior management team.
- As well as supporting the Council's response to and recovery from COVID-19, the Executive Team will need to deliver the Council's existing priorities

including the environmental strategy, protecting the vulnerable, Town Centre strategies, Radcliffe SRF, Town of Culture, the Housing Strategy, the Neighbourhood Asset Review and delivery of housing on Council owned land.

- In conjunction with local NHS leaders the Council will need to respond to the ongoing challenges of maintaining the capability of the Borough's health and social care system to cope with COVID-19 cases and to deliver substantial changes to local services through the recovery stage.

2.2. The emergency response has also been a catalyst for some transformed aspects of service delivery. A creative senior management team adept at managing change will be required to capture these aspects of the transformation and embed them in normal practice going forward. The opportunity to build back better will build on some of the recent key achievements:

- Partnership working between health and social care teams has been a key enabler of our response and validates the need for leadership to embed this within recovery.
- The swift establishment of Community Hubs and engagement of the Integrated Health and Care Neighbourhood Teams have been central to meeting the strategic objective to reduce transmission and proven the case for the neighbourhood model.
- The Council's Enterprise Agreement with Microsoft was implemented within a two week period and facilitated immediate remote working capabilities for all Councillors and staff.
- Payment of over 2000 business grants and implementation of local and national hardship arrangements for local residents has been achieved through the re-prioritisation of the work of the Revenues and Benefits team and the redeployment of staff into a new temporary Business Engagement team.

2.3. In the context of emerging thinking on the emergency recovery stage it is timely to return to capacity planning. This paper therefore sets out proposals for:

- recruitment to senior management vacancies in the Children and Young People's Department
- proposals for the transformation programme scope and capacity

2.4 As the proposals constitute a change to the Council staffing establishment, a period of formal consultation will take place in accordance with the Council's agreed policy and procedures.

3. Children and Young People Department

3.1 The **Executive Director of Children and Young People (DCS)**, Karen Dolton, has announced her intention to retire. Members are asked to thank Karen for her contribution over two spells at Bury Council and her leadership latterly as DCS over the last 3 years. It is proposed that recruitment for a successor begins immediately, within the following timetable:

- advertisement and executive search in June 2020.
- assessment during July 2020.
- appointment in August 2020 with the new post holder taking up post by November 2020 at the latest.

- 3.2 Karen Dolton has agreed to remain in post until an appointment is made.
- 3.3 The post of Assistant Director Education and Inclusion has been substantively vacant for some time and covered by an interim manager. The planned interim work is complete and improvements in education services have been reported, on the basis of Ofsted feedback and pupil attainment. It is therefore proposed that recruitment for a permanent post is progressed and a **Director of Education** is appointed as described below; the current interim manager will remain engaged until the new appointee takes up post:
- The post will be reconfigured to hold accountability for education services only. Responsibility for inclusion will move to the Assistant Director Early Help. The post will report to the Director of Children's Services on a day to day basis but to the Chief Executive direct for education strategy, which is why the post has been uplifted to Director status.
 - The post will be advertised immediately once the new DCS has been appointed, in order that they may be involved. As such the process is scheduled to begin in August 2020.

Job descriptions for the Director and Executive Director post will be finalised by the Appointment Panel prior to recruitment commencing.

4 Proposed Transformation Capacity

- 4.1 Reports to the Human Resources and Appeals Panel and Cabinet during 2019 and most recently in January 2020 have been clear about the need to enhance corporate capacity to improve the quality of support services; enable delivery of savings plans and to provide the platform to meet Bury 2030 ambitions. This report has set out the specific additional challenges now faced as a result of the COVID emergency.
- 4.2 A multi-year transformation programme is required to respond to these challenges, to address priorities including strategies which relate to the use of resources; systems; internal processes; governance and culture. Meeting this scale of ambition will require a dedicated team with a balance of expertise as described below. The team will all report to the Deputy Chief Executive (Corporate Core) other than financial transformation which will be accountable to the Joint Chief Financial Officer as Section 151 officer but under the direction of the DCE for specific work identified in paragraph 4.3.6 below which is integral to the Council's internal transformation programme. The team has been designed as a mixture of employed, seconded and fixed term, contracted resource.



4.3 Financial Transformation

- 4.3.1 The Council and Bury CCG were facing budget pressures as we went into the COVID-19 crisis. The Council was already facing a £23m funding gap for the four years to March 2025 and the CCG was facing a gap of £44m for the same period. As we move from crisis towards recovery the position has become considerably worse. The Council is facing further COVID-19 related pressures of c£21m in the current financial year and both organisations have a lack of clarity on future financial settlements and frameworks at a time of unprecedented economic risk.
- 4.3.2 This challenge requires the strongest possible financial stewardship. The leadership structure for finance agreed in December 2019 includes a Joint CFO for the Council and the CCG and two Deputy CFOs. This structure is designed to provide experience and expertise in both Local Government and NHS financial management and to combine these skills to take full advantage of the single commissioning function under the SCB.
- 4.3.3 The combined management of the Council and CCG budgets has worked well under the Joint CFO appointed in June 2019. A recruitment campaign last year for the Council Deputy CFO post was unsuccessful but the subsequent appointment of an interim Deputy CFO has brought new clarity and focus to the Council's budget.
- 4.3.4 There is now an urgent requirement to build on these strengths by filling the second Deputy CFO to provide capacity for the CCG budget and to appoint the current interim Deputy on a permanent basis and at the same time develop the role of that post to support the internal transformation of the Council.
- 4.3.5 A report will be brought to the HRA panel in the near future to complete the restructure of the finance function. The final structure will include skills across both Local Government and NHS finance systems and it will be managed as a whole to have maximum impact on the Borough's economic recovery from Covid-19 and reducing the costs of demand caused by health inequalities and

4.3.6 It is also important to continue the internal transformation of the Council including building capacity for policy, public service reform, digital, organisational development and good governance. Improving internal financial systems is integral to the transformation programme and it is therefore proposed that the role of the Council Deputy CFO currently filled on an interim basis be deleted and replaced by the role of Director of Financial Transformation and Deputy CFO. The role will be a deputy to and accountable to the Joint CFO but will also have a reporting line to the Deputy Chief Executive (Corporate Core) for the following specific transformation objectives:

- corporate leadership and coordination of Council savings and investment plans as part of a new budget and business planning process ;
- further development of the capital strategy and capital gateway process which will be critical to the development of the borough;
- developing the Council's commercial strategy, including reviews of traded services

4.3.7. The new role will be advertised internally. It is proposed that the interim Deputy CFO is able to apply for the role on the basis of a proposed extension of the spirit of the Agency Workers Directive as the individual has been working in the Council for more than 12 weeks and was competitively assessed for the current role which is more than 60% comparable to the proposed new post.

4.3.8 The operational and strategic accountabilities of this role will make it an Executive Director Grade post at Band H (£116,161 to £126,989). The Director of Financial Transformation and Deputy CFO will be included in the Executive Management Team; formal and informal Cabinet meetings and will provide direct advice to the Chief Executive.

4.3.9 The majority of cost for this post is provided for within existing revenue budgets; the additional costs of the higher grade will be identified from transformation revenue funds.

4.3.10 The post will be subject to regular review as transformation activity progresses and in the context of the delivery of the Council's strategic financial plans. (The Job description is attached at appendix 1)

4.4 Communities: Neighbourhood Model and Community Hubs

4.4.1 A Programme Manager seconded to the Council since September 2019 has been leading on the establishment and leadership of the Community Hubs. It is recommended that this arrangement is extended for a 3 year period and the individual is given substantive responsibility as **Director of Communities** for the following:

- leadership of the neighbourhoods workstream within the COVID-19 response and recovery.
- the development of sustainable models for the Community Hubs, at the heart of a new neighbourhood model (see appendix 2).
- integrating the Community Hubs and the health and care integrated neighbourhood teams, other public services at neighbourhood level and wider volunteering and mutual aid organisations.

4.4.2 It is also recommended that a new post of **Assistant Director - Public Service Reform** is established. This post holder will report into the Chief Information Officer and be responsible for:

- taking forward the Bury 2030 strategy as an inextricable aspect of recovery planning, including the engagement of partners and development of system change methodologies and evaluation models.
- developing the “early help” component of the neighbourhood model, where all public services outside health will work together to share information as a basis for early intervention and targeted resources in complex casework.
- developing working relationships and engagement models across the three teams in each neighbourhood, across the borough, to ensure a single “voice” and delivery network for every place is developed.
- This post will then assume responsibility for community delivery at completion of the tenure of the Director of Communities.

4.4.3 The post has been evaluated at Chief Officer Band D and will be subject to external advertisement and competitive recruitment process. (Job description attached at appendix 3).

4.5 Systems and Planning

4.5.1 It is likely that some short term additional resources will be required to support existing leadership with the system and planning workstream of the outline transformation programme. Proposals for such capacity will be presented to the Human Resources and Appeals Panel when scoped. An indicative remit of the priorities for this workstream are proposed to include:

- Establishment of a single, streamlined approach for all internal processes across the Council and CCG.
- Development of skills, processes and IT infrastructure to enable joined up digital delivery across the Council and CCG.
- Optimising the functionality of current systems digital architecture to optimise use of current resources and contribute to the digital agenda.
- Ensuring the supporting governance structure is robust; integrated across the partnership and enables decision making which is consistent with Bury 2030 principles. To support this work a contractor has been commissioned with a specific remit to update the Council’s constitution and Scheme of Delegation and advise on the skills and development work required to update officer and Member skills accordingly.

4.6 Workforce and Culture

4.6.1 A critical focus within the transformation programme will be the skills and behaviours of our workforce. It is anticipated that a significant investment will be required over time in the leadership and management skills. Further proposals will follow once developed.

4.7 Governance and Support

4.7.1 It will be necessary to produce and manage an overarching programme plan for this work to ensure delivery plans are clear and performance managed; that investment is made on a business case basis and outcomes are tracked. A Programme Manager post is proposed to be appointed at Chief Officer Band A with responsibility for establishing and managing such governance. The

Programme Manager will report to the Chief Information Officer, as part of the Corporate Policy and Partnership function. The Job Description is appended at Appendix 4.

- 4.7.2 It is proposed to establish the post of Executive Policy and Research Advisor to support the Leader of the Council in the planning activity related to corporate strategy and priorities, together with supporting the Leader in his portfolio for the Greater Manchester Combined Authority. A job description is appended at Appendix 5.

5 Recommendations

It is recommended that, subject to a period of formal consultation:

- 5.1 One of the two Deputy Chief Finance Officer posts is reconfigured into Director Financial Transformation and Deputy Chief Finance Officer at Chief Officer Band H, for which additional costs will be met from transformation funding.
- 5.2 A Programme Manager is appointed at Chief Officer Band A with responsibility for the governance of the overall transformation programme.
- 5.3 Members thank Karen Dolton for her service to Bury Council and recruitment to the post of Executive Director Children and Young People is approved to commence immediately.
- 5.4 That the post of Assistant Director Education be deleted and replaced by a post of Director of Education with recruitment to commence on the appointment of the Executive Director of Children and Young People.
- 5.5 To approve the long term secondment of an officer with a remit to lead the implementation of the neighbourhood model including continuation of Community Hubs.
- 5.6 A new post of Assistant Director Public Service Reform at Chief Officer Band D is established and recruitment begins as a matter of urgency.
- 5.7 A new post of Executive Policy and Research Advisor is established.

6 Financial implications

- 6.1 The additional annual cost of the proposal is £0.514m of which £0.130m is for a three year period. At this stage it is assumed that the cost of the Director of Education is cost neutral and can be contained within existing resources.
- 6.2 It is proposed that the short term costs of £0.130m be met from the council's transformation reserves that was established as part of the 2020./21 budget setting process. The remaining £0.384m will be a first call on the corporate capacity budget that was included in the 2020/21 budget and was established on an ongoing basis. Whilst it is recognised the council faces significant financial challenges it was recognised that in order to deliver a transformed organisation and deliver savings in future years that capacity within the core of the organisation was needed. This proposal addresses some of this capacity issue.

7 Legal implications

- 7.1 The Council has a wide discretion to create a senior manager structure to reflect the current needs of the Organisation, apart from the requirements to have certain statutory posts.
- 7.1 In any form of recruitment, the relevant governance and decision making must be followed. In addition the Council has various policies and procedures regarding recruitment and selection which should also be followed when these posts are recruited to, to ensure equality.
- 7.2 Further to the recruitment, the impact on the current Constitution and Scheme of Delegation will also need consideration and will inevitably require amendments to ensure any newly created and/or renamed posts have the correct delegations.

8 Associated Risks

- 8.1 Proposals in this report mitigate the risks of current capacity gaps which may be summarised as:
 - Insufficient capacity to maintain the emergency response and deliver recovery.
 - Failure to meet statutory functions.
 - Inability to secure the financial sustainability of the council through the effective operation of processes, structure and systems.

9 Conclusion

- 9.1 The proposals in this report consolidate the Council's high quality emergency response to date; provide the capacity to maintain our statutory functions and maintain momentum for reform in the context of agreed transformation ambitions and the Bury 2030 strategy.

JOB DESCRIPTION

Post Title: Director of Financial Transformation/Deputy Chief Finance Officer	
Department: Corporate Core	Post No:
Division/Section: Finance	Post Grade: Chief Officer Band H
Location: The post holder will be based within the Bury Campus, however may be required to travel within the locality to deliver the requirements of the role	Post Hours: 37 hours per week in accordance with service requirements

Purpose and Objectives of Post:

1. As a member of the Joint Executive Team, to work with the Chief Executive, Deputy Chief executive, Joint Chief Finance Officer, Executive Directors, Elected Members and Partners to contribute towards the development of corporate strategy, policy, service co-ordination, resource management, partnership arrangements, performance review, communications, budget investment and resource strategies to ensure the overall effectiveness of Council services.
2. As a key member of the Corporate Core Transformation team, the postholder will be the lead officer within the Council for the fundamental transformation of all the Council's financial management culture, systems and related processes.
3. To develop a new operating model for the Council, securing financial sustainability, improved organisational outcomes and efficient delivery of services.
4. To provide direct advice to the Council's Cabinet, Chief Executive and Senior Officers on the Council's budget position and strategy and the financial transformation agenda.
- 4 To provide technical financial leadership for the Council, providing advice and developing long term deliverable financial plans that deliver a balanced budget in line with agreed outcomes and meet the needs of Bury.
- 5 To implement and monitor the Council's financial strategies and plans and to lead the Council's finance input to the Bury Locality Plan, Transformation and Public Sector Reform Programmes.
- 6 Collaborate with the Deputy Chief Finance Officer of Bury CCG and wider system colleagues to ensure:
 - Effective financial planning, reporting and stewardship in relation to Bury "One Commissioning Organisation" resources;
 - Development of an integrated finance team.
- 7 To lead on the financial input to the efficiency agenda within the Council, including reviewing financial processes to optimise the efficiency and effectiveness of these processes and to ensure the finances and resources of the Council are used in the most effective and efficient manner.
- 8 Oversee the management of the Financial Management, Audit, Insurance and Management Accountancy teams and to develop and maintain governance standards internally and as part of the Council's approach to partnership working.
- 9 Oversee the Corporate Procurement and Project Planning section and develop and maintain good procurement and project planning standards both within the Corporate Core and across departments.
- 10 Oversee all aspects of the Revenues Division including the Contact Centre, Council Tax, Revenues and Benefits.
- 11 Oversee the management of the Council's Capital Programme and the development, delivery and monitoring of the Council's Capital Strategy.
- 12 Oversee the monitoring of performance data relating to all financial services.
- 13 Undertake a variety of specific projects (on-going and task/finish) as directed by the Joint Chief Finance Officer.

Accountable to: Chief Executive

Immediately Responsible to: Joint Chief Finance Officer (for all financial management)

Deputy Chief Executive (for the programme of strategic transformation)

Immediately Responsible for: All Senior Officers within Directorate

Relationships: (Internal and External)

Chief Executive, Executive Directors, managers and employees of the Council
Elected Members
Members of Parliament
Officers of other Local Authorities
Software providers
Members of the public
Government Departments and other agencies
External Auditors

Control of Resources:

Financial – co-ordination & control of overall Council budget, including DSG and HRA (gross £580m) and responsible for divisional budget
Personnel – Supervision of staff
Health and Safety: All staff within service areas and compliance with Regulations
Security of data/GDPR: Commercially sensitive/confidential data and records
Security of personal equipment: Laptop, tablet and mobile phone

Duties/Responsibilities:**Transformation**

1. To assume leadership, accountability and provide co-ordination of the Council's budget and savings delivery programme.
2. To undertake the development and implementation of internal strategies, including:
 - the capital strategy and programme
 - the Council's commercial strategy
 - internal and external traded services
 - the future relationship between the Council and schools within the Borough (in conjunction with Children and Young People department).
3. To strengthen the governance and assurance functions of the Council, including Internal Audit, by enhancing technical capability and ensuring efficient use of resources.
4. To develop and implement a financial framework consisting of effective processes for financial monitoring that are underpinned by effective and efficient financial systems.
5. To develop and embed wider financial transformation including culture, operating model, financial governance, responsibilities and accountabilities of budget holders.
6. To build effective multi agency relationships within the Team Bury Partnership.
7. To build a positive image and develop effective relationships with local people, local businesses, the voluntary sector, regional authorities and agencies, central government departments, statutory inspectorates and a wide range of other partners to promote the interests of the Borough and to further the Council's strategic aims.

Management

8. To deputise for the Joint Chief Finance Officer
9. To act as Deputy Section 151 Officer
10. To oversee the management of Management Accountancy, Financial Management, Procurement and the Revenues Division.
11. To oversee the management of the Corporate Procurement and Project Planning function, ensuring that all aspects of their responsibilities are linked to efficient strategies.
12. To be a member of the Corporate Core Management Team.
13. To assist the Joint Chief Finance Officer in the preparation of the Financial Services Service Plan
14. To oversee the development, negotiation, implementation and monitoring of Service Level Agreements for all of Financial Services.
15. To provide leadership, support and direction to staff by encouraging, motivating and developing them and promoting/co-ordinating continued professional development.
16. To identify financial and efficiency training needs across the Council and to co-ordinate the provision of financial training in conjunction with the Organisational Development Plan.
17. To be responsible for the performance management/monitoring of all services within own areas of responsibility.
18. To ensure adherence within the Division to the Council's HR policies, including recruitment and selection, disciplinary and grievance procedures.

Integration and Reform

19. To work alongside the Deputy Chief Finance Officer, Bury CCG, in the development of a single Bury "One Commissioning Organisation" Finance Department including: -

Consistent policies, procedures, systems, standards, reporting, etc. - Cross fertilisation of good practice, skills and capabilities.

- 20.To work alongside the Deputy Chief Finance Officer, Bury CCG, in ensuring that resource allocation is optimally effective across health, social care and wider council services.
- 21.To work alongside the Deputy Chief Finance Officer, Bury CCG, in ensuring that the overall Bury commissioning budget is balanced in year and recurrently:
 - Proactive engagement with financial recovery boards and savings programmes
 - Proactive engagement with transformation and reform programmes
 - Proactive engagement with management and mitigation of in-year pressures
- 22.Working with wider system colleagues (e.g. Bury LCO, Northern Care Alliance, Voluntary Sector, Emergency Services).

Strategic Financial Advice

- 23.To develop, implement and monitor the Council's financial strategies and plans and, as part of this process, to ensure consistent financial linkages are developed, maintained and evidenced between all the plans and strategies produced by the Council.
- 24.To oversee the production of the Council's Capital Strategy and other financial strategies/plans as determined by the Joint Chief Finance Officer.
- 25.To oversee the production and publication Council's Procurement Strategy and Delivery Plan.
- 26.To co-ordinate and lead the development of the Council's Priority-led Budget Review Process.
- 27.To provide strategic financial advice across the Council Partners and other Stakeholders on new initiatives/legislation/service changes.
- 28.To take a lead role in developing joint working across the Council, Partners and Stakeholders and develop soundly based productive working relationships.
- 29.Ensure integration across the Council's service plans and financial plans to deliver the Council's Aims and Objectives.
- 30.To oversee the preparation of the Annual Revenue Budget and Capital Programme.
- 31.To conduct negotiations and represent the interests of the Council with external parties and stakeholders.
- 32.To prepare reports, as directed by the Joint Chief Finance Officer, to and for the Chief Executive, Deputy Chief Executive, Corporate Core Management Team, Joint Executive Team, the Cabinet, Scrutiny Panels etc.
- 33.To represent the Joint Chief Finance Officer on Council/CCG/other relevant regional and national working groups.
- 34.To lead and co-ordinate the professional finance input to the transformation and reform agendas, reflecting the needs and priorities of the Council.

Risk Management

- 35.To develop, implement, monitor and report on the development of the Council's approach to Risk Management including development of the Risk Management Strategy, risk assessments and risk mitigation plans.
- 36.To embed the Council's approach to risk management within the budget setting and monitoring processes.
- 37.To be responsible for the production and maintenance of the Council's Statement of Internal Control

Revenues Division

- 38.Responsibility for managing and overseeing the Revenues Division, which includes the following core service areas including Council Tax; Benefits; Business Rates; Corporate

Contact Centre; Corporate Fraud; Subsidy; Welfare Support; Aged Debt; Customer Accounts / Sundry Debts.

Corporate Procurement/Project Planning

- 39.To oversee the development of best practice in project planning and procurement within the Council and across GMCA to achieve best value through smart procurement processes and systems.
- 40.To support and promote procurement projects within the Council and across GMCA, Team Bury and agreed Alliances.

Other Duties

- 41.To ensure that financial decision making and procurement within the Council are undertaken in accordance with financial regulations and standing orders and to provide interpretation and advice.
- 42.To oversee the development of the Council's corporate Financial Management System.
- 43.To contribute as appropriate to Council wide corporate projects, activities, initiatives, strategies.
- 44.To initiate/undertake/participate in strategic and cross-departmental financial reviews or appraisals.

- As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm.
- Bury Council is committed to equality, diversity and inclusion, and expects all staff to comply with its equality related policies/procedures, and to treat others with fairness and respect.
- The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

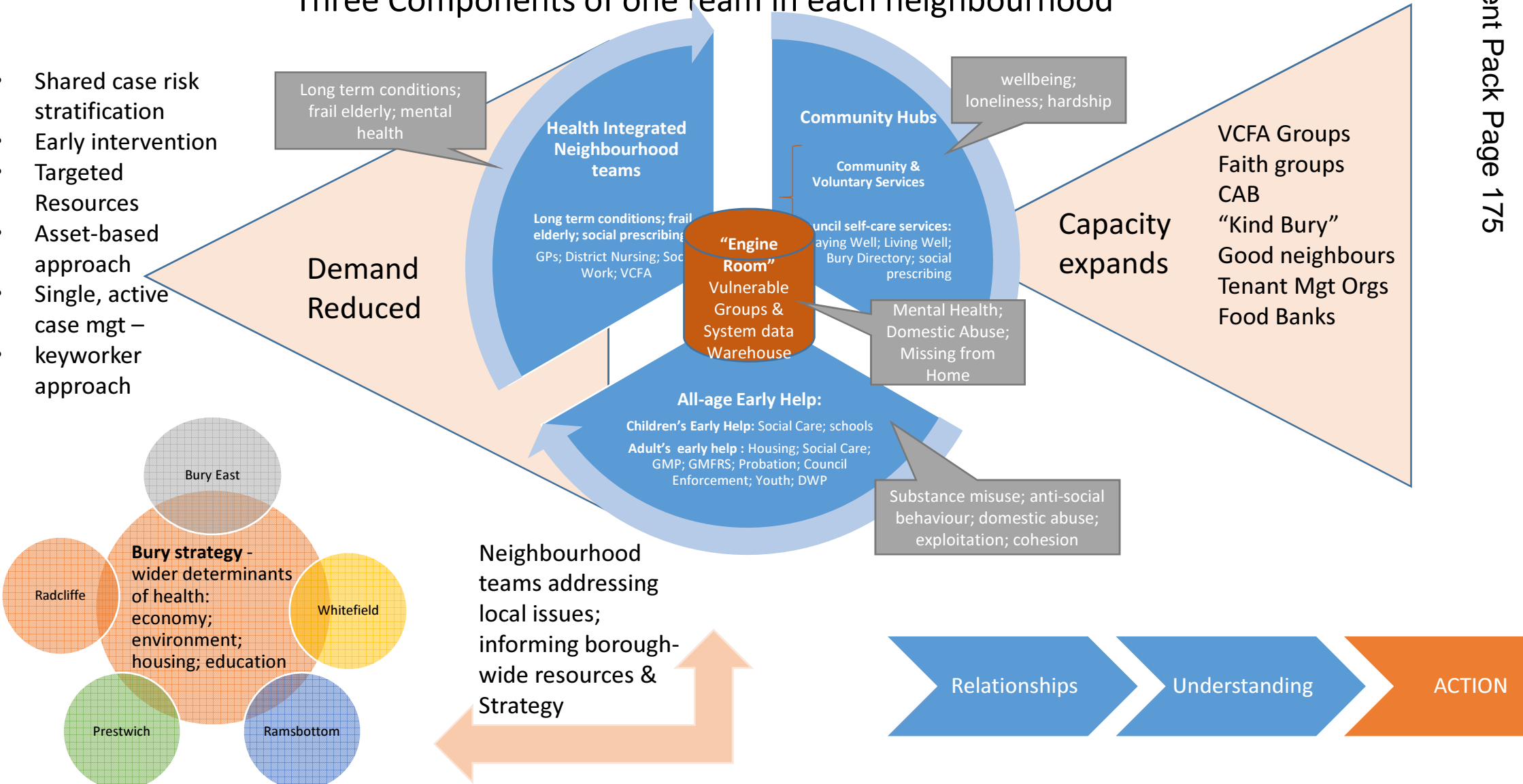
Job Description prepared by:	Sign:	Date:
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor/Manager:	Sign:	Date:

PERSON SPECIFICATION

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
CIPFA or equivalent qualification & 5 Years Post Qualification Experience and evidence of continued professional development	✓	
Further management qualifications (e.g. MBA) or training (e.g. PRINCE 2)	✓	
Previous substantial experience of working in a senior management position within a political and complex multi-disciplinary organisation	✓	
Detailed knowledge and experience of accounting practices and procedures, financial systems, governance and budgetary control in a public sector environment	✓	
Detailed Knowledge of Local Government Finance and the key Government Initiatives that impact on the Council's finances	✓	
Experience of developing and integrating service and financial planning and the formulation of medium and long term financial planning strategies	✓	
Knowledge and experience of developing a Local Government capital strategy and capital gateway process	✓	
Evidence of strategic, multi-disciplinary working involving the formulation, implementation and evaluation of policies/strategic initiatives within a large, complex organisation	✓	
Ability to review and make recommendations for the future development of the Council's commercial strategy, including experience of reviewing traded services	✓	
Ability to anticipate, keep track of and interpret national, political, financial and other developments as they impact on the finances of the Council, ensuring a proactive approach and advising/informing Members and colleagues	✓	
Proven track record in managing, motivating and leading employees and projects, collaborative working, organisational change and development	✓	
Proven analytical capabilities and to think and plan strategically, corporately, with a creative approach to complex problem solving and delivery with competing deadlines	✓	
The ability to provide clear, concise and understandable advice and information regarding the interpretation of financial data and financial option appraisal to a wide range of individuals, organisations and agencies	✓	

Bury Neighbourhood Model

Three Components of one team in each neighbourhood



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Post Title: Assistant Director of Public Sector Reform	
Department: Corporate Core Services	Post No:
Division/Section: Information, Policy and Performance	Post Grade: Chief Officer Band D
Location: The post holder would be based within the Bury campus, however may be required to travel within the locality to deliver the requirements of the role.	Post Hours: 37
Special Condition of Service:	
<p>Purpose and Objectives of Post:</p> <p>Working across the Council, CCG and One Commissioning Organisation this post will take a core leadership role in shaping public service reform through strengthening corporate core services. The post will drive the continuous improvement of a public service model that supports the delivery of our Community Strategy and organisational plans.</p> <p>The post hold will lead and develop a multi-skilled workforce to deliver services that are high quality, flexible and responsive through transforming systems and processes to achieve greater effectiveness and efficiency and sustainable change. Through developing new ways of integrated working across the Borough the post holder will need to work across public, private and VCSE sectors to promote good practice. This will require the post holder to demonstrate strategic leadership in engaging others and co-designing Bury's public sector reform.</p> <p>The focus of the role will be deliver response and locality focused solutions and will be centred on, but not limited to, four areas of responsibility:</p> <ol style="list-style-type: none"> 1. take forward the Community Strategy (Bury 2030), including the engagement of partners and development of system change methodologies and evaluation models 2. develop the early help component of the neighbourhood model, where all public services outside health will work together to share information as a basis for early intervention and targeted resources in complex casework 3. develop working relationships and engagement models across the three teams in each neighbourhood, across the borough, to ensure a single "voice" and delivery network for every place is developed 4. assume overall responsibility for community delivery once the Neighbourhood Model and Public Sector Reform structures have been agreed. 	
Accountable to: Deputy Chief Executive (Corporate Core)	
Immediately Responsible to: Chief Information Officer	
Immediately Responsible for: Public Sector Reform; Community Engagement; Community Hubs	
<p>Relationships: (Internal and External)</p> <p>All employees within directorate and employees across the Council and CCG All Executive Directors and Chief Officers of the Council / CCG Elected Members and CCG Governing Bodies</p>	

Lead Officers within the Team Bury Partnership, GMCA, regional and national bodies and agencies

Control of Resources:

Financial: Control of Revenue / Capital Budget

Personnel: Control, discipline, training and direction of all employees

Equipment: Ultimate responsibility for all equipment used

Health / Safety: Health, Safety and Welfare of all employees of the service

Duties and responsibilities

Community Strategy & Public Sector Reform

1. Lead of the development of the delivery plan for Community Strategy through engagement with the wider partnership and the co-design of a new approach to public sector reform
2. Development of long-term sustainable plans for the delivery of a neighbourhood / locality model to deliver the objectives of the community strategy
3. Provide leadership to strengthen the partnership approach to the design of the Community Strategy, including broader community led organisations, private businesses and the full public sector.
4. Design and deliver plans to support other senior officers to convert policy decision into action plans and operational models
5. Lead on the delivery of evaluation work to assess the impact of new ways of working and undertaken cost benefit analysis in line with best practice form across GM and beyond, as appropriate.

Early Help

6. Lead the development of a robust and sustainable early help model, located within the neighbourhood model proposed within the Community Strategy.
7. Provide system leadership to support partners to design the approach to delivery, including governance, information sharing and pooling resources
8. Agree approach to prioritisation which can be adopted across the locality to support a risk stratification approach to case management, in line with budget constraints and organisational need

Neighbourhood models

9. Engage and work alongside the GMCA in it's development of Public Service Reform models to ensure the Bury programme maximise opportunities for support (financial and the devolution of responsibilities).

10. Develop effective partnerships and models of working that support neighbourhood working, contributing the borough wide Community Strategy Priorities, thereby create a fully functioning public sector reform network.
11. Manage multi-disciplinary front-line teams working innovatively at the forefront of place based integrated working and drive continuous improvement of the service through robust quality assurance, safeguarding procedures and management of risk.
12. Continuously develop effective data collection and tracking systems including analysis and evaluation frameworks through identifying system barriers and blockages and providing leadership to remove them

Corporate Leadership

13. Act as a strategy leader in the corporate core of the council, supporting the Executive Leadership Team, the Departmental Management Team, the Cabinet and all councillors.
14. As a key member of the senior managers group, provide direction, support and challenge to drive corporate objectives and ensure the council leads the delivery of services that meet the needs of our residents.
15. Supporting the Executive Director in supporting and advising councillors and senior officers on statutory responsibilities and other issues affecting council wide policy, strategy and commissioning.

Resource Management:

16. To lead, motivate, direct, manage and develop staff ensuring strategic and operational priorities and work plans are delivered.
17. To ensure effective service integration and joint working across the Council and CCG working within and across traditional departmental boundaries.
18. As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.
19. Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired (see paragraph 203 of supplemental Conditions of Service).

Agreed correct by Postholder:	Sign:	Date:
Job Description Prepared by:	Sign:	Date:
Agreed correct by Supervisor / Manager:	Sign:	Date:

Department for Corporate Core Services

Assistant Director of Public Sector Reform

Short Listing & Interviewing Criteria	Essential	Desirable
Educated to degree level or with a relevant professional qualifications, with evidence of continued professional development	✓	
Knowledge of NHS, Local Government, GM, Public Sector Reform and current issues facing the public sector	✓	
Knowledge of programme and project methodologies and the proven ability to manage projects and programmes	✓	
Experience of working within a political environment providing balanced advice, inspiring trust and confidence on strategic and operational matters	✓	
Evidence of working effectively and collaboratively with a diverse range of professionals and partners, across organisational boundaries, with a proven track record of delivering change and improvement	✓	
A proven track record of working at a senior level, demonstrating organisational culture, values and behaviours in your leadership approach	✓	
Understanding of the national and local political context and experience of analysis and providing appropriate advice to a complex range of stakeholders	✓	
Evidence of leading innovative transformational change that delivers improved outcomes	✓	
Demonstrable understanding of Bury and it's challenges	✓	
Proven analytical and problem solving capabilities	✓	
Proven experience of leading teams with relevant specialisms in a large and complex organisation	✓	

BURY METROPOLITAN BOROUGH COUNCIL
JOB DESCRIPTION

Post Title: Strategic Lead: Programme Management	
Department: Corporate Core	Establishment/Post No:
Division/Section: Corporate Policy and Partnerships	Post Grade: Chief Officer Band A
Location: Borough Wide	Post Hours: 37hrs per week (flexi-time scheme)
Special Conditions of Service: Some evening and weekend work will be required Flexible Agile Working Politically restricted	
Purpose and Objectives of Post: To strategically lead on the development of the services directly allocated to the post holder by the Joint Chief Information Officer. To contribute as a member of the senior management team to the formulation of overall strategy for the whole of the Department setting policy and performance targets for service area(s). To effectively and efficiently manage resources as allocated, ensuring best value. To take overall responsibility for the management and delivery of the allocated service area(s). Ensure the Councils's aims and objectives, vision and values are actively promoted and made a reality. To represent the Joint Chief Information Officer as required. From time to time and as directed by the the Deputy Chief Executive to lead on projects requiring specialist knowledge.	
Accountable to:	Deputy Chief Executive
Immediately Responsible to:	Joint Chief Information Officer
Immediately Responsible for:	Service Managers, Team Managers, Staff Groups,
Relationships: (Internal and External) Elected Members of the Council and CCG governing body Strategic Directors and Senior Managers of the OCO Senior team within wider Bury Organisation	

Control of Resources:

Management of service area(s) budgets

Project budgets as required

Stationery, office & ICT equipment

Laptop, mobile phone

Duties/Responsibilities:

Strategic Leadership & Management

- Strategically lead and manage the service area
- Lead on the transformation and change management across the Council and the OCO.
- Develop and deliver service development plans, ensuring alignment with the broader strategic aims of the Department and the Council.
- Ensure delivery of the overall vision, values and strategic objectives of the Department and the Bury OCO.
- Support & foster the development of a positive, forward looking, outcome and customer focused Department.
- Advise and brief elected members, through formal and informal mechanisms, as required.

Service Quality & Development

- Ensure all activities within the Department are delivered in accordance with legislative, regulatory and other relevant national standards.
- Operate and implement effective performance management frameworks to ensure services are delivered in an effective, efficient and ethical manner, including the identification of key performance indicators and the management of appropriate actions to address under performance and enhance positive outcomes.
- Investigate and act upon complaints and other feedback in accordance with policy & procedure.
- Lead of the management, development and implementation of new systems, processes, procedures and working practices within the Department.
- Lead and contribute to project and other working groups with the Department and Council.

Operational Management

- Operationally lead and manage Service Managers and Team Managers across service areas.
- Undertake appraisal and performance management of reporting service managers.
- Ensure appropriate CPD opportunities are available to staff, and that these contribute to the effective performance and development of the Department.
- Regularly review the Departmental staffing establishment and structures to ensure alignment with service requirements.
- Manage budgets within service areas, ensuring efficient and effective and controlled use of expenditure.
- Undertake the commissioning of services.
- Effectively manage risk within the Department.
- Be accountable for assigned service areas, providing reports to Senior Officers and Elected Members as required.
- Chair formal panels to hear cases brought under disciplinary, capability and grievance procedures.
- Manage and respond to media enquiries and act as an official spokesperson for the Department & Council.

Service Specific

- Be responsible for the development and implementation of a structured visual programme management approach to manage the budget recovery programme.
- To develop supporting templates and reporting structure for approach
- To strategically support the delivery of the budget recovery programme through the PM approach
- Provide and co-ordinate appropriate support to staff regarding the PM approach including the development of templates and training
- Provide professional and specialist advice with regards to programme management, transformation and improvement methodology.
- Ensure the programme management approach embedded in all activities of the division.
- Develop the process for scaling up and adoption of approach

General

- As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm.
- Bury Council is committed to equality, diversity and inclusion, and expects all staff to comply with its equality related policies/procedures, and to treat others with fairness and respect.
- The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.
- As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

Job Description prepared by:	Sign:	Date:
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor/Manager:	Sign:	Date:

DEPARTMENT FOR COROPORATE CORE SERVICES
Strategic Lead: Programme Management

<u>SHORT LISTING CRITERIA</u>	<u>ESSENTIAL</u>	<u>DESIRABLE</u>
<u>QUALIFICATIONS</u>		
<ul style="list-style-type: none"> • Good general standard of education 	✓	
<ul style="list-style-type: none"> • Management qualification 		✓
<ul style="list-style-type: none"> • Recognised registered professional qualification required for service area 	✓	
<ul style="list-style-type: none"> • Evidence of continued professional, managerial and personal development acquired through degree/diploma, specialist training, management qualifications or equivalent 	✓	
<ul style="list-style-type: none"> • Relevant post graduate diploma or equivalent experience 	✓	
<u>EXPERIENCE</u>		
<ul style="list-style-type: none"> • Substantial experience of the management and delivery of services, strategic planning and HR processes in a local authority or large complex organisation. 	✓	
<ul style="list-style-type: none"> • Experience in effectively managing change initiatives, exploiting new opportunities and gaining commitment. 	✓	
<ul style="list-style-type: none"> • Evidence of success in establishing a performance culture including service planning, target setting, performance appraisal and the management and motivation of diverse staff groups. 	✓	
<ul style="list-style-type: none"> • Experience of successfully leading and sustaining effective partnerships with a wide range of internal and external bodies, including governmental and non-governmental organisations, the private and voluntary sectors. 	✓	
<ul style="list-style-type: none"> • Significant experience of managing financial budgets. 	✓	
<u>SKILLS & ABILITIES</u>		
<ul style="list-style-type: none"> • Demonstrate a coherent vision for complex service areas 	✓	
<u>PERSONAL STYLE & BEHAVIOUR</u>		
<ul style="list-style-type: none"> • A strong leader with a commitment to public service values and high achievement. 	✓	
<ul style="list-style-type: none"> • Demonstrates strong commitment to the promotion of equal opportunities. 	✓	

<ul style="list-style-type: none"> An enthusiastic and effective leader able to show resilience and tenacity when under pressure and be an effective decision maker in a complex and challenging environment 	✓	
<ul style="list-style-type: none"> A clear commitment to their own professional development 	✓	

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS

The short-listing criteria listed plus the following:

<u>ASSESSMENT METHOD</u>	<u>CRITERIA</u>
Interview / Assessment	Highly developed interpersonal and communication skills, including the ability to negotiate and influence and establish positive relationships with a range of professionals and organisations.
Interview / Assessment	Ability to develop effective strategies in response to new legislation and central government priorities and initiatives
Interview / Assessment	Ability to provide visible and supportive leadership in a complex environment.
Interview / Assessment	Ability to lead, motivate and develop the service's management team and ensure they maintain a culture of change that is team based, performance driven and maintains the motivation of staff.

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JOB DESCRIPTION

Post Title: Executive Policy and Research Advisor	
Department: Corporate Core	Post No:
Division/Section:	Post Grade:
Location: The post holder will be based within the Bury Campus, however may be required to travel within the locality to deliver the requirements of the role.	Post Hours: 37
Special Conditions of Service: The nature of the post will require the post holder to work flexibly dependent on the needs of the job. This can include attending events or meetings outside of normal working hours and working agilely from different offices or home as appropriate.	

Purpose and Objectives of Post:

- To provide high-level policy and research support to the Leader of the Council and Cabinet.
- To provide strategic advice to the Leader of the Council on current issues and other matters impacting on Council policies.
- To research, prepare briefing papers, support policy proposals and prepare responses on a wide range of issues for the Leader of the Council.
- Take responsibility for effective liaison between the Leader and the Chief Executive, as well as other members of the Cabinet and the Executive Team, to ensure smooth operation of policy development and Executive responsibility.
- To support the Leader in his lead role on the GMCA, supporting the specific portfolio of responsibilities.
- To work in conjunction with corporate policy colleagues to drive and contribute to corporate strategy and to ensure this planning activity is aligned to member discussions and decision making.

Duties and Responsibilities:**Policy & Research**

1. Deliver accurate and timely advice to the Leader on current issues including advice on local and national policy proposals affecting the people of Bury and the social and economic wellbeing of the Borough, ensuring there are links with Cabinet Member portfolios and members of the Executive Team
2. To research, prepare briefing papers, develop policy proposals and prepare responses on a wide range of issues for the Leader of the Council.
3. Undertake research, read and analyse agenda papers, minutes and reports to identify issues of interest and to prepare briefings for the Leader.
4. Take responsibility for effective liaison between the Leader and the Chief Executive, as well as other members of the Cabinet and the Executive Team, to ensure smooth operation of policy development and Executive responsibility.
5. To work with the Leader to formulate policies and strategies, providing strategic support, advice and guidance to the Leader.
6. To co-ordinate responses to Council questions.
7. To support the Leader in their lead role on the GMCA, supporting the specific portfolio of responsibilities.
8. Maintain a detailed awareness of national issues and developments in local Government policy, process and procedure. Maintain a good level of knowledge on all local government issues, including the Council's Constitution, local government finance, local government law and issues of local Government policy.
9. To work in conjunction with corporate policy colleagues to drive and contribute to corporate strategy and to ensure this planning activity is aligned to member discussions and decision making.

Communications

1. To develop a network of contacts to facilitate both internal and external information gathering to the Council, including national groups and government bodies.
2. To liaise with all levels in the Council to collect information on a wide range of issues, some of which are sensitive.
3. To support the communication of the political priorities of the Leader ensuring that those priorities are conveyed and understood both internally and externally.
4. To support the Leader in developing effective relationships within Greater Manchester.
5. Prepare articles and other written pieces. To proof read and edit articles, press releases and presentations.
6. Support the development and delivery of the Leader's public agenda for Bury and the translation of their vision for the Council into practical strategy with the Council's Communications Team.
7. Support the public relations aspects of the Leader in consultation with the Council's Communications Team.
8. Liaise on behalf of the Leader as required including with external organisations, business, community groups, trade unions, members of the public, other local authorities and the political structures within local government.
9. Ability to create and sustain positive relationships with the Leader that generate confidence, respect, credibility and trust.
10. Provide casework support to the Leader which will involve drafting response and data inputting to a deadline.

General

1. To attend Cabinet, Council, Committee and other meetings to identify areas of research and to assist the Leader when attending these meetings.
2. To monitor publications and identify areas of potential interest to the Leader and to brief the Leader accordingly.
3. To attend internally and externally organised conferences, seminars and meetings and report back to the Leader, spokespersons or members as appropriate.
4. To adopt a flexible approach to work and be able to adapt to continual change, re-assessing or reprioritising across particular projects and areas of work and being able to work under significant pressure with tight deadlines.
5. To undertake all tasks having regard to political sensitivity and strictest confidentiality.
6. Attend, as directed, meetings of the Administration's Group and carry out preparatory and follow-up work as necessary, in liaison with office staff.
7. Undertake other duties relating to the operation as allocated commensurate with the grading of the post.

8. To monitor any relevant budgets.

Accountable to: The Chief Executive.

Immediately Responsible to: Executive Officer.

Immediately Responsible for: None.

Relationships: (Internal and External)

Internal – Leader of the Council, Deputy Leader of the Council, First Deputy, Cabinet Members, Elected Members, Chief Executive, Executive Team, Heads of Service, Senior Managers, departmental colleagues, Employee Groups, Trade Unions.

External – Members of the public, employees of other Local Authorities, Bury Strategic Leadership Group, partners locally and regionally including police, fire, housing, education and the Voluntary, Community and Faith Alliance, the Greater Manchester Combined Authority, Greater Manchester Health and Social Care Partnership, national public sector bodies e.g. Local Government Association, think tanks and academia.

Control of Resources:

Effective use of ICT/ digital equipment and systems.

Other resources delegated to the post holder to support and deliver specific projects.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

Job Description prepared by:

Heather Moore, Executive Officer

Sign:

Date:

Agreed correct by Post holder:

Sign:

Date:

**Agreed correct by
Supervisor/Manager:**

Sign:

Date:

DEPARTMENT FOR CORPORATE CORE SERVICES
Executive Policy and Research Advisor

SHORT LISTING & INTERVIEWING CRITERIA	ESSENTIAL	DESIRABLE
Educated to degree level or with a relevant professional experience.	✓	
Experience of working within a political environment providing balanced advice, inspiring trust and confidence on strategic and operational matters.	✓	
Experience of undertaking policy research, development and implementation within a local authority or similar setting.	✓	
Experience of working with, advising and influencing councillors, officers and other stakeholders, developing positive working relationships that generate confidence, respect, credibility and trust.	✓	
Experience using IT systems including Microsoft Office to produce statistics, reports and correspondence as required	✓	
Ability to research and develop strategies, ideas and initiatives and develop realistic and practical policies, proposals and solutions – preparing policy advice briefing notes	✓	
Ability to design, write, summarise and produce excellent quality and accurate documents, e.g. letters, minutes, presentations and reports	✓	
Ability to give clear advice on procedural issues.	✓	
Proven analytical and problem solving capabilities.	✓	
Ability to create and sustain a positive relationship with the Leader that generates confidence, respect, credibility and trust.	✓	
Excellent organisational and planning skills with proven ability to manage projects and programmes, whilst meeting quality and time considerations.	✓	
Excellent interpersonal and communication skills with the ability to effectively communicate with a wide range of people both verbally and in writing	✓	

Initiative to work independently to solve a range of problems, evaluate risk and make recommendations and/or decisions as appropriate in order to progress a range of work related matters.	✓	
Ability to horizon scan, understand the local, regional and national public sector agenda with a track record of giving the appropriate strategic steer for senior officers and councillors.	✓	
A proven track record of working at a senior level, demonstrating organisational culture, values and behaviours in your leadership approach.	✓	
Demonstrable understanding of Bury and its challenges.	✓	
Knowledge of programme and project methodologies and with proven ability to manage projects and programmes		✓

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS

The short-listing criteria listed plus the following:

ASSESSMENT METHOD	CRITERIA
Test	Ability to design, write, summarise and produce excellent quality and accurate documents, eg letters, minutes, presentations and reports
Test	Experience of working in a high pressured environment using initiative and managing and prioritising workloads within strict deadlines and timescales
Test/Presentation	Excellent oral and written communication skills, including the ability to express complex ideas in simple terms. Presentation, influencing and networking skills.

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	10th JUNE 2020
SUBJECT:	SPRINGS TENANT MANAGEMENT ORGANSIATION – PROPOSAL TO BECOME A SELF-FINANCING TENANT MANAGEMENT ORGANISATION.
REPORT FROM:	Councillor C Cummins, Cabinet Member for Housing
CONTACT OFFICER:	Jackie Summerscales, Principal Strategy Officer, Business Growth & Infrastructure
TYPE OF DECISION:	EXECUTIVE - KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report seeks approval for Springs Tenant Management Organisation to become a self-financing tenant management organisation, to enable them to manage the Springs Estate more effectively, build resilience in the community and improve tenant satisfaction and neighbourhood regeneration.
OPTIONS AND RECOMMENDED OPTION	<p>Option 1 (recommended)</p> <ol style="list-style-type: none"> 1. Support the proposal for Springs Tenant Management Organisation to become a self-financing tenant management organisation, subject to a formal ballot of tenants on the Springs Estate. 2. Approve the arrangements for implementation as set out in this report. <p>Option 2</p> <p>Do nothing – The Council would continue to manage the Springs Estate.</p>

Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The financial implications and risks are set out in the report. From a council perspective there should be a small saving on the Housing Revenue Account if the recommended option is approved. The reserves held by the Tenant Management Organisation will remain with them regardless of whether the self-financing option is pursued. Robust arrangements must be provided for in the management agreement to monitor the on-going viability of Springs Tenant Management Organisation and protect the Council's assets.
Equality/Diversity implications:	None.
Considered by Monitoring Officer:	This report sets out proposals for an extension to the current Springs TMO management agreement. The process must follow the Housing (Right to Manage) (England) Regulations 2012, which give TMO's the right to manage and propose to their local authority, how that should operate. The process outlined in the report is in accordance with those regulations and has had the benefit of legal advice. Further legal input will be required in finalising the management agreement.
Wards Affected:	Redvales.
Scrutiny Interest:	Overview and Scrutiny Committee.

TRACKING/PROCESS**DIRECTOR:**

Chief Executive/ Strategic Leadership Team	Cabinet Member/Chair	Ward Members	Partners
Scrutiny Committee	Committee	Council	

1.0 BACKGROUND

- 1.1 Springs Tenant Management Organisation (STMO) was established in 1996 to empower tenants in the decision making process and management of the Springs Estate in Redvales Ward, Bury, on behalf of the Council.
- 1.2 At that time, the Springs Estate was one of the most unpopular areas in the Borough. Properties were difficult to let and there were high levels of rent arrears, voids and anti-social behaviour. Since their appointment, performance in all areas has increased significantly and this estate has become a place where people choose to live.
- 1.3 STMO are currently responsible for providing a range of estate management services to 294 social-rented properties (mainly flats) in the locality, for an annual management fee/allowance. This includes rent collection, lettings void management and day to day repairs. They do not manage the capital programme, gas servicing, administration of right to buy and services to leaseholders, all of which are currently provided by Six Town Housing (STH) and grounds maintenance provided by the Council. The proposed management fee/allowance for 2020/21 (based on 294 properties) is £534,478.
- 1.4 In the past, STMO considered undertaking a small scale voluntary transfer to take ownership of the Springs Estate from the Council. This appeared to be a viable option at the time under the old rent subsidy model, although it did present the Council with some issues in relation to the short term impact on the Housing Revenue Account (HRA). However, following the abolition of the HRA subsidy system and the redistribution of debt, this is no longer viable and STMO are now looking at becoming a self-financing tenant management organisation, subject to Cabinet approval and a formal ballot of tenants on the Springs Estate.
- 1.5 The self-financing concept is not new but it is uncommon. Leathermarket Joint Management Board (LJMB) in Southwark, London undertook such a transfer in 2014, to enable them to manage their neighbourhoods more effectively. Accordingly, they became the first self-financing tenant management organisation in the country and, are currently responsible for 1,500 homes (1,100 tenants and 400 leaseholders). Prior to the transfer, there was much dissatisfaction from tenants particularly around the lack of investment in their homes. However, since the appointment of LJMB, major repairs have doubled and tenant satisfaction has increased.
- 1.6 Therefore, officers from the Council and STMO have been working together to adapt the model for STMO. This will include new governance, monitoring and contractual arrangements.
- 1.7 If the proposal is approved STMO will become the first self-financing tenant management organisation in the North West and only the second in the country. It also supports the Council's ambition to empower residents and place communities in control.

2.0 SELF FINANCING MODEL

- 2.1 Under the self-financing model STMO and their tenants, as shareholders, would have much greater financial responsibility, as they would be responsible for all housing management services including the capital programme, gas servicing, administration of right to buy, grounds maintenance and provision of services

to leaseholders (there are currently 41 leaseholders).

- 2.2 The self-financing model would pay STMO an enhanced management fee/allowance, equivalent to the annual rent and service charge income that they collect (generally around £1m), as the Council will remain the landlord. The budgeted figures for 2020/21 total £1,034,500; £1,026,600 is rental income with the remaining £7,900 being leaseholder service charge income. However the actual amount that STMO would be paid will be what they actually collect. This figure will vary depending on a number of factors including how many sales there are in any given year, how many empty properties there are and for how long, how many properties move to target rent during the year and, how successful STMO are at actually collecting the rent that is due.
- 2.3 STMO would be responsible for any costs involved in managing the properties, over and above those already provided for in the management fee/allowance. In addition, STMO will have to pay the interest charge for the debt that is attributable to the properties they manage.
- 2.4 As a result, the Council will not be responsible for payment of any capital works on the Springs Estate. The current management fee/allowance for STMO is included in the annual management fee/allowance paid by the Council to STH, who then pay STMO. Therefore, if this proposal is approved, the management fee paid to STH will be reduced.
- 2.5 Recently, the Strategic Business Manager Finance (STH/Bury Council) produced a self-financing business plan model for STMO, along with comparisons of the current HRA income/costs against the self-financing proposals, to assess both viability for STMO and the net impact on the Council's HRA.
- 2.6 This information was reviewed by external consultants commissioned by STH on behalf of the Council and, demonstrates that STMO should be able to cover their future management costs, providing rents continue to increase on an annual basis as assumed in the model. It also shows that the HRA would actually have an initial annual saving of £76k from the self-financing arrangements, given that the current management fee/allowance and other HRA expenditure on these properties exceeds the net rental income.
- 2.7 It should be noted, for accounting purposes, rental income from all Council stock (whether managed by STH or STMO) would be retained by the Council in a single HRA. Therefore, this proposal is not expected to affect the Council's ability to borrow through the HRA.
- 2.8 A new modular management agreement is currently being developed to support these arrangements and meet the specific needs of the model.

3.0 BENEFITS/VALUE FOR MONEY

- 3.1 This proposal supports the ambitions of the emerging Bury 2030 Strategy in terms of empowering communities to build capacity, improve outcomes and ensure a more sustainable future. Tenant Management Organisations are proven models of community control that can improve service quality, secure better value for money and boost satisfaction. They generally work very well with socially excluded groups and can play an important role in neighbourhood regeneration.

- 3.2 Strengthening STMO will encourage active intervention and expand community led inspiration and capacity. It will also enable them to tackle inequality more effectively which, in turn, supports inclusive growth. If this proposal is approved, it could inspire more communities to engage and take a lead in their local area.
- 3.3 In terms of value, there would be a small net benefit to the HRA as mentioned in paragraph 2.6 above. However, this proposal is more about 'added value' - building resilience, encouraging tenants to take responsibility for their homes and, supporting STMO (who have been successfully managing the Springs Estate for over two decades) to manage the estate more effectively and improve neighbourhood regeneration. Furthermore, there has been a lot of interest in this proposal from the Ministry of Housing, Communities and Local Government (and its predecessors).
- 3.4 The proposed new management arrangements would give STMO and their tenants more flexibility and choice over the way in which their services are delivered and, greater control over the capital programme which would allow them to prioritise spend. Evidently, local people are best placed to know their housing needs and, approval of this proposal will ensure they get the best possible service.
- 3.5 Additionally, STMO would have the freedom to commission alternative service providers/contractors to meet their needs and generate efficiencies if they choose to, after an initial 12 month period.

4.0 LIABILITIES AND ASSOCIATED RISK

- 4.1 The Council should be mindful of the potential health and safety risks if STMO choose to procure alternative service providers/contractors, particularly around gas servicing/safety. It is essential that alternative providers/contractors are competent and suitably qualified to undertake gas safety management in social housing. Accreditation requirements will be stipulated in the new management agreement, together with monitoring arrangements to mitigate risk and ensure compliance.
- 4.2 The Council's legal responsibilities for the properties it owns on the Springs Estate would remain unchanged, as it will still owe a duty to the tenants. The Council will be accountable to the tenants if STMO underperform and, will be liable for any third party claims as it is with STH. Therefore, agreeing to extend the range of management responsibilities to STMO increases the level of risk to the Council. However, STMO have an excellent track record for service delivery and the new governance and monitoring arrangements that are being put into place will help ensure that any issues are identified and addressed, before they became financially or legally significant.
- 4.3 The Council's annual rent setting process could affect the viability of the self-financing business model. The model assumes an annual rent increase of CPI + 1. If a lower increase is agreed by the Council at any time in the future, the business model would have to be adjusted accordingly.
- 4.4. The tenants will still have the ability to purchase their home under the Right to Buy. A significant increase in the number of right to buy sales could adversely affect the business model, together with inflation increases above the rates of rent increases.

- 4.5 The enhanced management fee/allowance would be paid to STMO in arrears, based on the rent that they actually collect. Therefore, if their rent collection performance was to deteriorate significantly, they may not have enough revenue to cover their costs. However, this is unlikely as performance in this area has been very strong over the last decade, exceeding targets and comparable benchmarks.
- 4.6 STMO operating independently may fail to undertake necessary repairs/capital maintenance. However, STMO have an excellent track record in delivering their current duties and this risk is felt to be minimal.
- 4.7 Stock investment costs could be greater than those assumed in the business model. This is a particular risk if the Government revises the Decent Homes Standard to improve energy efficiency in association with the carbon neutral agenda and fire safety, following Grenfell.
- 4.8 The management fee/allowance could be insufficient, particularly for the management of future capital programmes.
- 4.9 However, the above can be offset by the forecast surpluses that this stock could make in future years. In addition, STMO have built up reserves of approximately £2m over the last twenty four years, as a result of prudential financial management and the prescribed formula based management fee paid by the Council, which has provided an inflationary increase every year. Evidently, the Council does not have any claim on this money, as retention of surplus is permitted under the terms of the existing management agreement.
- 4.10 This surplus can be utilised by STMO for any housing related purpose permitted by their constitution and, will provide some degree of reassurance should the business plan be impacted by any unforeseen costs e.g. changes in Decent Homes requirements.
- 4.11 It should be noted that STMO have used this money over the years to undertake capital works on properties on the Springs Estate, thus reinvesting in the Council's assets.
- 4.12 It is imperative that tenants, as members of the tenant management organisation, are made aware of these additional responsibilities. Accordingly, the Council, as landlord, will issue a 'Proposal Notice' to all tenants explaining the pros and cons of self-financing/importance of voting, prior to a formal, secret ballot in accordance with the Housing (Right to Manage) (England) Regulations 2012.
- 4.13 The ballot is essential as the self-financing proposal is a significant change to the existing management agreement. Undertaking such a test of opinion is felt to be good practice and, the Council must ensure that tenants are aware of the risks and have an active and participatory role in influencing the outcome of the ballot. However there is no minimum turnout requirement within the Regulations and, there is a risk that a low number of residents may determine the future financial liabilities of all tenants. In order to mitigate this risk, STMO have agreed a minimum turnout of 15%.

5.0 GOVERNANCE MONITORING AND CONTRACTUAL ARRANGEMENTS

- 5.1 STH will be responsible for the governance and monitoring of STMO, to ensure continued maintenance of the Council's assets (as the Council will continue to

own these properties) and provision of high quality services to tenants, as cited in the Management Agreement between the Council and STH dated 31st March 2020:

- *20.5 - STH will assume those responsibilities of the Council which are set out in any management agreement made between the Council and a Tenant Management Organisation.*
- *20.8 - For the avoidance of doubt, it is acknowledged that STH has assumed the responsibilities of the Council in relation to the STMO, which are set out in the Modular Management Agreement dated 5 July 1996 relating to the STMO.*

5.2 The governance, monitoring and contractual arrangements will be specified in a new modular management agreement, approved by the Secretary of State under regulation 16 (2) of the Right to Manage Regulations, which is currently being developed.

5.3 STMO will carry out its duties in accordance with the standards and procedures set out in this agreement, which include the following:

- Financial and legal requirements.
- Management functions and performance standards for major works programmes and responsive and planned repairs.
- Functions and performance standards for estate and leaseholder services.
- Rent collection, arrears prevention and control procedures.
- Financial reporting, management and accounting standards.
- Tenancy management.
- Employment of contractors, obligations and accreditation requirements.
- Performance/failure to perform, monitoring and reviewing of standards.
- Management of the relationship between STMO and STH.

5.4 Regular governance and monitoring meetings will be held between STMO and STH to gauge performance and ensure compliance. Audited annual accounts will be provided at the end of each financial year. This information will be reported to the Council as part of its governance arrangements with STH.

6.0 NEXT STEPS

6.1 A Proposal Notice will be issued to all tenants (see 4.12 above).

6.2 A formal, secret ballot will take place over a fourteen day period based upon the 50% + 1 majority rule. At least 50% of all votes cast + 1 must be in favour of the self-financing proposal (minimum turnout 15%). If the majority vote against the self-financing proposal the application will be rejected. Completed ballot papers will be returned in a previously supplied self-addressed stamped envelope to Jackie Summerscales at the Town Hall on behalf of the Council. Alternatively, completed/sealed ballot papers may be placed in a sealed ballot box (located in the Springs Office) which will be collected by Jackie Summerscales when the ballot closes.

6.2.2 A continuation ballot will take place every 5 years as it does at present, to ensure the tenants are still satisfied with the existing arrangements. The last ballot took place in August 2019, this achieved a 50% turnout rate with 50% of tenants voting in favour of STMO continuing to manage their estate.

- 6.3 The Council and STH will determine service levels/charging arrangements for the services they currently provide, as STMO will have to pick up these costs when the agreement comes into force. This will also allow STMO to determine which services they want to procure from the Council and STH in the future.
- 6.4 The modular management agreement will be progressed to take account of the self-financing arrangements.

7.0 RECOMMENDATIONS

- 7.1 See options and recommended option.

Contact Details:-

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REPORT FOR DECISION



DECISION OF:	The Cabinet
DATE:	10 June 2020
SUBJECT:	Covid-19 Response and Recovery
REPORT FROM:	Councillor O'Brien, Leader of the Council
CONTACT OFFICER:	Geoff Little, Chief Executive and Bury CCG Accountable Officer
TYPE OF DECISION:	Cabinet – Non Key Decision
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	This report gives a strategic overview of the council's response to the national emergency, the impacts on service delivery and financial impact. The report also sets out a framework for the development of a recovery plan.
OPTIONS & RECOMMENDED OPTION	<ol style="list-style-type: none"> 1. That the Cabinet record its thanks for all the front line and support service staff that have continued to provide vital services across the borough; 2. That the Cabinet record its thanks for the work of organisations, staff and volunteers across Bury, including voluntary, faith and community groups, who have enabled a strong co-ordinated response across Bury and ensured vulnerable residents receive the support they need; 3. That the Cabinet note the report and the actions taken in response to the Covid-19 pandemic; and 4. That the Cabinet endorse the proposed approach to recovery.

IMPLICATIONS:		
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes	
Statement by the S151 Officer: Financial Implications and Risk Considerations:	Financial implications are set out in the report.	
Equality/Diversity implications:	Equality impact assessments have been completed in relation to specific activities set out in the report.	
Considered by Monitoring Officer:	Yes There are no legal implications arising, but legal advice and input has been provided to many of the activities set out in the report (Janet Witkowski).	
Wards Affected:	All	
Scrutiny Interest:	Yes.	

1.0 EXECUTIVE SUMMARY

- 1.1 Coronavirus is a global pandemic that has had an impact at the very heart of our local communities. Bury Council has been playing an integral role in leading the local response to Covid-19, working with partners across Bury to ensure that those most vulnerable in the community are supported, local businesses receive the support from the Council as well as the government funding allocated to the Borough and critical Council services can continue to deliver essential services during what is an unprecedented and rapidly changing incident. The Council has been engaging with residents on key messages in relation to maintaining social distancing and good hygiene practices to reduce transmission of the virus and also asking residents and communities to support adherence to lockdown measures.

- 1.2 To maintain focus on our priorities during the response phase, six objectives were agreed. Below is a summary of activity across Bury mapped against those objectives.

1. To support the NHS and social care to cope with the demands on their services.	A co-ordinated health and care response plan was developed which detailed the system response to the crisis, based on worst case scenario planning across three phases. The first phase related to the rapid hospital discharge processes needed at the end of March to support the acute sector to free up beds, mandated nationally. The second phase related to immediate support needed to manage the increase of Covid-19 cases, and the third to manage the 'peak' of Covid-19 cases, based on worst case scenario. The plan was focussed on community based health and care services and how they should be re-configured to meet the needs of people with Covid-19, as well as those with other health needs.
	A Covid-19 management service was established early during the crisis, to provide the primary health care needs for those patients who have Covid-19 or symptoms of Covid-19, and are self-isolating, so can no longer attend GP surgeries for appointments or receive home visits from their regular GP service.
	The Borough's two walk in centres were closed temporarily to protect the public and staff, to support the development of the Covid-19 management service and staff were re-deployed to support the wider system response.
	Rapid response services are in place to assess people discharged from hospital and then facilitate their placement in the right community services.
	Additional GP support (8am –8pm 7 days per week) and Pharmacy support (Mon to Friday 8am-6pm) from Bardoc to support intermediate care and rapid response.
	Additional clinical support sourced from external agencies and community services to ensure adequate workforce levels are in place.
	Adapting primary care by using digital technology to offer video or telephone triage and appointments.
	Staff with ITU/Critical Care skills trained to support Fairfield to ensure enough staff have the skills to support increased demand.
	The Council is paying the full cost of any vacancy held by our Older People's Residential and Nursing homes to ensure we maintain capacity within the community sector.

	Ensuring Fairfield has capacity to deal with Covid-19 patients by creating extra critical care capacity.
	Established a co-ordinated system approach to respond to local, GM and national requirements through strong governance arrangements.
	Developed identified primary care support to care homes so that care homes have direct named GP support and advice.
	Care Homes - proactive GP support: 8am 8pm 5 days per week from core primary care and Out of Hours GP support: 8pm 8am 5 days per week, plus weekend cover from Bardoc.
2. To keep providing the essential services the Council provides to the people and businesses of Bury.	School places have been provided for the children of key workers and those defined as vulnerable. As of 21 May, there were 814 Bury children attending schools, of whom 563 were children of key workers and 251 were classed as vulnerable children.
	Free school meals are available to all eligible pupils either through a meal provided at school or a nationally administered voucher scheme now funded by Government. Local arrangements were put in place prior to the announcement of the national scheme and covered the Easter holiday period.
	Children's social care is providing a business as usual service for Bury's 347 looked after children, the 160 children on a Child Protection Plan and the 741 Children in Need. Every child has been risk assessed and services are being delivered differently including contact with children and families through telephone calls, WhatsApp messages, video calls and social media.
	1800 potholes filled in and other emergency street lighting, inspections and essential roadworks completed.
	Full Waste and Recycling service maintained (with a 2 week stand down for brown bins). Staff from wider services such as Leisure have been trained in the Waste and Recycling service to ensure continuity.
	Business continuity plans updated in the context of coronavirus to ensure essential council services are maintained and staff from non-essential services temporarily redeployed to priority services
	92% of the Council workforce available (as at 28 May 2020).
	Bereavement Services have maintained a full service and have provided direct support to families and Funeral Directors throughout the Covid-19 period. Faith funerals have received specific advice and support.

	The service has worked on a GM level on mutual assistance and the GM mortality planning process.
	The ongoing provision of leisure classes, fitness and balance training "on line" to our residents with classes booked on line and viewed, uptake has been significant and well received.
	The provision of library service story time online with storytelling for children.
3. To help to reduce transmission of the coronavirus.	Proactive support to manage local care home outbreaks and all care home staff and residents being tested.
	Central PPE hub established for emergency PPE for social care providers and primary care – with over 230,000 items issued (as at 29 May).
	Established a drive-through coronavirus testing site to ensure local provision available.
	Social media campaigns to support Stay at Home messaging and subsequent Stay Alert messaging.
	Cultural events taking place online to improve the quality of life and wellbeing of local people, in their happiness
	Council meetings taking place virtually, with meetings published online to ensure residents can continue to be engaged in local democracy.
	Contact tracing proposals under development, which will be key to ensuring the avoidance of a second peak as existing restrictions are removed and to ensure public confidence in the release of lockdown
	All parking charges suspended to ease the burden for key workers and reduce the risk of contamination through parking meters and special designated areas provided by Operations Department to support NHS/CCG working.
	Establishment of a Borough Gold Group and Internal command and control structures to manage the response.
	Licensing, Environmental Health and Public Health teams, working closely with Greater Manchester Police to explain and enforce the lockdown.
4. To support our workforce in all parts of the Council and the CCG.	Training and redeploying staff to keep essential services running.
	Coronavirus HR guidance developed to ensure clear messages for managers and staff.
	Skills audit of staff completed so that staff can be

	temporarily redeployed to essential priority services
	Digital mental health support available for staff to ensure they can access support should they need it.
	Employee assistance programme – 24/7 telephone and web based support and advice available.
	ICT to support flexible working from home with virtual meetings technology in place.
	Working from home guidance issued to staff.
	Risk assessments completed for services to ensure safety of staff.
	Live Better Feel Better wellbeing tips provided to staff.
	Established workforce hub to support key services and to temporarily redeploy staff to essential services.
5. To support volunteers and community action to help residents who are isolated and in need of help.	Established five community hubs to support vulnerable people and communities, which have received over 2267 calls; provided direct support to 1361 residents of which 715 received shielded support (as at 27 May).
	Over 800 volunteers linked to the Hubs providing support to vulnerable people.
	More than 1650 food shopping and medication collection tasks by volunteers in the hubs; over 440 emergency food parcels distributed by the hubs via Porchbox providing access to appropriate food which meets cultural and dietary needs.
	The Council's Early Help Team has worked closely with local businesses and have provided over 250 food parcels to families in need.
	Updating social housing tenants with information to ensure they are kept fully up to date on issues.
	Writing to over 13,000 Bury residents aged over 70 providing information and advice to ensure they are aware of the support that is available.
	13,000 Keeping Well at Home booklets distributed to supermarkets, pharmacies and GP practices with advice and tips for older people on how to stay well at home.
	Accommodation for rough sleepers secured to reduce the risk of spread of the virus and then reduce the risk of our rough sleepers becoming ill, which reduces the wider public health risks.
	Council tax hardship fund - £150 (or the amount to reduce the bill to zero, if less) has been credited to the Council tax accounts for residents in receipt of local Council tax

	support.
	In-work hardship support made available to support other vulnerable residents.
	Creating a dedicated information webpage for coronavirus information and support, which is regularly updated with the latest advice.
	Built an app that tracks emergency requests for shopping and medication that tracks tasks from the contact centre to the volunteer on a mobile phone.
	Designed several pathways for support from the hubs to other services such as Community and Clinical Mental Health, Citizens Advice Bureau, Age UK.
	Over 2000 outbound calls to Shielded residents that the national team have been unable to contact and 200 physical safe and well checks by GMFRS arising from this.
	Support to the foodbanks via the Bury Food Group including funding, additional capacity and access to grants.
6. Supporting the economy of Bury and businesses.	2733 grants to business paid totalling £33.085m as at 25 May.
	Rent relief for business tenants that pay rent to Bury Council.
	Bury market traders given rent holiday and vital support around grants available, welfare checks and support offered to traders on a regular basis.
	Town Centre groups being established to support specific activity and response.
	Development and consultation on walk ride, active travel initiatives to support people returning to work post Covid-19 with walking, cycling support.
	Immediately offered to waive rental payments for a two month period across our portfolio of commercial properties.
	Accelerated our payments to local businesses and determined to not chase debt during this period.
	Commissioned external analysis of our business base to inform targeted support.
	The Council has worked closely with the Bury Business Leadership Group to understand how the various national support measures have impacted on the ground in Bury.
	Small business grants - provided additional support to local businesses in specific circumstances.

1.3 An infographic summarising some of the key actions and support is detailed below:

COVID-19 Response and Recovery in Bury

To support the NHS and social care to cope with the demands on their services.

Establishment of the COVID Management Service, a 24/7 hub which will deal with urgent and routine medical need from people with coronavirus.



Adapting primary care to triage most patients by telephone.

The Council is paying the full cost of any vacancy held by our Older People's Residential and Nursing homes.



Our Rapid Response Team are in place to assess those discharged from hospital and provide effective support

To keep providing the essential services the Council provides to the people and businesses of Bury.



School places have been provided for the children of key workers and those defined as vulnerable. As of 21

May, there were **814** Bury children attending schools, of whom

563 were children of key workers and **251** were classed as vulnerable children.

Maintaining refuse and recycling collections.



Providing a business as usual service for Bury's **347** looked after



children, the **160** children on a Child Protection Plan and the **741** Children in Need, with every child being risk assessed.

92% of the Council workforce available (as at 28 May 2020)



To help to reduce transmission of the coronavirus.



Central PPE hub set up for emergency PPE for social care providers and primary care with over **230,000** items issued as at 29 May

All care home staff and residents being tested



Drive through coronavirus testing site established

Social Media campaigns to support "Stay at Home" and "Stay Alert" messaging



Council meetings taking place virtually, with meetings published online to ensure residents can continue to be engaged in local democracy.

To support our workforce in all parts of the Council and the CCG.

Training and redeploying staff to keep essential services running



Coronavirus HR Guidance developed

Skills audit of staff completed



Digital mental health support made available to all staff

Working from home made possible for staff with new guidance and ICT options to support flexible working



To support volunteers and community action to help residents who are isolated and in need of help.



5 Community Hubs to provide the infrastructure to support vulnerable people

Community Hubs are supported by up to **808** volunteers



1361 residents received direct support from the hubs as at 27 May

440 food parcels distributed by the hubs



250 food parcels distributed by the Early Help Team

Council Tax Hardship Fund launched



13,000 Keeping Well at Home leaflets distributed

Supporting the economy of Bury and businesses.



2788 Business Grants paid to Bury businesses to the value of **£33m** as at 29 May 2020

Bury Market Traders provided with a rent holiday



Rent relief for business tenants that pay rent to Bury Council

2.0 BACKGROUND

National and Regional Response

- 2.1 In December 2019 cases of a new coronavirus were identified in the city of Wuhan in China. Since December, the virus has spread rapidly across the world and the World Health Organisation declared a global pandemic on 11 March, with the first confirmed case in Bury reported on 4 March 2020.
- 2.2 Greater Manchester (GM) declared a major incident on Friday 20 March 2020. This activated the multi-agency response arrangements in line with the GM generic response plan and the pandemic flu plan.
- 2.3 The Prime Minister's announcement at 8.30pm on Monday 23 March set out the seriousness of the situation and the expectations of all residents, businesses and public services through a number of lockdown measures including:
 - close all shops selling non-essential goods, including clothing and electronic stores and other premises including libraries, playgrounds and outdoor gyms, and places of worship;
 - stop all gatherings of more than two people in public excluding people you live with;
 - stop all social events, including weddings, baptisms and other ceremonies, but excluding funerals; and
 - parks remaining open for exercise but gatherings will be dispersed.
- 2.4 The Coronavirus Act 2020 received Royal Assent on 25 March. The Act is part of the Government's response to the Covid-19 pandemic and is intended to enable the Government to respond to an emergency situation and manage the effects of a pandemic. The legislation, which is time-limited for 2 years, allows the Government to switch on these new powers when they are needed and, crucially, to switch them off again once they are no longer necessary, based on the advice of the Chief Medical Officer. The Act enables action across key areas including increasing the availability health and social care workforce such as enabling retired NHS staff and social workers to return to support the health and care response to the outbreak; enabling local authorities to prioritise care for people with the most pressing needs; containing and slowing the virus by strengthening the quarantine powers of police officers; managing the deceased with respect and dignity supporting the increasing demand to death management system; and supporting people by allowing them to claim Statutory Sick Pay.
- 2.5 In addition to the range of policy measures, the Government also announced a series of financial packages to support businesses and the economy during this period including Coronavirus Business Interruption Loan Scheme, the Small Business Grant Fund, the Retail, Hospitality and Leisure Grant Fund, the Coronavirus Large Business Interruption Loan Scheme, the Coronavirus Jobs Retention Scheme and the Self-employment Income Support Scheme.

3.0 RESPONSE PHASE

Covid-19 in Bury

- 3.1 Bury was the first local authority in the North West to have a confirmed case and by the start of May 2020, over 100 Covid-19 related deaths had been registered in Bury, 39 of which were within care homes. It appears that the first peak of cases in Bury was around the Easter Weekend, up to the 17th April. Following the peak, hospital deaths declined more rapidly than care home deaths.

Bury's Strategic Response

- 3.2 Bury Council has overseen a significant and timely response to the emerging threat of the pandemic in Bury. This has involved the redeployment of staff to support the most vulnerable and to maintain essential services, support to businesses and suppliers, strong partnership working with health and care and other agencies, a significant communications effort and close working with local communities and voluntary groups. Schools and early year's settings have also been supported to rapidly adjust to new government guidance.
- 3.3 To maintain focus on our priorities during the response phase, six objectives were agreed:-
1. To support the NHS and social care to cope with the demands on their services.
 2. To keep providing the essential services the Council provides to the people and businesses of Bury.
 3. To help to reduce transmission of the coronavirus.
 4. To support our workforce in all parts of the Council and the CCG.
 5. To support volunteers and community action to help residents who are isolated and in need of help.
 6. Supporting the economy of Bury and businesses.

Governance to support the response

- 3.4 Bury Council, as a statutory Category One Responder under the Civil Contingencies Act 2004, continues to work with multi agency partners through the Greater Manchester Resilience Forum (GMRF) and to be represented at the GM Strategic Coordinating Group (SCG) and GM Emergency Committee. Appendix A sets out the GM emergency structure and workstreams.
- 3.5 The Strategic Coordinating Group (SCG) was convened in response to the notification of the first case of Covid-19 in GM. The SCG has a broad membership including emergency services, local authorities, Public Health England, Health & Social Care Partnership, TfGM, MHCLG, Highways England, Environment Agency, Utility Companies, military. In line with many other SCG's across the country, recognising the gravity of the situation faced by communities in GM, the SCG declared a major incident under the terms of the Civil Contingencies Act on 20th March 2020. This can help the SCG access national and other resources.
- 3.6 Recognising that the SCG has the statutory function to coordinate the response to the Covid-19 emergency but also recognising the rapid pace at

which this emergency is developing, the scale and cross-society nature of the impacts and the size and complexity of the response needed, in order to support the SCG in managing this emergency, GM has established a GM Covid-19 Emergency Committee which first met on 18th March.

3.7 The Council has established emergency response structures to co-ordinate actions with key partners across Bury and Greater Manchester, as detailed in Appendix B and summarised below:

- Borough Gold Group, brings together Health and Local Government with the benefit of our One Commissioning Organisation and Local Care Organisation to co-ordinate Bury's overall strategic response.
- Bury Response Gold sets the strategic priorities, reviews national and local intelligence, has oversight of all communication, receives escalation from silver groups, assesses risks and mitigations to delivery of critical services, maintains business continuity and determines the level of critical and non-critical services to be maintained.
- System Health and Care Silver has a remit of ensuring development and delivery of Acute, Community and Mental Health services to ensure systems and capacity are in place, together with oversight and responsibility for ensuring alignment of Northern Care Alliance and Pennine Care Foundation Trust arrangements to meet the Borough's needs.
- One Commissioning Organisation (OCO) Health and Care Silver has responsibility for the operational management and support of Health and Social Care, providing advice and guidance to primary, community and social care providers, whilst also seeking assurance that the individual systems are operating effectively and the level of risk to patients, customers and service users is minimised.
- Business Silver has responsibility for directing the response and support to Bury businesses. This group has been working with the Bury Business Leadership Group to actively support the Bury business community.
- Partnership Silver brings together representatives from Greater Manchester Police, Greater Manchester Fire and Rescue Service, Six Town Housing, Voluntary, Community and Faith Alliance, Interfaith Chair and community leader and operates as a tactical group to implement the strategy set out by Borough Wide Gold Group.
- Council and CCG Silver provides operational oversight of workstreams including school and early years, children's social care, data and technology, finance, operations and workforce; with responsibility and oversight of business continuity arrangements.

3.8 Bury's local arrangements are linked into the overall GM response through the SCG to deliver an integrated emergency response. The SCG has established a number of co-ordination groups such as the LA Emergency GM Chief Officer Group, the Humanitarian Aid Group and the Economic Resilience Group. These co-ordination groups have provided the opportunity to escalate common issues at a GM level and/or clear advocacy at national levels; provided capacity to the emergency response; agreed common messaging where appropriate to the public, business and key workers and ensured that localities are sighted on national emergency mechanisms.

- 3.9 Cabinet Members have been holding regular informal meetings throughout the pandemic to support the Council's response and wider engagement with communities, partners and businesses. Cabinet Members continue to work closely with the Executive Team to inform the Council's response and plan for future recovery.
- 3.10 An Emergency Powers Group comprising all four Leaders and the Chair of Overview and Scrutiny was established to consult upon urgency of decisions required to respond to the crisis.
- 3.11 Daily situation reports and a dashboard are produced to capture the local position and actions that the Council and Health and Care system is taking.
- 3.12 Regular updates are also provided to Elected Members so that they have the information to support them in their role of local ward members in engaging and supporting their communities.

Immediate response and key activities

- 3.13 The focus for the Council during this period of response has been to work innovatively and effectively to protect the vulnerable, support the economy and support and, where possible, mobilise staff for where they are most needed during these very challenging times. Bury Council has taken direction from national government and Public Health England to steer the necessary local response.

Support to residents and communities

- 3.14 A key part of Bury's Covid-19 emergency response has been the establishment of five Community Hubs to provide the infrastructure to support vulnerable people, as per the national government announcement of 22nd March on such hubs. The initial priority was to support those who are classed as extremely clinically vulnerable (Shielded) for a period of 12 weeks. The Hubs follow the footprint of the existing health and social care Integrated Neighbourhood Teams (INTs), with a remit to provide support for extremely vulnerable people who have no natural support from friends, family or neighbours with local volunteers to do shopping, collect medication and offer a befriending service. That remit has since expanded to the sub shielded group of socially vulnerable people who are self-isolating, are over 70 or need support from other services that the hubs can link them to e.g. food banks, welfare advice, community mental health support. A comprehensive operational model that flows from the Contact Centre to hubs to volunteers, supported by the corporate data team, has led to a seamless approach to emergency provision.
- 3.15 Over the next few weeks, further support from the hubs will be required to support any returning travellers to Bury who may need to be quarantined and to people who need to self-isolate as part of the Test, Track, Trace, Isolate Policy which may increase demand for the hubs' services.
- 3.16 A clear process has been set up using the Council's contact centre and the volunteers in the hubs through the use of an app designed in Bury with support from ANS and Microsoft. This app is now being taken up across GM.

- 3.17 Each hub has a named lead officer. These are all Council employees temporarily redeployed to the Covid-19 response. Alongside the lead are a number of other staff from non-priority 1 services who have also been temporarily redeployed. They include staff from our leisure and arts venues which closed in line with government guidance. A total of 150 staff have been temporarily redeployed to the hubs. Contact with the hubs is through a central number (0161 253 5353) staffed by the Bury Council customer contact team 9am-5pm seven days a week, providing the highest number of total hours a week in Greater Manchester. Staff from non-priority 1 services have been temporarily redeployed to support this call handling. Outside of these hours calls are monitored by the Council's Emergency Control Room with emergency calls triggered immediately.
- 3.18 On 24 March 2020 the Secretary of State for Health and Social Care made a call for volunteers to support the Coronavirus response. Whilst this was aimed at promoting the national NHS volunteering scheme, of which 1,700 people from the Borough signed up, there has been a significant upswell of volunteering through local organisations and networks.
- 3.19 Over 800 volunteers have been recruited with support from the VCFA, Bury Faith Alliance and residents who are members of national organisations such as Girlguiding UK. 155 volunteers are currently undergoing an enhanced DBS check and 318 already have enhanced status. Work is underway to secure DBS clearance through a rapid process nationally, set up to support individuals volunteering in response to this international crisis with a turnaround of 72 hours rather than the several weeks it would normally take.
- 3.20 The broad volunteer response has been reflected through the volunteering policy position statement which was developed through the Partnership Leadership Group. A thank you letter to all volunteers has been published from the Council Leader and Chief Executive, distributed through existing networks. In addition 'volunteers' are one of the recipients of thank you road markings which are at key locations across the Borough's highways network. To support the wellbeing of volunteers, the community hubs are calling each of the volunteers which have registered through the VCFA, to thank them for their support and to check the welfare of these individuals.
- 3.21 Many more acts of kindness take place on a daily basis through the more informal support that neighbours have given to neighbours and through the network of mutual aid groups that have sprung up across Bury. The Hubs are supporting and co-ordinating weekly phone calls across the voluntary landscape in each neighbourhood including the VCFA, faith groups, mutual aid groups and food banks. This is the beginning of the wider recovery phase where we can support volunteers to build a network based on trust and respect and where each neighbourhood can start to plan on working on simple tasks together, building up to developing support around bigger issues.
- 3.22 Emergency food deliveries from Central Government are in place for shielded residents whilst residents wait to be assigned a supermarket delivery slot and Bury Council via the hub volunteers have completed 1650 emergency shopping and medication collection trips to give people more choice than what is in the basic government food parcel. This support is to the shielded and sub shielded groups with appropriate access to meet cultural and dietary requirements.

- 3.23 The Council has been supporting Bury's Foodbanks through the direct provision of funding, supporting access to grants and food donations, resolving storage issues and supporting the development of a foodbank network for mutual aid and collaboration. Currently around 700 households per week are receiving food via foodbanks. Every effort is made to help households access additional financial support to enable them to afford food.
- 3.24 As at 27 May, Community Hubs have received 2267 calls for support from residents; provided direct support to 1361 residents of which 715 received shielded support, 646 non-shielded support.
- 3.25 The Council has written directly to residents over the age of 76 and will be following this up shortly with letters to residents who are 70-76 years to set out the community hub offer. Over 13,000 Keeping Well at Home booklets have been distributed by the Hubs to GP practices, pharmacies, supermarkets and mailed directly to anyone who is shielded and has requested a booklet.
- 3.26 At a meeting of the Emergency Powers Group on 23 April, it was agreed to develop a tripartite model of Community Hubs, Integrated Neighbourhood Teams and Public Service Partnership Hubs in order to reduce demand on public and statutory services by creating the infrastructure to join up; embed an asset-based approach for managing greatest need / most complex cases together, as well as a place for communities to set their own agenda and be empowered to follow their own response. A copy of the neighbourhood model is set out in Appendix C.
- 3.27 The role of elected members remains crucial in this context supporting the approach of the Council, including in relation to the Community Hub activity, for communities affected across the borough to encourage neighbourliness and informal support for those who need it, and helping those who need or can offer more formal support to access/provide it.

Support to business

- 3.28 It was clear from the point at which the announcement was made that the UK was to go under lockdown measures that this represented a major threat to the economic base of the Borough and a direct threat to the employment and livelihoods of many of our residents.
- 3.29 The Council took an early decision to take decisive actions where we were able to provide relief to businesses. In particular, we immediately offered to waive rental payments for a two month period across our portfolio of commercial properties. This also extended to traders at Bury market. We also took actions to speed up our payments to local businesses, and determined to not chase debt during this period.
- 3.30 We also commissioned an external analysis of our business base to identify two types of company. Firstly, those companies most at risk of failure because of the lockdown, and, a second cohort of strategically important businesses trading in growing parts of the economy. We then established a team of business advisors, sourced from other functions in the Council but with some frontline experience of business interaction, to start contacting businesses to assess their position, gather data, and also ensure they were fully aware of the regional and national support programmes. We designed

our interventions to effectively co-ordinate with the support packages provided by the Greater Manchester Growth Hub.

- 3.31 Our local actions have helped ensure local business have benefited from the range of national support programmes. Bury Council was allocated £42m of grant to allocate to eligible small businesses in the Borough. These grants were dispersed without local discretion to companies in either £10k or £25k blocks based on their eligibility for business rates relief. The £42m allocation was based on an assessment of likely demand within a particular Borough as part of a national formula. As at 25 May 2020, the Council has made payments of £32.085m.
- 3.32 It has become apparent since the launch of the support packages that some businesses had been neglected and were not eligible for any support packages. On the 7th of May the Secretary of State for Business and MHCLG wrote to all Councils to state they intended to extend the scope of the small business grants scheme. They stated their intention was to allow Council's to utilise up to 5% of our dispersed allocation (in Bury's case this equated to £1.957m which was 5% of our total spend by a nominated day) to provide additional support to local businesses in specific circumstances. This fund has recently been launched and will support, for example, small businesses based in centres where their rates are incorporated into their rent payment, Bury Market Traders, charity shops and Community Centres.
- 3.33 The Council has worked closely with the Bury Business Leadership Group since the inception of the crisis. This has allowed us to understand how the various national support measures have impacted on the ground in Bury. As an example, the group identified that the 'Business Interruption Loans' were not proving effective, and we lobbied Government on this point (along with many others) and this led to the creation of the 'Bounce Back Loans' which have been far more effective.
- 3.34 The group also reviewed the impact of other Government measures, such as the support for furloughing staff (where the Government pays 80% of employee costs to avoid mass redundancy), a range of borrowing and emergency lending facilities, and targeted grants aimed at smaller companies. In addition, there have been some sector related reliefs, such as giving retailers a prolonged rates holiday.
- 3.35 The Council has acted with speed and has been successful in doing what we can to help through the initial phases of the crisis. It is clear that a longer path to full recovery lies ahead, and we have identified the future of our town centres as critical in this next phase. For this reason we are setting up Recovery Boards in each of our key town centres, so we can work with local businesses to drive recovery.
- 3.36 Beyond the town centres we will continue to cement our relationships with business, with an increased focus on inward investment and improvement in our business infrastructure. We will also work with the Greater Manchester Growth Hub to identify how we can deliver more effective sector specific support to promote the growth of higher value-added businesses in the Borough, an issue which predated the crisis and was identified through the Cambridge Econometrics work we commissioned last year.

Health and Care Response

- 3.37 The response phase has seen unprecedented changes in the Bury health and care system and there has been an integrated system health and care response across all public, private and voluntary sector partners. A co-ordinated Health & Care Response plan was developed (see Appendix D) which detailed the system response to the crisis, based on worst case scenario planning across three phases. The first phase related to the rapid hospital discharge processes needed at the end of March to support the acute sector to free up beds, mandated nationally. The second phase related to immediate support needed to manage the increase of Covid-19 cases, and the third to manage the 'peak' of Covid-19 cases, based on worst case scenario. The plan was focussed on community based health and care services and how they should be re-configured to meet the needs of people with Covid-19, as well as those with other health needs.
- 3.38 Each service was asked to describe their response to the phases and what trigger points would see escalation through those phases. These escalation plans were stress tested throughout the response. The co-ordinated single response has benefited from well-developed relationships between NHS and Local Government – Local Care Organisation (LCO) & One Commissioning Organisation (OC) and combined political and clinical leadership, which puts us at a significant advantage when supporting the people of Bury. This response has been supported by a system communication strategy ensuring timely and consistent communications from all stakeholders.
- 3.39 Rapid response services are in place for assessing people discharged from hospital, so they can be properly supported in their own home or in the community. This is delivered through seamless pathways and multi-disciplinary team (MDT) hub.
- 3.40 Primary Care and Community services have developed to deliver core services in different ways mainly by use of digital technology. Additional GP support (8am –8pm 7 days per week) and pharmacy support (Mon to Friday 8am-6pm) from Bardoc to support intermediate care and rapid response.
- 3.41 A robust clinical support offer into care homes is in place to support care homes with medical input for their residents, with named GPs linked to individual care homes, supported by the Acute Trust through a virtual hospital service. This includes available consultant input for GP's.
- 3.42 Temporary changes were made to the two Bury walk-in centres to support the response to the pandemic. The walk-in centre in Prestwich now houses the Covid-19 Management Service, a 24/7 hub which handles urgent and routine queries from people with coronavirus from across the borough, including advice over the phone, telephone consultations, face-to-face consultations and arranging GP home visits. The Moorgate centre has been a key part in the escalation plans for the borough and staff have been redeployed to support the wider response. Both are therefore currently closed to the general public access.
- 3.43 A number of measures are in place to support Adult Social Care Providers including:

- a) **PPE** - where providers have had to purchase additional or specific PPE, over and above regular stock, to protect staff and support our customers during this pandemic, the Council will fund these purchases. A central hub was set up at Castle Leisure Centre for this purpose and has provided PPE to both social care providers and primary care, 7 days a week.
 - b) **Care Home Block booking of available beds** – the Council is paying the full cost of any vacancy held by our Older People’s Residential and Nursing homes. This is aimed at ensuring we maintain capacity within the community sector.
 - c) **Staffing** - Where, due to Covid-19, staffing capacity has required them to bring in external agency staff at a cost to their organisation, the Council will pay the difference in cost. The Council will contribute to recruitment costs by paying for a DBS costs of £40
 - d) **Care Home One to one** - Where a resident is diagnosed with Covid-19 and due to their presenting needs requires them to bring in additional staff to support them on a one to one or two to one basis, this increase in care will be funded at £16.13p/h.
 - e) **Care at Home new staff payments** - Where providers bring any new staff from 1st April 2020, the Council will pay them upfront for the hours they employ them for, regardless of whether they are providing support. For example, if they employ a carer for 30 hours a week, we will pay upfront for those 30 hours. That way they can ensure they have capacity to pick up packages immediately.
 - f) **Enhanced rate** - From 1st April, over the next 3 months (subject to review) the hourly rate will be £17.13.
 - g) **Commissioned hours** – the Council will pay the commissioned hours rather than actual time delivered during this period.
 - h) **Holding packages** – the Council will pay to keep open a customer’s care package for 5 days whilst they are in hospital. Providers should then be able to pick up a customer’s package immediately on discharge.
 - i) **Additional payments for quick discharges** - Where providers start a new customer from hospital or Choices for Living Well on either the same day, or a date requested by the relevant team, they can claim an additional one off payment of £100. Where they start a new customer from hospital or Choices for Living well over the weekend they can claim a payment of £150.
- 3.44 The development of a workforce hub has seen the central coordination of workforce requirements across Health and Care. This has seen not only an understanding of current staffing levels and pressures but the ability to redeploy staff if required. In partnership with REED agency we have also been able to fill temporary vacancies that have occurred during the response.
- 3.45 Developed an integrated offer for end of life services with both the acute site, community services and the hospice. This has seen a consistency in approach and coordination and includes the establishment of a single point of contact working 7 days
- 3.46 A general support offer for all providers from the OCO is available to include:-
- Welfare calls on regular basis from the Council’s provider relationship team and infection prevention control support;
 - Bulletins providing updates and answering FAQs;

- Offers regarding the mental wellbeing support for staff, owners and managers;
- Co-ordinated approach to supply of PPE;
- Co-ordinated and prioritised approach to staff & resident Covid-19 testing;
- Financial support for all providers – for additional staff, and the block booking of beds for homes with now significant vacancies, whilst we work through the future in terms of market sustainability.

Mental Health

3.47 A number of new services have been developed in response to the increased need for mental health support for people as a result of the crisis. A directory of services is available for all members of the public to access support at the level appropriate for them individually. This ranges from online support through 'Silvercloud', to digital face to face sessions, support from Voluntary, Community and Faith organisations with mental health expertise, including a Single Point of Access for the public which will direct people to the most appropriate services, and support via the Community Hubs. People who are already known to Mental Health services have access to a 24 hour telephone helpline, set up by Bury's mental health provider, Pennine Care Foundation Trust.

Testing

3.48 Bury has developed a local approach to testing, to ensure that as many people as possible can be tested as quickly as possible, including staff for key services. This approach is intended to complement the regional and national approaches, and has had a particular focus on supporting care homes. The current arrangements in place are:

- Norther Care Alliance (NCA) drive-thru facility at Chatsworth House Bury for their own staff and support to other providers.
- CCG run drive-thru Satellite Testing Unit (STU) at Waterfold Business Park Bury for all essential workers and people who cannot work from home.
- Home testing service for people who do not have access to a vehicle.
- Care Home – PHE outbreak testing, CQC postal testing service and some bespoke testing pilots run by the Council and CCG.
- Employee Self-Referral – for essential workers in England and Scotland who are self-isolating can book their test online at www.gov.uk/coronavirus
- Home swabbing kits - Kit takes 48 hours to arrive. Results in 72 hours.
- Remote Test Units – Manchester, Haydock or Preston.

Homelessness and Rough Sleepers

3.49 Rough sleepers have been provided with accommodation quickly to lock down and self-isolate to reduce the risk of spread of the virus and then reduce the

risk of our rough sleepers becoming ill, which reduces the wider public health risks. There is a significant cost benefit associated with this provision, particularly for health with the reduction in the possible admissions to hospital and the significant greater cost of hospital care compared to the cost of providing this accommodation.

Hardship Support

- 3.50 As part of its response to Covid-19, the Government announced in the budget on 11 March that it would provide Local Authorities in England with £500 million of new grant funding to support economically vulnerable people and households in their local area. Bury's allocation is £1,888,102 and is based on the caseload of working age households (8,586) already claiming Council tax support across the borough.
- 3.51 In line with government guidance, £150 (or the amount to reduce the bill to zero, if less) has been credited to the Council tax accounts for residents in receipt of local Council tax support. In addition to this, households becoming eligible for Council tax support at any point up to 31 March 2021 will also receive the credit against their Council tax bill.
- 3.52 The forecast expenditure of £1.545m on the funds. The Emergency Powers Group agreed that the remaining unallocated amount of £0.343m be allocated as follows:
- a) £100k to the Councils existing hardship fund so that is used to provide emergency support to those in crisis;
 - b) £50k match funding to support the Council's proposals to maximise access to the welfare system and take-up of benefits through partnership working with the citizen's advice bureau;
 - c) £193k to support those in need of additional welfare support – to be allocated throughout the year based subject to the availability of funding.
- 3.53 The Emergency Powers Group also approved the creation of an 'In Work Poverty Hardship Fund' by utilising a balance of £42,000 carried forward from the 2019/20 financial year from members' allowances.
- 3.54 The Bury Covid-19 Community Fund was established in April 2020 to address immediate need arising from the pandemic to support the health and wellbeing of local people. £30,000 has been made available through from Standing Together funding for local community and voluntary groups are able to apply for grants up to £1,000 to resource activity in relation to the Covid-19 response specifically, as directed by the Community Hubs, to meet the needs of vulnerable residents. As of 25th May £25,000 of this awarded to over 30 local organisations.

Children and Young People Services, Schools and Education

- 3.55 In terms of schools, the Council continues to engage and work closely with head teachers and the education workforce to ensure that our most vulnerable children and the children of key workers who are not able to care for them safely at home, can continue to attend school.

- 3.56 School places have been provided for the children of key workers and those defined as vulnerable. As of 21 May, there were 814 Bury children attending schools, of whom 563 were children of key workers and 251 were classed as vulnerable children.
- 3.57 Free school meals are available to all eligible pupils either through a meal provided at school or a nationally administered voucher scheme now funded by Government. Local arrangements were put in place prior to the announcement of the national scheme and covered the Easter holiday period.
- 3.58 The Council's Early Help Team has worked closely with local businesses and have provided over 250 food parcels to families in need.
- 3.59 Children's social care is providing a business as usual service for Bury's 347 looked after children, the 160 children on a Child Protection Plan and the 741 Children in Need. Every child has been risk assessed and services are being delivered differently including contact with children and families through telephone calls, WhatsApp messages, video calls and social media. Statutory Processes such as Looked After Children (LAC) Reviews, Child Protection Conferences and Reviews, Core Groups, Section 47 enquiries, Public Law Outline (PLO) processes etc. are continuing via virtual methods.
- 3.60 Additional support has been provided to Bury Foster Carers including access to Bury Council Employee Benefits.
- 3.61 The Council has continued to support all our care leavers, and those most vulnerable have continued to be visited.
- 3.62 The Bury Directory continues to be updated on a daily basis to provide updated information in respect of educational and support resources for families and contact numbers for support services.
- 3.63 With effect from Monday 11 May 2020, the Council's Education Psychology Service will be providing a help line service to provide advice to Parents and Schools; the advice line is intended to provide advice and support in respect of children and young people with SEND in the context of the current Covid-19 outbreak.
- 3.64 In respect of SEND; a fast track system has been created to increase hours to school holiday levels in recognition that children are at home more.
- 3.65 A new one off grant of up to £200 has been established to provide equipment and toys to assist in the safe occupying of SEND children at home, who are often very dependent on routine and familiarity, and have issues adjusting to the imposed changes. 85 have been issued to date.
- 3.66 A range of support is in place for schools and settings including:
- Daily updates and interpretation on the Government guidance;
 - Social distancing and PPE advice;
 - Advice and support to encourage parents to apply for a free school meal for eligible children;
 - Support for ensuring ICT access for disadvantaged pupils.

- 3.67 Bury Targeted Youth Service has developed virtual tools for young people to access including a weekly timetable of activities young people can get involved with
- 3.68 The Locality Hubs have worked with police colleagues so that operation encompass domestic abuse notifications that would have been sent to schools have instead gone to the teams who can broker the notifications with schools open or directly follow-up with families. This has meant we can respond within 24 hours to any children who may have witnessed or been involved in domestic abuse incidents in the home.

Death management

- 3.69 Death management is a significant issue facing all Councils and communities given the unprecedented nature of Coronavirus. This is a very challenging issue and it is crucially important that we get the right balance between ensuring the deceased and grieving families are treated with respect and dignity whilst making sure that staff involved in supporting funeral arrangements, as well as mourners attending funerals, are not put at an increased risk of contracting the virus. It is also important that we recognise and understand the needs of different faiths and how these need to be effectively managed when we are required to make changes to our funeral arrangements. In Bury we have a strong partnership base which helps us deal effectively with the challenges that arise from making necessary changes to funeral arrangements.
- 3.70 At a time when we have had an increase in the number of deaths that we are dealing with, and the social distancing guidelines that we are required to adopt, we have had to implement a range of new measures in order to ensure that our funeral arrangements can continue to function and at the same time protect staff and mourners.
- 3.71 We are providing information to funeral directors and bereaved families to help them find the most appropriate way of paying their respects for their loved ones at this challenging time. We will be continuing to work closely with funeral directors and different faith groups to ensure the most appropriate options are considered for each family.
- 3.72 The development of an end of life integrated service with both the acute site, community services and the hospice has supported this work. The new model has seen a consistency in approach and coordination and includes the establishment of a single point of contact working 7 days. Accelerated and specialist support is in place within the community, including additional bereavement and psychological support.

Culture

- 3.73 Prior to the pandemic, culture had already been identified within our Bury 2030 Strategy narrative as a particular tool Bury could look to harness in improving the quality of life and wellbeing of local people, in their happiness. An element of the Town of Culture work was to be to explore the science of happiness and how this can weave into local policy. More immediately the value being creative has on positive mental wellbeing is being explored through the newly emerged Community Hubs.

- 3.74 Bury's programme of both centrally organised and community events has been decimated due to restrictions on movement and gathering, whilst cultural institutions have had to close their doors. This has led to a formal request into the Greater Manchester Combined Authority (GMCA) to extend Bury's status into 2021. Whilst we are still awaiting confirmation of this, Bury's creativity has led to an innovative digital/remote offer has been developed and can be viewed online at <https://www.bury.gov.uk/index.aspx?articleid=15386>

Business continuity and workforce

- 3.75 At the core of our approach is a commitment to the safety and well-being of all staff. The Council has continued to deliver its essential services, many in adapted ways, to meet the challenges presented by the coronavirus crisis.
- 3.76 Business continuity planning reviews sought to establish services as Priority 1, 2 or 3, with Priority 1 (P1) being essential. Such planning sought to the degree to which P1 services could be maintained, albeit in a different operating model, the degree to which these remained open/on offer and the capacity required to support this. P2/P3 services were reviewed to identify what would either stop given national guidance, e.g. closure of leisure facilities given social distancing guidance, or reduced/ceased in order to release capacity into P1 services. In addition to national guidance we have actively worked closely with colleagues in GM as part of our Local Resilience Forum to ensure consistency with neighbouring authorities, particularly in relation to funeral guidance and the management of household waste recycling centres.
- 3.77 Priority was given to those essential services that Bury people rely on, specifically:
- Adult social care – supporting residential care and home care services
 - Working with primary care and Fairfield Hospital including five neighbourhood teams
 - Children's safeguarding services – child protection, support to foster carers
 - Waste collection and recycling, and street cleansing
 - Bereavement services
- 3.78 Our workforce has been resilient, with staff stepping forward to be deployed in essential services and also in adapting to remote working to ensure we have continued to perform well as a Council.
- 3.79 Like all organisations, the lockdown has required us to work very differently. The Council already had technology and policies in place to support agile working, however, this has had to quickly respond to significantly higher numbers of staff working and accessing systems from home.
- 3.80 The total number of Covid-19 related absences remains stable with 92% of the Council workforce available (as at 28 May 2020).
- 3.81 150 staff have been temporarily redeployed as part of the response phase of activity in relation to Coronavirus, to staff the Community Hubs and enable sufficient capacity in priority 1 services. This has included staff from legal

supporting the Killilea Intermediate Care setting; leisure staff retrained as waste collectors and customer service staff supporting registrars.

- 3.82 To support the workforce the Council has brought forward an Employee Assistance Programme which is now live via the web, phone and app with a similar programme in place for CCG staff.
- 3.83 Regular communications have been going out to staff and managers and this will continue. These communications share the latest Government and PHE advice as well advice specific to Bury. This has included messages to all staff, supplemented by messages to managers as appropriate.
- 3.84 In addition communication has been made to staff to encourage more informal employee reviews to capture any immediate concerns and to allow reflection on the last few months, in order to re-set objectives in light of recovery and to promote wellbeing tips to stay well whilst working remotely.

Data and Insight

- 3.85 The impact of the virus is far reaching. The combined and unprecedented impact on the local economy, both on businesses and the workforce, will exacerbate inequalities, where some parts of our communities are disproportionately impacted for the short, medium and long term. The Council has been acutely aware of the disproportionate impact that the virus and lock down can have on particular demographics, such as older residents and those with pre-existing health conditions and has been taking action through the Community Hubs to safeguard vulnerable residents.
- 3.86 The Performance and Intelligence Team have been helping to track the position locally to inform actions through the production of daily sit reps. Collaboration across multi agency intelligence functions is supporting the response, for example in enhancing intelligence on at risk groups and 'Shielded' group information to aid targeting of resources and support.
- 3.87 More recently, a weekly report on confirmed cases of Covid-19 and Covid-19 related deaths is cascaded to all Elected Members and Bury's MPs.
- 3.88 In Bury, we have used the Government's recent definitions of vulnerability in order to stratify our residents and ensure that support is being provided at all levels. Alongside the three government definitions of Clinically Extremely Vulnerable, Clinically Vulnerable and Vulnerable People we also consider the Economically Vulnerable, details of which are in Appendix E.

Financial impact

- 3.90 The impact of Covid-19 on the Council's and CCG's finances will be significant and will extend well beyond the period of the immediate crisis. Assumptions made in assessing the potential impact are likely to change significantly over the course of time and much of this is outside of the control of either organisation. Managing the Council's financial position within existing reserves will be challenging.
- 3.91 Bury Council has received £10.617m of support grant funding, however it is anticipated that the costs and lost income will significantly exceed this figure, with the initial estimate submitted to government suggesting a £21m net

shortfall for 2020/21 that will need to be managed as part of the Council's financial strategy, unless further funds become available. This excludes any under-achievement against savings programmes as a result of Covid-19. It should be noted that this is not a worst case scenario and could change significantly dependent upon the length of time the crisis continues, impact on demand, economic impact on residents and also the ability for some services to start operating (and trading) again. It should also be noted that the impact will last far beyond the current financial year.

3.92 The £10.617m is enabling the Council to:

- Meet the increased demand for adult social care and enable Councils to provide additional support to social care providers. (There is an expectation nationally that most of the funding provided will be used for this purpose).
- Meet the cost of extra demand and higher business as usual costs of providing children's social care including the need for increased accommodation to address the need for isolation.
- Provide additional support for homeless and rough sleepers (this is in top of the additional funding provided). Bury did not receive any additional homelessness funding – we have explored this further and have been advised that this is due to low levels of numbers across the Borough.
- Support those at higher risk of severe illness from Covid-19 who may soon be asked to self-isolate in their homes for the duration of the pandemic.
- Meet pressures across other services as a result of lost income, rising costs or increased demand.

3.93 Additional resources also directed towards Bury Council to respond to the pandemic or to administer support for businesses and Council tax payers include £1.888m of Hardship Fund (Council Tax), £0.169m to help with "re-opening the high streets," £2.396m for infection control and Business Grants of up to £42.920m. Costs that can be directly attributed to the rapid discharge of hospital patients are being claimed via Bury CCG against the national £1.3b NHS pot.

3.94 There is a systematic approach to collecting and understanding the impact of coronavirus on the Council's finances, including an assessment of lost income and additional costs. This work is ongoing and will be regularly reported to members and also used in liaison with other Councils, the LGA and government in the push to ensure a fair settlement for local government to deal with both response to and recovery from this crisis.

Media and Communications

3.95 Communications during this pandemic has been key given the fast changing nature of the situation and the reliance on everyone to play their part. There has been reporting to Councillors, staff, MPs and partners with all receiving regular updates of the national and local activity in relation to the Coronavirus response. To support their community role during this incident, Councillors have received regular updates to ensure that they have the latest local and national information to fulfil their role.

- 3.96 A dedicated webpage has been developed. The website includes key information for the public and businesses in relation to the Council response to the coronavirus outbreak and the various support available. The website can be viewed [here](#).
- 3.97 Letters were issued to over 13,000 residents over 76 providing information on health and wellbeing and details of support that is available. A booklet for older people staying well at home has also been distributed to local supermarkets, pharmacies and GP surgeries.

4.0 RECOVERY

Planning our transition to recovery

- 4.1 The Council, with partners has been at the forefront of leading the response to the pandemic, diverting most of our effort to ensuring that the public and businesses are supported through what is an unprecedented emergency in modern times. We have a significant degree of influence and accountability for the public's experience of living and working in Bury. Our ambition, our relationships with system partners and our proposals for investment in change and innovation, makes us very well placed to contribute to the recovery and redesign that will be required in Bury in the coming months and years.
- 4.2 Unlike a normal emergency response where there is likely to be a clear handover from emergency to recovery we will need to take an evidence-based approach to planning what work can be done in parallel to ensure we emerge as a better borough than we were before.
- 4.3 Recovery in an emergency planning context is defined as the process of rebuilding, restoring and rehabilitating the community. This will involve learning from the experience of the Covid-19 response and leading the complex set of partnership actions that will be required post emergency. Recovery is best achieved when the affected community can exercise a high degree of self-determination. The outcome of this will be our legacy from the emergency response. Our approach to recovery will be in three phases aligned to the wider GM approach:
- Release from lockdown
 - Living with Covid-19
 - Building back better
- 4.4 All phases will run concurrently; they will overlap and the plan will change and evolve over the coming weeks and months. Our recovery phasing will therefore need to flex to cope with potential further peaks and is reliant on robust testing and contact tracing processes.

Contact Tracing

- 4.5 Central to our recovery planning is ensuring public confidence in the release and living with Covid-19 phases. This will include ensuring information about public safety and infection control are well managed and promoted across the borough.

- 4.6 Contact tracing as part of a wider test, trace, isolate and track approach plays a vital part in suppressing the basic reproduction number (R0) of the Covid-19 virus, which is key to ensuring the avoidance of a second peak as existing restrictions are removed. The primary objectives of contact tracing will be to control the Covid-19 rate of reproduction (R), reduce the spread of infection and save lives, and in doing so help to return life to as normal as possible, for as many people as possible, in a way that is safe, protects our health and care systems and releases our economy.
- 4.7 Councils have a vital role to play in the test and trace response to Covid-19, as it is best understood as a pattern of local outbreaks, rather than a national pandemic with a similar impact in every community.
- 4.8 The Council is putting plans in place to deliver the local element of the national contact tracing service alongside the GM element by the end of June. This will involve:
- Ensuring the provision of Infection Prevention Control advice and support to prevent and manage local outbreaks,
 - Supporting contact tracing in complex situations
 - Enabling access to testing for everyone who needs it
 - Making sure vulnerable and high risk individuals and communities are protected and are supported should they need to self-isolate
 - Planning for, managing and mitigating potential wider consequences
 - Putting data and intelligence systems in place to enable effective data management and surveillance of local transmission.

Overview of lifting the lockdown phase

- 4.9 Since the Government announcement to begin the phased lifting of lockdown, the Council and CCG, together with engagement of Trades Unions, have reviewed immediate service impacts and priorities to guide activity over the coming weeks, in line with national direction as summarised below:
- 1 June – national direction for schools and essential services to begin release,
 - 15 June – further year groups to return to school and non-essential shops to re-open;
 - 4 July – wider relaxation of larger retail and outlets and lifting of restrictions regarding households merging.
- 4.10 A core planning assumption for all Council and CCG services is that all delivery must comply with Covid-19 secure principles as follows:
- All delivery subject to risk assessment
 - Staff to work from home wherever possible
 - 2m spacing in buildings
 - A cleaning regime
 - Steps taken to reduce transmission where any of the above cannot apply
- 4.11 Within this risk assessment we are currently reviewing the evidence as to whether specific cohorts require different advice and support, for example BAME workers and residents. Current intelligence is included within the

Vulnerability Index attached to this report and further detailed guidance is expected in the coming weeks.

- 4.12 On this basis an assumption has been communicated that many Council and CCG services will continue to operate through business continuity for the next six months, but that this remains subject to review as national advice is updated.
- 4.13 To meet the specific expectations of Covid-19 secure, the Corporate Landlord Board will assume responsibility for compliance of all buildings.
- 4.14 The Corporate Core will lead on developing a risk assessment model for all staff, which managers will be required to complete as services change.

Building a better borough

- 4.15 Prior to the impact of the Coronavirus pandemic Bury was on track to deliver significant transformational change to make a positive difference to the people and places within our borough, with work taking place with partners to develop a new strategy for the next 10 years of Bury's future - Bury 2030.
- 4.16 Initial conversations with Bury people gave us insights into their views and we made good progress on the narrative and on mapping out an exciting vision of what Bury could be by 2030.
- 4.17 The Council is now leading a process of recovery from Covid-19. This will take many months, if not years, but the actions we take are an opportunity to restart the collective work on Bury 2030.
- 4.18 As the first GM Town of Culture, Bury was set to make a name for itself as the place to live, work and visit, with a clear road map through to achieving the commitments within our Bury 2030 Strategy of:
 - Narrowing the gap in health inequalities;
 - Reducing in-work poverty and wider deprivation;
 - Raising aspirations and performance in education and skills; and
 - Leading the way on tackling climate change to enhance our reputation as one of the greenest and safest places to live in GM.
- 4.19 An ambitious Budget was agreed by Full Council in February 2020 to support the delivery of this work, based on a commitment to working in partnership with our residents and voluntary sector to strengthen community assets and make People Powered Bury a reality.
- 4.20 The impact of Covid-19 has seen a huge shift in emphasis for the Council, the OCO and our wider public sector partnership. Based on the evidence provided by Government and the experience of seeing the impact of the virus on other countries, we have moved at pace to transform ourselves to minimise the risks to Bury's residents; support the NHS to deliver lifesaving services and to provide care and support to those in need.
- 4.21 The work on the recovery plan and Bury 2030 will be a single and fully inclusive process, with the Bury 2030 themes acting as the framework. A multi-agency delivery team will oversee this, which will align with the health

and care recovery. The recovery will build on the strengths that we have seen during our Covid-19 response:-

- The Community Hubs have highlighted the reality of the strength of pride and passion our communities have, and their ability to mobilise to care for each other.
- The partnership working that has that has characterised our response has demonstrated the strength of the bond across the public, voluntary and private sector.
- Shared understanding of our vulnerable residents has broken down barriers and putting people first, organisations second has characterised our response.
- The use of digital technology to deliver Health and Care in different ways

These key pillars will make our commitment to a new vision for Bury 2030 even stronger. We have built our response to the crisis collaboratively in order to maximise the value of each of our roles; likewise we will celebrate our recovery together; building a better borough through the shared experience of seeing ourselves at our best.

4.22 A number of workstreams are proposed in relation to recovery:-

- Sector based:
 - Economic growth
 - Health and happiness
 - Housing
 - Environment and Climate Action
 - Education, skills and encouraging enterprise
 - Culture and creativity
 - Community and cohesion
- Cross Cutting:
 - Digital
 - Ways of Working
 - Financial Recovery
 - Workforce

Economic recovery

4.23 The Office for Budget Responsibility (OBR) states the UK economy is expected to contract by 35% in the second quarter of this year. The Greater Manchester (GM) Growth Company are reporting that 90% of GM businesses have been impacted and 50% have furloughed staff. Through Cambridge Econometrics, we have an up to date evidence base for the Bury economy which can be used to drive long term recovery as part of our Bury 2030 Strategy.

4.24 The Centre for Policy Studies (CPS) estimate that coronavirus crisis is likely to cost the Government £246bn this year. Borrowing could hit £300bn this year, double the UK's current level of healthcare spending. A three-month lockdown followed by three months of looser restrictions will cost £127bn in direct bailout costs and £119bn in indirect costs such as lower tax revenue.

4.25 As demonstrated in the recent work by Cambridge Econometrics, the Bury business profile has a strong reliance on micro and small to medium sized organisations. Whilst benefiting from a diversity in terms of sectors

represented in the borough the impact of Covid-19 on these organisations will be significant.

- 4.26 Our recovery phase will need to encompass all that we had planned for Bury 2030 and more. During the response phase, work has continued so that we keep momentum and pace on previous commitments including:
- Regeneration of our town centres
 - The further development of Bury Market
 - Radcliffe Strategic Regeneration Framework
- 4.27 These places will have increased significance to residents post-crisis and there is a renewed opportunity for local centres to thrive.
- 4.28 Discussions are taking place through the Bury Business Leadership Group on supporting businesses with surviving the lockdown, lifting the lockdown and surviving the recession. A number of recovery priorities are emerging including:
- Whole system improvement of education and skills,
 - Connecting to public and academic centres of innovation across GM
 - Investing in public transport hubs in town centres
 - Delivering GM full fibre roll out to improve digital connectivity
 - Addressing barriers to growth
 - New housing strategy and increase housing supply/affordability.

Neighbourhood recovery

- 4.29 Building on the success of the community hubs our intention is to develop neighbour models which embed good practice and take governance to a more localised level in order to be more responsive to community need. We will utilise this model to integrate support for vulnerable individuals and their families for all public services in Bury via improved local co-ordination.
- 4.30 Key to supporting this will be an improved infrastructure for volunteers and the VCFA to shape and contribute to their locality. This groups and organisations will work alongside Enhanced Integrated Neighbourhood teams (INTs) with Active Case Management to be expanded to support wider cohorts with integrated packages of care including support from neighbours and communities.
- 4.31 This work will need to be underpinned by better data and intelligence on cohorts for risk stratification and to under appropriate clinical and social support at neighbourhood level. This work will build on the intelligence we have gathered through supporting the Covid-19 shielded group, including strengthened understanding of specific cohorts including the over 70s with underlying health conditions, all age with long term conditions, isolated people, data on levels of hardship and social need.
- 4.32 This work will deliver better population health and ensure that tackling health inequalities remain a central outcome within our Bury 2030 vision.

Health and care recovery

- 4.33 A strategic framework for the recovery phase for the health care system is being developed, as this is a major component of the overall recovery plan. It is intended to be the single strategic plan to ensure that Bury people and patients receive the efficient and effective health and care services. This is part of the wider requirement for the Bury Recovery Plan to build confidence in the future.
- 4.34 A System Health and Care Task and Finish Group has been established to design and oversee the implementation of a recovery plan and working to deliver against the following principles for recovery. This will include a fundamental change in how Bury delivers Health and Care through sustaining the shift away from hospital care into the community and using prevention and early intervention as a drive for service redesign.

Whole system approach

- One delivery plan for Bury System Health and Care
- Organisationally agnostic and including all key stakeholders.
- Clear and concise governance framework to support streamlined decision making
- Co-ordinated communication plan across partners
- Engagement with staff and public at every level

Positive Behaviours

- Strengths based
- Enterprising
- Collaborative
- Empowering
- Empathy
- Reflection

These principles will underpin the key themes and priority areas of work.

- Planned Care
- Urgent Care
- Mental Health
- Social Care
- Strategic Finance

5.0 CONCLUSION

- 5.1 Overall, the Council has overseen a significant and timely response to the emerging threat of the pandemic in Bury. This has involved the suspension of a number of services, the redeployment of staff to support the most vulnerable, extensive support to business and suppliers, a significant communications effort and close working with local communities and voluntary groups. Schools and early years settings have also been supported to rapidly adjust to new government guidance.
- 5.2 The response has benefited from its well-developed integration of local NHS and Local Government – Local Care Organisation (LCO) & One Commissioning Organisation and combined political and clinical leadership, which puts us at a significant advantage when supporting the people of Bury.

- 5.3 The Council is committed to continuing effective partnership working as we move towards a renewal of strong local communities and a return to growth in our local economy.
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List of Background Papers:-

None.

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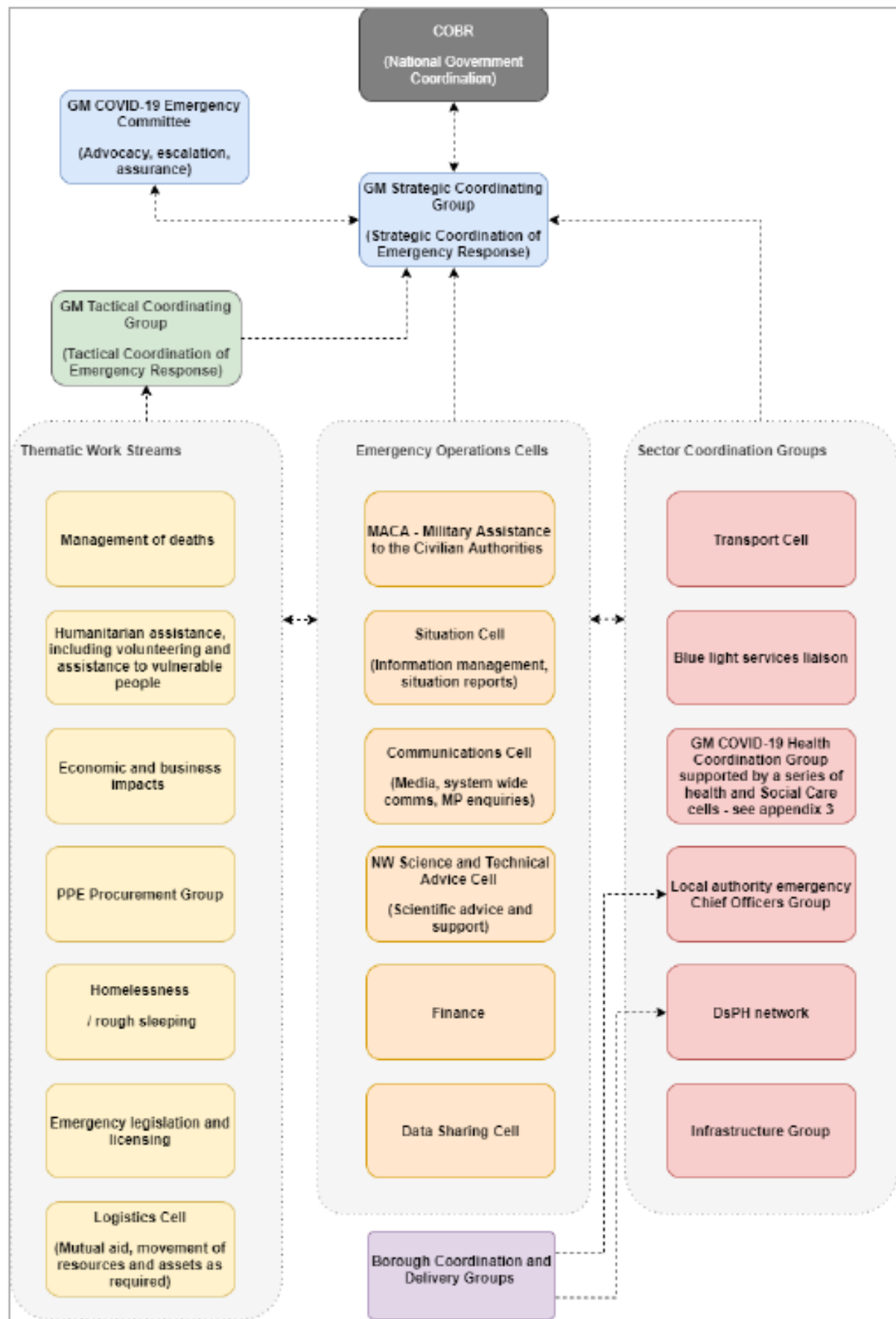
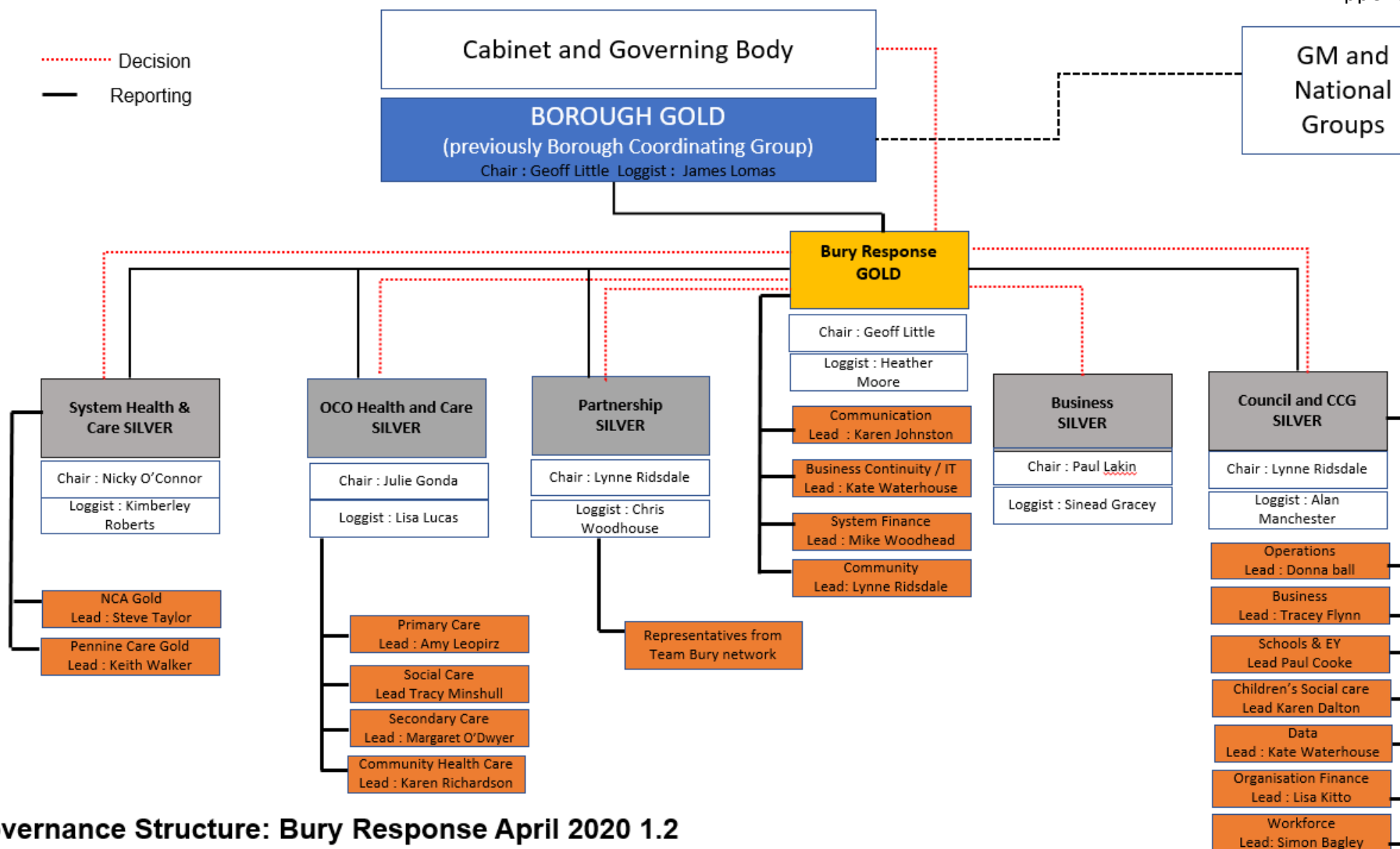


Figure 1: GM COVID-19 Structures as at 25 March 2020

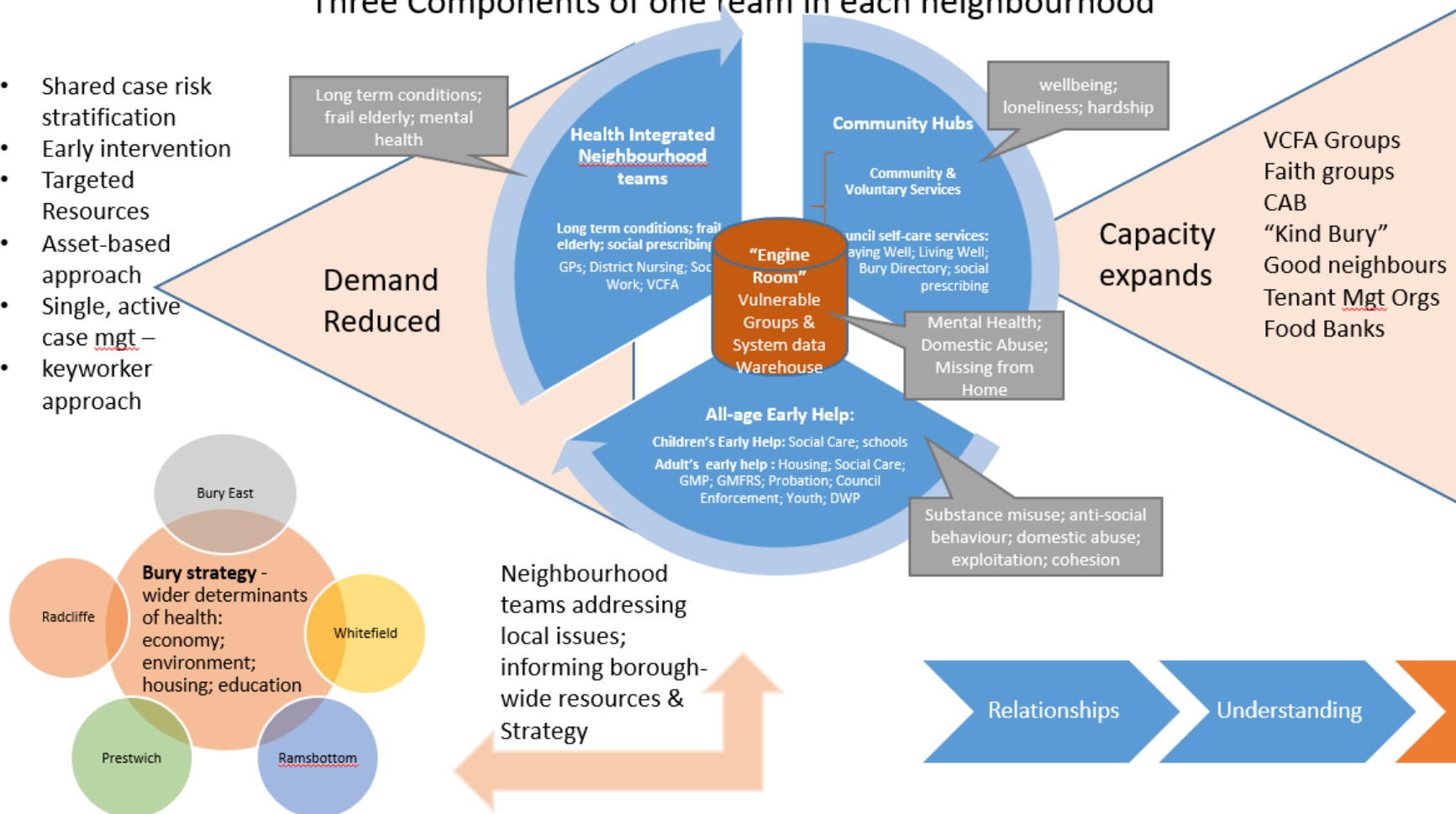


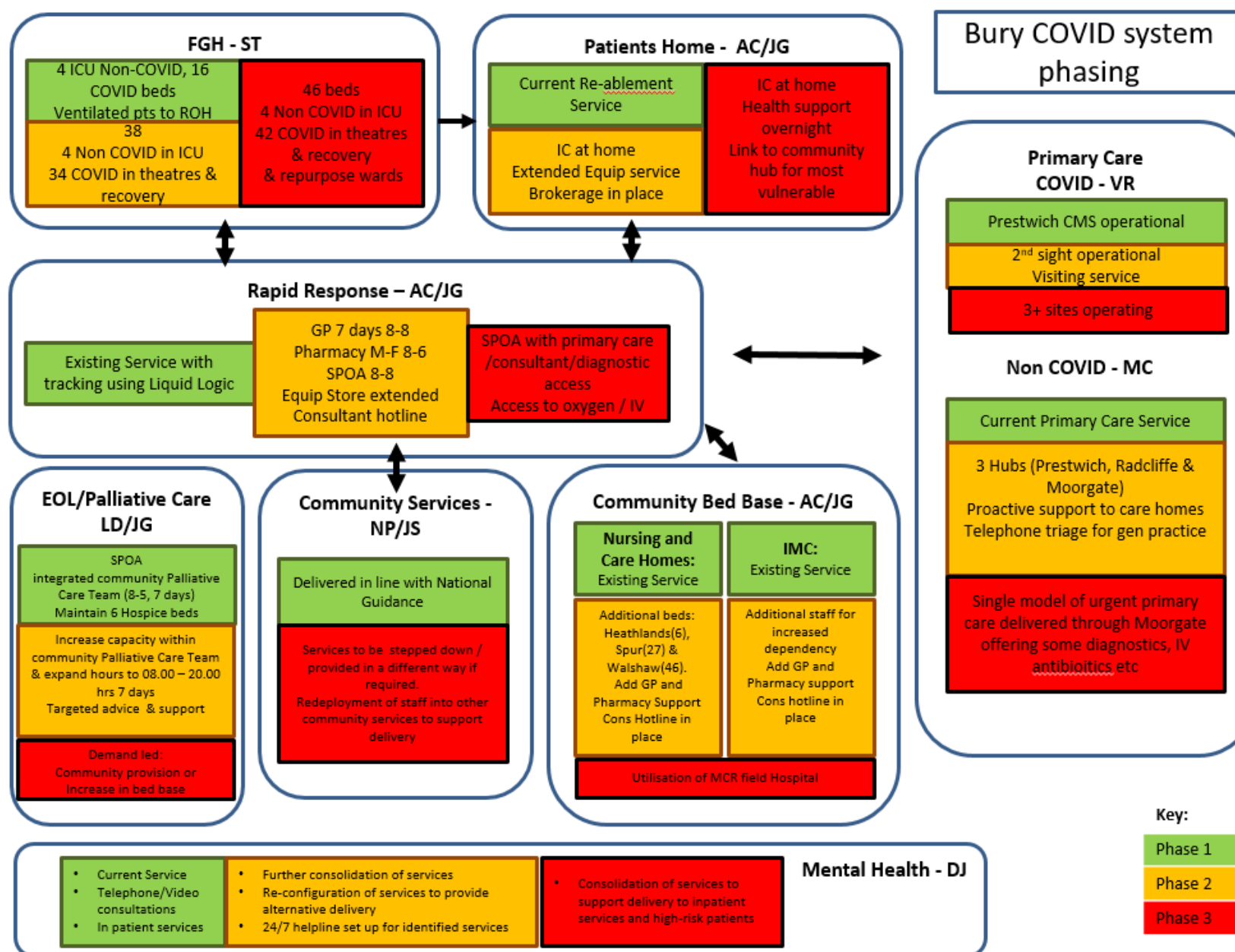
Governance Structure: Bury Response April 2020 1.2

Bury Neighbourhood Model

Three Components of one team in each neighbourhood

- Shared case risk stratification
- Early intervention
- Targeted Resources
- Asset-based approach
- Single, active case mgt –
- keyworker approach





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BURY SYSTEM COVID RESPONSE v.4

Vulnerable Groups Annex

In Bury, we have used the government's definitions of vulnerability in order to stratify our residents and ensure that support is being provided at all levels. Alongside the three government definitions of **Clinically Extremely Vulnerable**, **Clinically Vulnerable** and **Vulnerable People** we also consider the **Economically Vulnerable**. The below annex describes how we are helping each of these groups and organisations.

Group	Explanation	Current & Continuing Guidance	Government support
Clinically Extremely Vulnerable People (All this cohort will have received communication from the NHS)	People defined on medical grounds as clinically extremely vulnerable, meaning they are at the greatest risk of severe illness. This group includes solid organ transplant recipients; people receiving chemotherapy; renal dialysis patients	Follow shielding guidance by staying at home at all times and avoiding non-essential face-to-face contact. This guidance is in place until the end of June	Support available from the National Shielded Programme which includes food supplies (through directly delivered food boxes and priority supermarket deliveries) pharmacy deliveries and care. Support is available via the NHS Volunteer Responders app
Clinically Vulnerable People	People considered to be at higher risk of severe illness from Covid19. Clinically vulnerable people include those aged 70 or older, people with liver disease, people with diabetes and pregnant women	Stay at home as much as possible. If you do go out take particular care to minimise contact with others outside your household	Range of support available while measures in place, including by local authorities and through voluntary and community groups. Support is available via the NHS Volunteer Responders app
Vulnerable people (Non-clinical)	There are a range of people who can be classified as 'vulnerable' due to non-clinical factors such as children at risk of violence or with SEN; victims of domestic abuse; and rough sleepers	People in this group will need to follow general guidance except where they are also clinically vulnerable or clinically extremely vulnerable where they should follow guidance as set out above	For those who need it, a range of support and guidance across public services and the benefits system, including by central and local government, and the voluntary/community sector.

BURY SYSTEM COVID RESPONSE v.4

Clinically Extremely Vulnerable

Groups	Number	Responsible Organisation	Accountable Team or Lead	Support Response
Those shielded	9,705 (28 May 2020)	MHCLG and LA	n/a	<p>National Shielded Programme as outlined by government on 16th March 2020 for those at increased risk of severe illness from Covid19.</p> <p>Practices have also been applying their own clinical expertise to the national criteria to identify those patients that should shield but aren't on the national very vulnerable list' https://www.gov.uk/coronavirus-extremely-vulnerable</p> <p>Community Hubs established in response to government instruction as per narrative. 1,105 Shielded residents have asked for direct food and medication support from the hubs in addition to those receiving direct support from central government via food provision or prioritised supermarket delivery slots.</p> <p>Local Authority responsibility to target "uncontactable" and "inconclusive" cohorts. Data process underway to establish if these cohorts are already in contact with services. Those who are not will be targeted directly by the hubs.</p> <p>As at 28 May, 2020 463 shielded people who were "uncontactable" or "inconclusive" from the national shielding programme were successfully contacted by the Community Hubs or through a visit at home by GMFRS.</p> <p>Primary Care practices have been working through the ever changing NHSE guidance around shielded patients. Patients identified nationally have received letters and text messages centrally.</p>

BURY SYSTEM COVID RESPONSE v.4

				<p>Government guidance on specific conditions (as of 18th May 2020:</p> <ul style="list-style-type: none"> i. Solid organ transplant recipients ii. People with specific cancers <ul style="list-style-type: none"> a/ people with cancer who are undergoing active chemotherapy b/ people with lung cancer who are undergoing radical radiotherapy c/ People with cancers of the blood or bone marrow such as leukaemia, lymphoma or myeloma who are at any stage of treatment d/People having immunotherapy or other continuing antibody treatments for cancer e/ people having other targeted cancer treatments which can affect the immune system, such as protein kinase inhibitors or PARP inhibitors f/ people who have had bone marrow or stem cell transplants in the last 6 months, or who are still taking immunosuppression drugs ii/ People with severe respiratory conditions including all cystic fibrosis, severe asthma and severe chronic obstructive pulmonary (COPD) iii/ People with rare diseases that significantly increase the risk of infections (such as SCID, homozygous sickle cell) iv. People on immunosuppression therapies sufficient to significantly increase risk of infection. v. Women who are pregnant with significant heart disease, congenital or acquired. <p>The Government is currently advising people to shield until 30 June 2020 and is regularly monitoring this position.</p>
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BURY SYSTEM COVID RESPONSE v.4

Clinically Vulnerable

Groups	Number	Responsible Organisation	Accountable Team or Lead	Support Response
Over 70s National	24,843 MYE 2018	Bury LA	Jon Hobday	<p>Initial government guidance in March 2020 outlined shielding and support via community hubs for all over 70s. Guidance in April and updated in May 2020 then differentiated between general over 70s population as being clinically, but not extremely clinically vulnerable. In this clinically vulnerable category people are advised to stay at home as much as possible and, if you do go out, take particular care to minimise contact with others outside your household but the guidance for this cohort doesn't explicitly reference shielding.</p> <p>Direct food and medication support remains available from the hubs where no other support available.</p> <p>A letter has been sent (w/c 11 May) to all those aged 76 and over outlining local support available and tips to stay well at home. A further exercise is to take place with GMCA to identify 70-75 year olds for further targeted communications.</p>
People with underlying health conditions as per Government Guidance	<p>Flu Eligibility Groups:</p> <p>At risk 0-65: 22,386</p> <p>At risk 65+: 32,019</p>	Primary Care, Social Care	Primary, Secondary, Community and Social Care	<p><i>Government classification of vulnerable people under 70 (as of 11th May 2020) with an underlying health condition listed below (that is, anyone instructed to get a flu jab each year on medical grounds):</i></p> <p><i>a/ chronic (long-term) mild to moderate respiratory diseases, such as asthma, chronic obstructive pulmonary disease (COPD), emphysema or bronchitis</i></p> <p><i>b/ chronic heart disease, such as heart failure</i></p> <p><i>c/ chronic kidney disease</i></p>

BURY SYSTEM COVID RESPONSE v.4

National	<p>At risk pregnant: 1,536 At risk carers: 1,777</p> <p>Total 57,718</p> <p>Or</p> <p>Chronic Heart Disease – various QOF registers for cardio vascular below (Total 136,071 – maybe on multiple registers):</p> <p>Atrial Fibrillation: 3,868 Blood Pressure: 90,034</p> <p>Cardio Vascular Disease: 554</p> <p>Chronic Heart Disease: 6,854</p>			<p><i>d/ chronic liver disease, such as hepatitis</i> <i>e/ chronic neurological conditions, such as Parkinson's disease, motor neurone disease, multiple sclerosis (MS), or cerebral palsy</i> <i>f/ diabetes</i> <i>g/ a weakened immune system as the result of certain conditions, treatments like chemotherapy, or medicines such as steroid tablets</i> <i>h/ being seriously overweight (a body mass index (BMI) of 40 or above)</i> <i>– we don't seem to have data on this?</i> <i>i/ pregnant women</i></p> <p>Positive impact from hubs by providing additional local based support through Council staff and volunteers including collection/ delivery of medication. Extra work to be done to ensure not disadvantaged by additional focus on digital resources and dissemination.</p> <p>Referrals into Beacon Service – Bury's social prescribing service has link workers across the neighbourhoods, funded through the Primary Care Networks. Link workers are involved in each Community Partnership call which has begun weekly with each hub and the community sector.</p> <p>On occasion the hubs have supported referral onto primary care including GP registration when engaging with an at risk individual</p> <p>Cross matching exercise of patient data from dementia advisory service and hub data to identify potential gaps in support.</p> <p>For pregnant women there has been information a social media campaign and two leaflet drops. This could be strengthened by specific information on current peri-natal, pregnancy and maternity/paternity support in current circumstances in the context of the five neighbourhoods (and as such clarity in referral routes into health services).</p>
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BURY SYSTEM COVID RESPONSE v.4

	Heart Failure: 2,035			
	Hypertension: 28,893			
	Periphial Arterial Disease: 1,359 Stroke and TIA: 3,833			
	Respiratory:			
	Asthma: 13,341			
	COPD: 4,475			
	Chronic Kidney Disease: 7760			
	Chronic Liver Disease:			
	Chronic Neurological Conditions:			
	Dementia: 1,866			

BURY SYSTEM COVID RESPONSE v.4

	<p>Depression: 13,113</p> <p>Epilepsy: 1,534</p> <p>LD: 1,140</p> <p>Mental Health: 2,107</p> <p>Diabetes: 12,233</p> <p>Weakened immune system eg cancer: 6,641</p> <p>Overweight or obese: QOF 18,060</p> <p>Pregnant women – 1165 as of February 2020 – Immform 115 at Pregnant and in an at risk group.</p>			
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BURY SYSTEM COVID RESPONSE v.4

<p>Learning Disabilities and Mental Health (Childrens and Adults) including those accessing community mental health services</p> <p>Local</p>	<p>LD 2848 (LD Baseline for Bury according to POPPI and PANSI is 3450, 602 are supported by the council.)</p> <p>MH 20,868 (21200, 18-60 year old predicted to have a common Mental Health disorder in Bury [PANSI], 332 are supported by the council.)</p> <p>240 children supported through short breaks</p> <p>Adult CMHT: 3,930 (No of people in contact with a CMHT at end of</p>	<p>Bury LA</p>	<p>Public Health (Jon Hobday)</p> <p>Pennine Care (Keith Walker)</p> <p>CCG (Kez Hayat)</p> <p>Adults CMHT, Heathy Minds and HYMS</p>	<p>LD/Autism - Those on waiting lists have been risk assessed to establish need with welfare calls and offer of support to all on lists, as well as contact calls to offer similar support to those discharged in the last 12 months.</p> <p>Working with primary care to identify shielded patients with LD and provide them with support to understand the guidance and the importance of self-isolating. More broadly Circulating COVID resources in easy read to help keep the LD community informed</p> <p>Expanded referral system in MH.</p> <ul style="list-style-type: none"> • Children will have access through their existing plans to MH support, in line with business continuity procedures. All children have been risk assessed and are reviewed on a weekly basis. • Fast track processes are in place for short breaks, and a one off grant is available to support parents with equipment • All families been contacted by their social worker • Mental Health Channel available, covering from self-help to crisis support, on Bury Directory. • Update on link between Community Hub and Mental Health Services provided to Partnership Leadership Group meeting on 6th May 2020 and will present to Bury Faith Forum. <p>CMHT and EIT Risk stratification of is ongoing on a daily basis; each service has stratified patients by risk (MH/Physical) and identification of vulnerable patients, including those shielding to inform mode of intervention and support needs.</p> <p>IAPT - All psychological therapy services including IAPT , have ceased group work in line with national guidance and where possible are using digital solutions along with therapy being delivered over the phone.</p>
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BURY SYSTEM COVID RESPONSE v.4

	<p>Jan: Source: MHSDS monthly files)</p> <p>CYP Community: 1,140 (No of CYP in contact with community services at end of Jan: Source: MHSDS monthly files)</p> <p>LD/Autism: 435 open referrals as at end of Jan (Source: MHSDS monthly files)</p> <p>Perinatal: 55 open referrals as at end of Jan (Source: MHSDS monthly files)</p> <p>Early Intervention in Psychosis: 165</p>			
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	<p>open referrals on an EIP Pathway (Source: MHSDS monthly files)</p> <p>IAPT: 2023 (made up of 1302 people in treatment and a 721 who have had assessment and are awaiting treatment) Source: Service Manager</p>			
Children and young people who have not had a formal diagnosis of a mental health condition	Unable to obtain			<p>Guidance provided to schools to support and where a young person is identified as having some form of low level MH issues, they are being followed up on a daily basis through social care staff. Email set up for schools to report on a daily basis for any vulnerability concerns.</p> <p>If already known to schools, school based plans are in place and continuing through Business Continuity arrangement.</p>

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along with their family or carers				
Local				
Care/personal (health) budget recipients	2563, Adult Social Care Support Plan	Primary Care, Social Care, Secondary Care	Julie Gonda, ASC – Adrian Crook – ASC Operations CCG – PHB Team	<p>We are following government issued advice on support to people with direct payments including the flexible use of these and ongoing payment of PAs rather than the use of furlough.</p> <p>Contingencies have been put in place where PA unavailable as per existing business continuity arrangements.</p> <p>Budgets have been increased to cover specific extra costs including provision of PPE – this has been provided centrally in cases where it hasn't been able to be sourced.</p>
Local				
Those with physical disabilities	Census 2011 – one person in household with long term health condition/disability: 21244 households			<p>Where not already being addressed through the support for clinically extremely vulnerable, the hubs are providing support in relation to food, medication and wider wellbeing (including comfort calls) for those who are shielding, as per the the government guidance published on 16th March and most recently updated on 5th May.</p> <p>Functionality of the Bury Directory, which includes Covid support and advice including browsealoud for those with visual difficulties.</p> <p>Volunteering information formatted in large print for easy reading.</p> <p>Bury Society for Blind and Visually Impaired have included hub information within large-print information bulletin circulated to nearly 500 homes across the Borough.</p>
Local				

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				<p>Proposal made to GMHAG to commission Manchester Deaf Centre to act as SPOC for the 10 contact centres for deaf people, and pass on any requests to hubs/contact centre. Proposals under discussion with GM colleagues for regional Textline facility.</p> <p>Consideration to be made of an Easy read leaflet outlining how to access support will be produced and made available online and in alternative formats to outline support available through the hubs and new models of working. This resource will also be shared with local Disability and Advocacy Support Groups to cascade to their members.</p>
<p>People accessing drug and alcohol services</p> <p>Local</p>	<p>Drug and alcohol service numbers:</p> <p><i>NDTMS Adults</i> Opiate: 480 Non-opiate: 94 Alcohol: 293</p> <p>Alcohol & Non-Opiate: 112</p> <p><i>NDTMS Young People - Numbers in treatment: 112</i></p>	Bury LA	<p>Jon Hobday</p> <p>Early Break</p> <p>Achieve</p>	<p>Covid 19 Bury leaflet in relation to substance misuse which was circulated to all community hub leads and others due to increased risk to cohorts.</p> <p>Referral pathways being developed into GM Substance Misuse Provider response work.</p> <p>Children with Social Workers will have a plan already in place and cross checked with drug and alcohol provision.</p> <p>Partnership Leadership Group generated positive partnership working at Fairway Lodge site including provision of sharps box.</p>

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Vulnerable

Groups	Number	Responsible Organisation	Accountable Team or Lead	Support Response
<p>People at risk of abuse or neglect, including domestic Abuse and People experiencing or at risk of experiencing domestic abuse, which is likely to increase due to the pressures created by the emergency response</p> <p>National</p>	<p>144 – Adults with a current open safeguarding enquiry and at risk of abuse or neglect</p> <p>High Risk Numbers – Victim Support Referrals 88 up to 20/04/2020</p> <p>In 2019/20 150 cases were opened</p>	System	BISP	<p>The increased risk and severity of domestic abuse when there is a requirement to stay home. Self-isolation is likely to shut down routes to support and safety for women/ men, who may face even greater barriers to finding time away from the perpetrator to seek help. As such Council & CCG Workforce (and Councillors) issued with guidance on how to pick up on signs of domestic violence taking place and how to report it. This included the re-issuing of the Domestic Violence Policy re-issued, including useful contacts and also how to deal with if experiencing DV themselves. (23rd April 2020) – this will have been received by staff in the Community Hubs and contact centre (for those calling x5353)</p> <p>Bury Integrated Safeguarding Partnership have produced guidance via Mandy Symes on safeguarding which has been sent to the community hubs</p> <p>Bury Council actively engaged with community safety meetings locally and regionally, including liaison with GMP who are holding daily meetings, which noted an initial spike in numbers which have since stabilised. GMP sit on the Partnership Silver group to cascade messages to public sector partners.</p> <p>Communications have been circulated to outline where those at risk of abuse can seek help including chemists, supermarkets (akin to the 'Ask for Angela' scheme in place with Bury Pubwatch. and places of refuge.</p> <p>Within the Community Hubs, Bury Asian Women's Centre are to be approached to play active role engaging local VCSE organisations and outreach into our local communities.</p>

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	where the main reason for loss of last settled accommodation was due to domestic abuse. This will include people from out of the borough too.			
Victims of modern slavery Local	0 – Adults with this safeguarding category 0 – children currently with this category	Bury LA / GMP	BISP	<p>Vulnerable Adult will be supported via standard Adult Safeguarding Procedures, which will include, where appropriate, police intervention and support via the National Reporting Mechanism process.</p> <p>Children will be subject to a plan and social workers will maintain contact as per existing business continuity planning arrangements.</p>

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<p>Vulnerable children</p> <p>National / Local</p>	<p>@ 24/4/20 CIN: 1245 CPP: 166 LAC: 342</p> <p>SEN: 1,809 EHCPs</p>	<p>Bury LA</p>	<p>Karen Dolton, Tony Decrop</p>	<p>Children & Young People Department Management Team continues to meet daily to address service priorities. Work with vulnerable children continues; Numbers of children in school have dipped slightly this week; this appears to be children of Key Workers. Vulnerable children in school and settings has increased over recent week and is currently static.</p> <p>All Children In Need, those with a Child Protection Plan and Looked After Children have been risk assessed which had determined levels of contact. This is overseen by a manager and is reviewed on a weekly basis. Care planning continues as usual.</p> <p>There continues to be a daily briefing to schools with regular updates, links to DfE Guidance, learning resources etc and fortnightly briefings to Early Help and Social Care Services.</p> <p>We have increased our number of vulnerable children in early years settings to 44 children which represents 58% of our Early Years CIN and CP cohort</p> <p>New temporary SEND legislative changes came into effect on 1 May. As part of the changes, we are required to review the educational and health provision in every EHCP with parents and young people, and use our 'reasonable endeavours' to provide or secure the provision in the EHCP. We currently have 1809 EHCPs which will need to be reviewed over the next 6 -8 weeks and termly thereafter (or until the legislation changes). There are ongoing discussions with the Regional SEND Group in respect of children returning to schools, and the DfE have launched a survey in respect of Vulnerable Children.</p> <p>Bury Council has launched a helpline to provide psychological support to parents and carers during the Covid-19 crisis. The service, which started on Monday (11 May), is aimed at parents whose children have special educational needs or disabilities and whose daily worries have been exacerbated by the current pandemic and the impending return to school. The helpline is delivered by Bury</p>
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				<p>Education Psychology Service and is open on Mondays from 1pm to 3.30pm and on Wednesdays from 9.30am to noon.</p> <p>Young people with a social worker are being visited and contacted as per their risk assessment which is monitored daily and has management oversight. Social distancing is being followed where physical visits required and PPE utilised where refusal to entry had been faced without it. Those without a social worker are predominantly picked up either by early help or schools and receive an individual response</p> <p>We have received the details of the three different allocations of laptops for vulnerable children and are currently undertaking a piece of work to cross reference identified children to ensure these are appropriately allocated, including 576 laptops to be allocated to Care Leavers and Children with a Social worker and 170 Laptops to be allocated to Children in Year 10 at Local Authority Maintained Schools (including voluntary aided).</p>
<p>Young people supported by youth services</p> <p>Local</p>	<p>271 young people from a targeted cohort have accessed the service in a meaningful way since</p>	<p>Bury LA</p>		<p>Given social distancing requirements, a virtual service offered to engaging targeted groups. This has included a ragging exercise undertaken to assess vulnerable young people and offer increased weekly contact and support</p> <p>Universal service devised to offer regular daily informal education and diversionary activities to all young people of Bury</p> <p>Targeted provision, again digitally, has also been produced in terms of project work to better meet specific cohort requirements, eg young carers/LGBT+</p> <p>Project work to encourage youth volunteering facilitated by Youth Cabinet with reach across the borough</p>

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	<p>lock down.</p> <p>With a further 41 contacted for 'check in'</p> <p>We have undertaken 93 group work sessions since lock down</p>			<p>Detached plan devised to support neighbourhoods/police if support with 'youths involved in antisocial behaviour' is needed</p>
<p>Rough Sleepers (those who were already in this cohort) National</p>	25	GM / Bury LA	Phil Cole	<p>The Council have worked with colleagues at the GMCA in response to the government directive to accommodate all rough sleepers, as per the Everyone In letter of 26th March 2020.</p> <p>Additional temporary accommodation has been provided at two locations to enable a safe space during lockdown, so that social distancing can be adhered to and thus reduce the risk of transmission. This accommodation in conjunction to Stepping Stones dispersed properties and re-opened ABEN (A Bed Every Night) facility with a reduced capacity allows independent accommodation to lock down. All these facilities have 24/7 support, food, security and washing options included to self isolate when required, as well as being supported by existing outreach service working with other agencies such as health, drug and alcohol support</p>

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				<p>services – with provision by phone and email to minimise face-to-face contact. Enhanced out of hours provision has been put in place to support the cohort as part of the Covid response recognising that they are a vulnerable group.</p> <p>Work is underway to assess each individual to create personal housing plans to determine if low, medium and high needs and then re-locate into interim supported accommodation based on those needs.</p> <p>Rough Sleeper numbers have increased by over 100% since the start of the pandemic which has been challenging for the service.</p>
<p>People accessing homelessness related services</p> <p>National / Local</p>	<p>486 people across spectrum of prevention, relief and full duty.</p>	<p>Bury LA</p>	<p>Phil Cole</p>	<p>Continuing to adhere to homelessness legislation and our Homelessness statutory duty including housing support and homelessness assessments (to determine duty and support as per the Homelessness Reduction Act.) being carried out over the telephone for new and existing customers accessing the service. No change in legislation on duty or priority need.</p> <p>Continue to work alongside key partners, including Bury Homeless Partnership, GMCA and MHCG, to support the local homeless population and monitor impacts of interventions and any gaps in provision. Specific local examples include:</p> <ul style="list-style-type: none"> Continued close working with Childrens Services to support care leavers in temporary accommodation. Accommodation team supporting LAC's via young HEN working with PA's as normal. Strict adherence to social distancing when working in the community with PPE provided <p>382 households receive discretionary housing payments which could provide detail of potential future demand into homelessness service if people unable to keep up payments on the properties. Data source to be cross-reference with Poverty/Social Economic cohort.</p>

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				<p>Out of hours 24/7 service provided as normal with levels maintained as per business continuity arrangements and prioritisation of this activity over other house services.</p> <p>We have suspended our choice-based letting system to ensure we have greater access to accommodation for our homeless families and single people. This helps to deal with the duty to refer numbers which have increased from statutory bodies. The suspension enabled direct lets and to prioritise homeless cases and move on's into sustainable accommodation, enabling capacity for when lockdown is relaxed to meet demand against statutory duty.</p> <p>Government legislation to suspend evictions and offer help with mortgages will reduce the number presenting as homeless in the early response phase has allowed the service to continue to provide temporary accommodation to priority need customers, whilst being mindful of a potential peak once this period is complete. Home office decision to stop move on of customers with positive asylum / immigration decisions in Serco properties which normally come through homelessness has also assisted the service.</p>
<p>Overcrowded, temporary, emergency or supported Accommodation</p> <p>National/ Local</p>	<p>On the housing register there are 345 households who are awarded priority for being</p>	<p>STH</p>	<p>Phil Cole as LA liaison</p>	<p>Housing Needs & Options team continuing as normal to work closely with commissioned supported housing / accommodation providers during Covid with guidance via email and phone rather than face-to-face where possible. Where actively on site strictly adhering to social distancing guidance and using PPE if social distancing not possible. Where required teams providing advice on eligibility to Universal Credit and Housing Benefit.</p> <p>New schemes agreed by exempt accommodation panel chaired by Andrew Eland & Phil Cole. Exempt accommodation group discuss all non-commissioned supported housing for Housing Benefit subsidy options.</p>

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	overcrowded			<p>Team working closely with STH to enable / facilitate them to continue to arrange viewings and sign ups for new tenants. Resettlement team prioritising the move on of singles / families from temporary accommodation into own tenancies to increase capacity in temp accommodation for when Covid ends to meet demands.</p> <p>Overcrowding applicants are bands 2,3 or 4 depending on level of overcrowding with average wait of 521 days. Once Covid lock down relaxed can then consider CBL system starting again. This would enable overcrowded applicants to bid on properties, though worth noting that allocations are based on greatest need therefore homelessness will always take priority over overcrowding.(Duty/priority hasn't changed in light of Coronavirus pandemic)</p>
<p>Asylum seekers including UASC, and non-UK nationals with NRPF</p> <p>Local</p>	<p>445 Asylum seekers in Bury at last count. Housing supported 101 refugees over past 12 months via Gateway & Resettlement programmes.</p>		<p>Mike Toth (Adults)</p>	<p>The Council have been working closely our Regional Strategic Migration Partnership (RSMP) colleagues and Border Force, Immigration Enforcement and Public Health England to ensure we have appropriate arrangements in place</p> <p>Migrant Help has collated a list of resources with useful information to migrants in the UK during the current crisis. It includes translated guidance and will be continually updated. I have also provided our hub leaflets to Serco and Migrant help for distribution, over 5k leaflets have been distributed with the Borough by our volunteers from the Hubs.</p> <p>The Current Home Office position is the suspended discontinuations of asylum support for three months – those who were due a decision on their claim can remain accommodated in Serco properties with subsistence allowance. At present local authorities are not being engaged in exit strategy planning. If decision making continues, once the Home Office end the suspension on discontinuations of support we will have a significant population that will either need to be accommodated and afforded homelessness support or who are NRPF and potentially at risk of rough sleeping</p>

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				<p>Of note the Home Office will not share service user details with Local Authorities to enable welfare checks and food parcels to be delivered because of GDPR</p> <p>Cases picked up by the hubs including food provision for foreign nationals stranded in the UK unable to return home due to Covid19 restrictions, particularly in East Hub.</p> <p>The Council is following national guidance in that:</p> <ul style="list-style-type: none"> • People will not be asked to leave their asylum accommodation. This applies to both people whose asylum cases are refused and those who are granted status. This will reviewed towards the end of June. • If people have received "Notice to Quit" letters, they should contact Migrant Help to get support reinstated (if they have not already been contacted about reinstatement of support). • People on section 95 support whose asylum claim and any appeal are refused will be transferred to section 4 support and will continue receiving financial support. <p>People who have received a positive decision on their asylum claim will not be asked to leave their asylum accommodation but are expected to apply for mainstream welfare benefits, however, their asylum support payments will continue until they have received their first benefit payment.</p> <p>For children up to 18: Social Workers and PAs are visiting as per risk assessments and will provide support as appropriate</p>
Gypsy, Traveller and Liveaboard Boater, park home Communities	3 sites – Environmental Health	Bury LA	Lorraine Chamberlain / Traveller Education Service	Government guidance of 30 th April 2020 recognised Social-distancing or self-isolation may be particularly challenging for members of these communities due to often confined and communal households, and restricted living conditions on many sites.

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Local				<p>Traveller education Service (TES) providing help and advice at both sites weekly, adhering to social distancing, to talk with families, drop off Education packs for the children and this has included children that are on Elective Home Education as these children are not seeing a tutor due to distancing. TES and STH (Mo Bashir) are trusted sources within the community and relayed the following:</p> <ul style="list-style-type: none"> - Social distancing guidance in relation to funerals - Provided support in relation food vouchers, including arranging school printing to deal with increase demand including hardship, issues with the school vouchers and having to use phones for online shop rather than public access PCs. - Supported Fernhill residents topping up electricity cards when this went cashless (to reduce transmission risk) - Arranged a waste collection during tip closure for Todd Street site.
<p>People in prison or living in any other HM Prison and Probation Service offender accommodation</p> <p>Local</p>	<p>GM figure as of sept 2018 – 3315</p> <p>Past 12 months Bury BC Housing / Homelessness – 35 cases to support.</p>	<p>Probation, HMP</p>	<p>Phil Cole/ Tom Hoghton</p>	<p>Introduced targeted work around planned and early prison releases to reduce likelihood of homelessness on release. Early releases only ordinarily considered if they have accommodation in place and not NFA on release. HMPS – should be providing where possible 56 days notice prior to release to the homelessness team via 'duty to refer' HRA legislation.</p> <p>Probation have approved premises within Bury to house serious offenders and re-integrate into the community and existing mechanisms via 'Through the Gate' provision within HMPS to support prison releases.</p> <p>Housing Options team are liaising with Community Hubs to assist any of this cohort that need assistance upon release.</p>

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	As of			
Care Home Residents	774 people in care homes. This includes full costs clients (those that pay for themselves but are on our books), but doesn't include self-funders (figures via ASC)		H&C Silver	<p>All care homes have dedicated support available from a named GP practice, and this clinical support is available every day. Each home has a dedicated Provider Relationship Officer, with 'out of hours' support available.</p> <p><u>Recruitment Support</u> has been put in place through the Promotion of Provider job adverts via Local Care Organisation social media channels and wider. Access to a staffing pool that providers can access in an emergency to ensure they can still meet the needs of the people they support. Reimbursement are being made of any increased costs that our Providers have incurred due to having to bring in agency cost to cover staffing shortfall and funding has been allocated to cover the DBS checks for new staff.</p> <p>In relation to PPE – stores for emergency supplies have been open every day, with a designated officer working with regional and national colleagues to ensure that supplies can be escalated. Where they have had to purchase additional or specific PPE, over and above regular stock, to protect staff and support our customers during this pandemic, the Council will fund these purchases.</p> <p>Testing for social care staff began for Bury on 3 April, in line with the Greater Manchester programme</p> <p>Where providers start a new customer from hospital or Choices for Living Well on either the same day, or a date requested by the relevant team, they can claim an additional one off payment of £100. Where they start a new customer from hospital or Choices for Living well over the weekend they can claim a payment of £150. This is aimed at ensuring customers do not have to stay in hospital any longer than they need to.</p> <p>The Council are paying the full cost of any vacancy held by our Older People's Residential and Nursing homes. This will be paid irrespective of whether it ends</p>
Local	41 residential and nursing homes in Bury			

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	supporting around 1,600 older people, those with learning disabilities and mental health needs, and those with acquired brain injury.			<p>up being occupied. This is aimed at ensuring we maintain capacity within the community sector. Providers have financial security while customers do not have to stay in hospital longer than needed.</p> <p>Where a resident is diagnosed with COVID-19 and due to their presenting needs requires the Provider to bring in additional staff to support them on a one to one or two to one basis, this increase in care will be funded.</p> <p>In addition further support is available through:</p> <ul style="list-style-type: none"> - A daily bulletin sharing advice, guidance and updates - End of Life Training - Network of market traders to support homes struggling to source food with school meal service on standby to support.
People receiving low or medium-level social care Support Local	52 adults currently receiving intermediate care for social care needs	Bury LA	Julie Gonda, Adrian Crook	<p>Service provision in this area is unaffected and remains working as normal as per business continuity arrangements.</p> <p>If cohort also have underlying health condition will be addressed via clinical vulnerability support including that of the Community Hubs.</p>
Social care self-funders, who are not always known to	Unable to obtain			Number not known but providers are supported in terms of self-funding service users

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Councils				If cohort also have underlying health condition will be addressed via clinical vulnerability support including that of the Community Hubs.
Local				
Carers, including young carers and informal/unpaid carers	19,954, Census 2011	Bury LA	Andy Bradburn	Hubs and volunteer network providing additional support in terms of food and medication delivery to the shielded whilst those with caring commitments, especially informal carers socially distance or themselves are shielded/in isolation.
Local	Number of current young carers: 172 . Classified as high risk: 8 . Classified as medium risk: 16 . Classified as low risk: 127 . Not recorded /awaiting assessment: 21			<p>Emergency supply of PPE made available to carers & PA's who are caring for someone who is symptomatic or has a confirmed case of COVID-19</p> <p>Carer support is currently being provided remotely, over the phone, by email and texts, or video calling. Gaddum are taking calls between 9am and 4.30pm. At other times, callers are asked to leave a message, and someone will respond by the next working day. Alternatively, email bury.carers@gaddum.org.uk. This is enhanced by widening social support offer of the community hubs.</p> <p>A new provider will take over the Bury Carers Service on 1 June to provide help to hundreds of local carers. The new Bury Carers Hub will be provided by n-compass. The aim of the service is to improve the health and wellbeing of carers and their families, with a strong partnership approach and providing early intervention. Update on this was presented to Bury's Silver Borough response – Partnership Leadership Group – on 6th May 2020.</p> <p>Government guidance on provided unpaid caring support was published on 8th April 2020 including support on collecting medication, which the hubs are able to assist with it the carer needs to self-isolate.</p> <p>To promote self-care there is a specific carers channel established on The Bury Directory.</p> <p>Support remains available online and via phone for Young Carers via the Young Service and educational Welfare Service for virtual contact.</p>

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	<p>Number of children pending assessments:</p> <ul style="list-style-type: none"> Currently : 49 Pre-lockdown : approximately 27 			
<p>Kinship carers and the children they care for (including those not known to the authority)</p> <p>Local</p>	<p>Numbers of looked after children placed with foster carers who are friends or relatives:</p> <p>Long-term fostering : 58</p>	Bury LA	Karen Dolton, Tony Decrop	<p>Foster carers all have a COVID Risk Assessment and in addition some are being supported by buddies and the foster ambassadors</p> <p>Social workers are in regular contact via email and phone as per business continuity arrangements.</p>

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	Not long-term fostering : 14			
Assisted collections Local	1896, Local March 2020	Bury LA	Neil Long – Waste Operations	Waste collection service continues to operate as normal, so by default all assisted collections are provided. 54% of borough signed up for waste communications which provides a further opportunity to engage with residents regarding support offer.
STH Vulnerable List Local	2,171 of which 1,272 proactively called (STH)	STH	John Merrick	Reports were extracted from STH QL system to try to identify potentially vulnerable customers based on the following criteria: Tenants aged 70 or over and tenants under the age of 70, but with a recorded impairment. Customers within established housing support (eg, sheltered accommodation and extra care schemes) were not included in this contact process following confirmation that contact/ support arrangements were already in place. In addition, tenants who had already been spoken to by STH as a follow up to a COVID 19 text campaign, were not re contacted (these contacts were recorded on our QL system). Complete calls: 1,066 Unsuccessful calls : 93 No contact number: 54 A DPIA is currently being prepared in order to link in with HUBS to share details of the tenants that we were unable to contact, for integrated follow up actions.
People living in more rural/isolated settings	5,126 – census 2011	Bury LA		Bury's Community Hubs cover the entirety of the Borough in terms of reach so those who are vulnerable and require assistance with shopping, medication collection and befriending are able to call 0161 253 5353. The local hubs are reaching out to local shops in terms of food provision and community assets, with

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Local				volunteers secured from all corners of the Borough to support outreach regardless of rurality of location.
People who are confused or lack the mental capacity to understand the current situation	682 (Adults with DOLS)	Bury LA	Mandy Symes	The statutory requirements around the Mental Capacity Act [2005] and the associated Deprivation of Liberty Safeguards remain unchanged in that there has been no easement in relation to these duties. Therefore customer who lack the capacity to agree to their care and treatment or other significant decisions will be supported via Best Interest decision making protocols which may include additional support via assessments under the Deprivation of Liberty Safeguards. Primary Care and Voluntary Sector – contribute further narrative.
Local				
People who develop loneliness as a result of self-isolation and social distancing, especially over 70s, which can impact upon health	Community Life Survey England data applied to Bury (6% of the population) – 11,407	System		<p>Over 70s would themselves fall into the clinically vulnerable category as determined by government.</p> <p>The scope of the Community Hubs has broadened to include social wellbeing support including referrals to Age UK from Hubs for a befriending call (or to a network of wider volunteers for those of a younger age)</p> <p>From a workforce perspective, we have introduced Teams to remain in contact and have provided guidance on home working, Live Better/Feel Better and further, support, including Employee Assistance Programme for all staff</p>
Local				
BME Groups % and number to be confirmed Census 2011	Census 2011: Mixed/Multiple Ethnic group: 3,365			<p>Black, Asian and minority ethnic patients face a disproportionately high risk of death from coronavirus, according to new data. NHS England figures reveal that, of the 13,918 patients in hospital who tested positive for Covid-19 up to April 17, 16.2 per cent were of BAME background despite these communities making up only around 13 per cent of the total population</p> <p>PHE are completing research into factors that may adversely affect cohort groups with regards to the impact of COVID. Ethnicity, gender and obesity factors are to be published by the end of May. This will provide robust data analysis to</p>

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	<p>Indian: 1,387</p> <p>Pakistani and Banglade shi: 9,853</p> <p>Asian/ Asian British; Chinese: 1,100</p> <p>Black/ African Caribbea n/ Black British: 1893</p> <p>White: 165, 032</p> <p>Other: 2,970</p>			<p>determine future decision making around targeted support for these groups. We will work alongside local BME groups to communicate these messages and raise awareness across local BME communities.</p>
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BURY SYSTEM COVID RESPONSE v.4

<p>People with language barriers</p> <p>Local</p>	<p>2144 – census 2011</p>	<p>System</p>	<p>The Bury Directory contains the latest Coronavirus support information and its functionality includes translation into many global languages.</p> <p>PHE guidance on self-isolation and social distancing has been translated into Arabic, French, Polish, Mandarin, Cantonese and Welsh. Links are provided here: https://www.gov.uk/government/publications/covid-19-stay-at-home-guidance https://www.gov.uk/government/publications/covid-19-guidance-on-social-distancing-and-for-vulnerable-people</p> <p>Stay at home materials translated into: Polish, Russian, Punjab, Urdu, Bengali, Gujarati, Romanian, International Romany https://coronavirusresources.phe.gov.uk/stay-home-save-lives</p> <p>Schools and Childrens Services access to interpreters for vulnerable families.</p> <p>Patients can access interpretation/translation services through primary and secondary care.</p> <p>250 people enrolled on ESOL courses with Bury Adult Learning of which teaching is currently suspended. Some concern over access to information for those without digital access and opportunity to explore connections with ESOL teachers over known communities, such as the Cape Verde community in Bury who could receive target support information via ESOL teaching staff.</p>
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Economically Vulnerable

Groups	Number	Responsible Organisation	Accountable Team or Lead	Support Response
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BURY SYSTEM COVID RESPONSE v.4

Local council tax support Local	13,891	Bury LA	Lisa Kitto	<p>Bury Council has suspended the sending of reminders and all other recovery notices until the end of May 2020. We are receiving a high level of new claims for Council Tax Support, and this will give residents breathing space until their new claims can be processed. We will review this measure at the end of May 2020. New council tax bills with £150 credit to be issued weekend commencing 9 May 2020</p> <p>The Bury Support Fund (hardship crisis) has been topped up by an additional £100k in addition to expanding the tax support relief to those already receiving this as per government's announcement of hardship provision on 24th March 2020.</p> <p>Additional guidance being made available in relation to benefit eligibility and how best to ensure people are claiming what they are entitled to in liaison with CAB and DWP (DWP rep on Borough Partnership Leadership Group).</p> <p>£100k has been made available for the provision of additional advice and support in relation to benefits in form of additional SLA with Citizen Advice Bury & Bolton. Referrals into the CAB are being from Hubs where people ask for a Food Bank parcel. Dedicated helplines have also been created.</p> <p>Within the Council, p2/p3 staff have been temporarily redeployed to support revenues and benefits service.</p> <p>There is an opportunity to revisit initial work on IMD that was being considered in relation to the Bury 2030 strategy (particular given same areas remaining deprived despite past interventions). This includes consideration of the Bury Commission on Life Chances around brokerage and aspiration.</p> <p>Of note other authorities turning to returning calls or using 0800 numbers down to reduce cost burden on local residents.</p>
Free school meals	5300	Schools	David Catterall	<p>The Catering Team, working closely with Children's Services, has ensured that we have provided for children and young people throughout the Pandemic. This despite some</p>

BURY SYSTEM COVID RESPONSE v.4

Local				difficulties with other suppliers, and with the roll-out of the national voucher scheme which still suffers from some issues.
Discretionary housing payment	382 (Crisis Support)	Bury LA	Lisa Kitto	See Local Council Tax Support provision and housing element of 'vulnerable' cohorts. In addition to this, a new Welfare Fund of £200k has been created within which there is additional funding to support an increase in demand and to provide some additional support where needed.
Local				
Working age benefits including Universal Credit, Housing Benefits, Tax Credits, Employment and Support Allowance	Claimant Count: 4340 Job Seekers: 1330 ESA and Incapacity: 8260 Lone Parents: 1020 Carers: 2320 Disabled: 1010	DWP, Bury LA	Lisa Kitto	Local welfare assistance team are supporting residents in terms of benefit claimants. DWP are changing requirements regarding submissions of fit to work notes and are not suspending benefit payments due to sanctions at this time. We have seen an increase in the number of claimants for Local Council Tax Support and have provided some additional funding through a newly created Welfare Fund (£200k) that will help support those in working poverty and those returning to work.
Local				

BURY SYSTEM COVID RESPONSE v.4

	WTC+ CTC: 3900 familie s WTC Only: 800 familie s			
Pension credit Local	4649 Stat Explor e Aug 2019	DWP, HMRC, Bury LA		Information sought from Anne Gent, DWP Bury
People who may experience financial hardship and/or food poverty but do not receive state support, for example	Self emplo yed: 13,90 0 (Up to Dec 2019)	DWP, Bury LA	Lisa Kitto	In addition to the Bury Support Fund additional resource, £200k has been identified to support those experiencing additional in-work poverty or new economic hardship as a result of Covid circumstances, including reduction in income due to furlough or reduced employment. Scheme will follow similar approach in terms of reach as Council Tax relief scheme and include referral into CAB.

BURY SYSTEM COVID RESPONSE v.4

the self- employe d and others not entitled to Statutory Sick Pay Local				
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REPORT FOR DECISION



Agenda	
Item	

DECISION OF:	Cabinet
DATE:	20 June 2020
SUBJECT:	COVID 19 Response - Equalities
REPORT FROM:	Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs & HR
CONTACT OFFICER:	Lynne Ridsdale, Deputy Chief Executive
SUMMARY:	This papers sets out a summary of the current approach to equality within the Council and One Commissioning Organisation partnership and proposals for further work to protect our vulnerable communities during the current pandemic and to further equality objectives within the partnership
OPTIONS & RECOMMENDED OPTION	<p>Cabinet is asked to:</p> <ul style="list-style-type: none"> Note the current commitment to equality including the approach to staff risk assessments, which will expand at pace endorse the Council's approach to proposed equality strategy work. A similar decision will be sought from the CCG Governing Body in order that this work may progress via the Strategic Commissioning Board
IMPLICATIONS:	
Corporate Aims/Policy Framework:	The proposals accord with the policy framework
Statement by the S151 Officer:	The cost of the proposed equality review will be met from the corporate transformation reserve
Equality/Diversity implications:	The proposals in this paper are consistent with the Public Sector Equality Duty
Considered by Monitoring Officer:	The Council has obligations under the Equality Act 2010 to comply with its public sector equality duty and therefore it must have due regard to the need to

	eliminate unlawful discrimination, harassment and victimisation in all decisions it makes. The current proposals in the report take account of that duty and are a necessary review of the Council's position, particularly in light of the current pandemic.
Wards Affected:	All

Bury Council and CCG Equality Strategy: Update and COVID-19 response

Background

Bury Council and One Commissioning Organisation (OCO) staff are committed to furthering equality between all parts of our diverse communities and improving outcomes for all. Over recent weeks the national picture has presented an imperative to take further action in pursuit of this objective. In particular:

- The protests in the United States of America, this country and across the world following the killing of George Floyd has led to a renewed focus on addressing racism and inequality in all parts of society. The Leader of this Council has expressed the need to be united in tackling racism and inequality and that the diversity of our Borough is a key strength whilst the Council's Chief Executive/ CCG Chief Accountable Officer has reaffirmed that, *"as an employer and service provider, Bury Council and NHS Bury CCG remain determined to oppose racist attitudes in everything we do"*.
- The Public Health England report *Disparities in the risk and outcomes of COVID-19* (June 2nd 2020) provided emerging evidence that black and minority ethnic (BAME) communities are disproportionately affected by COVID-19

In this context it is important that the Bury partnership takes action to:

- protect our BAME communities and other vulnerable groups during the current pandemic and
- ensure that our organisations and culture is equality-proofed and provides the conditions for a diverse workforce and partnership to thrive.

This papers sets out a summary of the current approach to equality within the partnership and proposals for further work to protect our vulnerable communities and further equality.

Current position

Bury Council and OCO have a robust approach to workforce equality which includes:

- a commitment made by the Chief Executive/Chief Accountable Officer to staff that there would be a review our equalities strategy, including specific work with our BAME staff group so that BAME staff feel supported and together we drive change so that our workforce - including at a senior

level - comes to reflect the communities we serve and we attract the talents of our diverse communities to work for us and be part of our future.

- Respective equality policies and underpinning processes, including Equality Impact Assessments of every decision
- Joint signature to the Greater Manchester Workforce Race Equality Standard which is seeking ambitious progress in race equality and workforce representation
- Support to active staff groups which represent all protected characteristics, including race
- Signature to the letter from all Greater Manchester Leaders which expressed horror and defiance about George Floyd's death and a n intention to do everything practicable to defy racism in Greater Manchester

During the further response of the partnership in relation to equality has included:

- joint guidance to all our staff to manage their health and safety at work, based on a risk assessed approach which follows dynamic government guidance; the COVID-19 secure working principles and meets the statutory Management of Health and Safety at Work Regulations 1999
- a targeted risk assessment of all adult social care staff of BAME background, using the template provided by the GMCA
- the promotion of health and wellbeing support to the BAME staff in the primary care sector in particular, following the PHE publication, this included prioritised access to Personal Protective Equipment and publication of NHS Employer Risk assessment Guidance
- detailed Equality Impact Assessment of our COVID response work including particular work with communities of faith to reduce transmission during lockdown.

It is important to note that the reasons for the disproportionate impact of COVID-19 on BAME communities is not yet understood, but the health inequalities present for BAME communities have long been recognised. This papers therefore proposes two key further actions, as a basis for Cabinet agreement.

Proposed further action – COVID 19 response

It is recommended that the workforce risk assessment tools are further developed and, subject to consultation with staff groups and the Trade Union side, are:

- proactively completed for every employee who wishes to engage and has been identified as potentially vulnerable, including older people and those from a BAME background or who have households / family members from BAME background

- recommended to our commissioned providers including staff in care homes and domiciliary care
- recommended to the network of c700 volunteers who are supporting our Community Hubs

The risk assessment approach is intended to support managers to have sensitive and comprehensive conversations with their BAME staff. They should identify any existing underlying health conditions that may increase the risks for them in undertaking their frontline roles, in any capacity. Most importantly, the conversations should also, on an ongoing basis, consider the feelings of BAME colleagues, particularly regarding both their physical safety, their psychological safety, and their mental health. The objective of the risk assessment process is to seek to reduce, avoid or eliminate risks identified.

Proposed action – furthering equality

It is proposed that an independent partner is engaged to undertake an equalities audit across both the Council and the OCO, with reference to the Equality Framework for Local Government (EFLG) or similar. The intention will be to produce a strategy and outcomes framework in the context of an objective, best practice standard. The commission will report to the Strategic Commissioning Board, as a partnership deliverable and to take the opportunity of furthering system-wide partnership leadership on equalities which will be an intrinsic part of the organisation transformation to which the Council has committed.

The review will consider all protected characteristics, including race. It will be co-designed and delivered in conjunction with staff side representatives.

The specific proposed components of the commission at this stage, as a basis for engagement with staff groups, will include:

- Undertaking an assessment of the partnership's current performance in relation to equalities, identifying areas of strength and specific areas for improvement. The assessment will be based on a review of relevant policies and procedures as well as consultation and engagement with community leaders from all protected characteristics and the relevant staff-side groups
- Producing a proposed Equalities Strategy in the context of key findings, which is aligned to our Bury 2030 strategy and emerging neighbourhood model.
- Review and refresh current policies relating to equalities.
- Alongside the strategy, to develop equality objectives, based on sector experience and understanding of best practice – and advising on actions that are required to achieve those objectives
- Developing an implementation plan setting out the actions required to meet key recommendations. Actions are likely to include policy and procedural work as well as training and organisational culture development

- To secure skills transfer through this work to officers in the team to develop and sustain a culture of embedding equality into core organisational practices.
- To produce recommendations on the partnership equality training offer for staff.

Next Steps

Cabinet is asked to:

- Note the current commitment to equality including the approach to staff risk assessments, which will expand at pace
- endorse the Council's approach to proposed equality strategy work. A similar decision will be sought from the CCG Governing Body in order that this work may progress via the Strategic Commissioning Board.

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**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY
HELD ON FRIDAY, 14TH FEBRUARY, 2020 AT BOLTON COUNCIL CHAMBER, 2ND FLOOR, BOLTON
TOWN HALL, VICTORIA SQUARE, BOLTON, BL1 1RU**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor David Greenhalgh
Bury	Councillor David Jones
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington
Wigan	Councillor David Molyneux

IN ATTENDANCE:

Tameside	Councillor Leanne Feeley
GM Transport Cttee	Councillor Mark Aldred

OFFICERS IN ATTENDANCE:

GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA - Treasurer	Steve Wilson
Bolton	Tony Oakman
Bury	Geoff Little
Manchester	Joanne Roney
Oldham	Carolyn Wilkins
Rochdale	Steve Rumbelow
Salford	Jim Taylor
Stockport	Michael Cullen
Tameside	Steven Pleasant
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Simon Nokes
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward
GMCA	Claire Norman
GMCA	Ross Macrae

GMCA 36/20 APOLOGIES

That apologies be received and noted from Councillors Andrew Western (Trafford), Arooj Shah (Oldham), Sara Rowbotham and Janet Emsley (Rochdale) and Jenny Bullen (Wigan) and Eamonn Boylan (GMCA), Sara Todd (Trafford) and Pam Smith (Stockport) - Michael Cullen attending.

GMCA 37/20 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor paid tribute to Councillors Ray Bowker from Trafford and Councillor Christine Wild from Bolton who had both recently passed away with their funerals taking place on the day of this meeting. Members heard that Councillor Ray Bowker was a lifelong Timperley resident, elected in 1973 and serving Trafford Council with great distinction during his political career working on nearly every committee and receiving an MBE in 2002 for a lifetime of service to the community. Councillor Christine Wild had a strong passion for education and was the Executive Member for Children's Services for Bolton, serving as the Chair of the Governing Body for Sharples High School where she would particularly be remembered very fondly.

The GM Mayor proposed to table the Better Buses Fund Report as an item urgent at this meeting in order to progress submission to Government prior to the deadline of the 13 March 2020. It was also proposed that the Revised Levy Allocation Methodology Agreement for Waste Disposal Levy be taken as an urgent item due to the requirement that the methodology be approved before the levy be set.

The GM Mayor welcomed the recent announcement from the Prime Minister on the future of HS2 and Northern Powerhouse Rail with a move away from the initial North-South terminus project and a proposed move to a more integrated East-West North-South rail solution, which was something GM had been lobbying for. It was highlighted that there had been a commitment to set up a body called High Speed North to facilitate the East-West aspects of the project. GM would be pressing for an earliest possible timetable to achieve the project, but that this should be balanced with the need to work closely with the new body to assure designs were fit for purpose and avoid any future capacity issues. It was also reported that in the run up to the Budget the case would be made strongly for infrastructure investment at Manchester Piccadilly Rail Station for platforms 15 and 16. This was stated as an essential 'shovel ready project' which would benefit the whole of North of England as it would remove the pressures on the Castlefield Corridor bottle neck to ease trains passing through from other areas.

The GM Mayor and City Mayor of Salford called for a national lobby of Parliament on 25th February ahead of the budget in support of GM residents of high rise buildings experiencing extreme difficulties due to cladding being deemed unsafe. Residents were suffering hardships as a result was being laid with residents whilst also encountering difficulties in onward selling. The GM Mayor welcomed any additional Members who wished to travel to Westminster in support, stating that it was time recognition was given that unsafe cladding needed to be removed and that it was Government's responsibility to provide reassurance to residents on these matters.

RESOLVED/-

1. That the condolences of the GM Mayor and all members of the GMCA be extended to the families of Councillor Ray Bowker (Trafford) and Councillor Christine Wild (Bolton) whose funerals were taking place today.
2. That the following reports be considered as items of Urgent Business:
 - Better Buses Fund
 - Revised Levy Allocation Methodology Agreement for Waste Disposal Levy
3. That the recent announcement by the Prime Minister regarding HS2 and Northern PowerHouse Rail, with the establishment of High Speed North tasked to progress the work be welcomed.
4. That it be noted that Government would be pressed for the earliest timetable, recognising that the emphasis must be on delivering the right railway network to ensure that network capacity was future proof and was a North - South and East – West service for the North.
5. That it be noted that strong representations would be made to Government for the essential investment required at Manchester Piccadilly Rail Station, in particular in relation to platforms 15 & 16, which would deliver benefits by easing the Manchester bottleneck and allowing services to run more freely across the whole of the North of England.
6. That it be noted that on the 25 February 2020 the GM Mayor Andy Burnham and City Mayor Paul Dennett had called for a national lobby of Government to support the residents of Greater Manchester who are victims of unsafe cladding on residential buildings.
7. That it be noted that the High Rise Task Force would be publishing their report on 25 February 2020.

GMCA 38/20 DECLARATIONS OF INTEREST

That the GM Mayor, Andy Burnham declared a personal interest in relation to items 11 & 14 (GM Investment Framework Approvals).

GMCA 39/20 MINUTES OF THE GMCA MEETING HELD ON 31 JANUARY 2020

RESOLVED/-

That the minutes of the GMCA meeting held on 31 January 2020 be approved.

GMCA 40/20 GMCA REVENUE AND CAPITAL BUDGETS 2020/21 - OVERVIEW

Cllr David Molyneux, Portfolio Lead for Investment & Resources introduced a report which presented an overview of the proposed GMCA budgets for 2020/21 and summarised the position on The GM Mayoral General Budget/Precept Proposals, GMCA General Budget, GMCA Transport budgets including Transport Levy and Statutory Charge and the GM Waste Services Levy.

It was noted that this had been Steve Wilson's first budget since taking over from Richard Paver as the GMCA Treasurer, Members welcomed working with him.

RESOLVED/-

1. That the report be noted.
2. That the GMCA record its thanks to Steve Wilson (GMCA Treasurer) and officers of the GMCA Finance Team for their work in preparing the budget.

GMCA 41/20 GMCA MAYORAL GENERAL BUDGET & PRECEPT PROPOSALS (KEY DECISION)

Councillor Richard Leese, Deputy Mayor took the Chair for this item of business, given the GMCA was considering the budget proposal from the GM Mayor.

The GM Mayor outlined the proposals for his General Precept for 2020/21 including Greater Manchester Fire & Rescue Service and set the context which had guided the approach to setting the levels of these proposals. It was acknowledged that Council tax was a regressive form of tax, and that increases had the potential to hit the poorest communities the hardest, a proposed precept increase had unfortunately been necessary in order to support public service priorities in the absence of increased Government funding support.

Members were asked to consider this proposal alongside the police precept which was £10 in line with Government guidance. It was highlighted that this commitment would enable a named neighbourhood Police Constable and a named PCSO for every local authority ward in each Borough within Greater Manchester. The GM Mayor reminded Members that following the police precept for 2018/19 had resulted in an accelerated recruitment process resulting in an additional 150 officers recruited so far.

The GM Mayor introduced the changes to The GM Mayor's general precept which were proposed as increase of £14 for a band D property and £10.88 for Bands A-B. The majority of the single biggest allocation of £6.65 per household was highlighted for the GM Fire and Rescue Service (GMFRS) with an aim to adopt a front-line approach. The precept increase would also allow for recruitment of an additional 108 firefighters. In response to previous concerns raised around crewing levels for GMFRS, crewing levels would be maintained at 5 for single pump vehicles, and 8 for double pump vehicles.

The GM Mayor highlighted the invaluable service provided by the emergency services, in particular the GMFRS response to the Cube Fire in November 2019.

Members were also advised that the proposal to merge fire stations in Bolton would be deferred to facilitate further consultation with Bolton Council and community leaders.

The GM Mayor acknowledged the financial challenges of the last few years, with available funds utilised as best as possible. It was stated that there was a need for Government to increase their support for crucial emergency services and that campaigning for this would continue.

Members heard that part of The GM Mayor's general precept would continue to support the process for GM bus reform, and also continue to fund the Our Pass scheme. The Bed Every Night scheme was also highlighted as receiving a modest contribution from the Mayor's general precept, and that Government would be lobbied to provide match-funding. It was noted that the Scheme had so far contributed to a 37% reduction in people sleeping rough across Greater Manchester.

Members echoed the views of The GM Mayor in expressing disappointment and frustrations at the insufficient levels of funding support from Government which had resulted in GM being required to increase precepts in order to fund its Emergency Services. Government needed to do more to assist with the challenges relating to high rise buildings which had created an industrial regulatory crisis. Members acknowledged the limitations of setting a 1-year budget during a period of uncertainty, and that there was a need to set a budget over longer periods. The Fair Funding Review had highlighting that northern local authorities were disproportionately losing significant funds.

Members asked The GM Mayor for a commitment around digitally enabled crime, both The GM Mayor and Deputy Mayor acknowledged that this was increasingly a more concerning issue. It was clarified that the response to Cyber Crime was constrained by national arrangements which were conducted by the Home Office Action Fraud, with limitations from local response due to the geographical nature of this crime. It was clarified that locally, GM had resources to assist victims and scam-busters that work with particularly vulnerable people. It was also noted that work had taken place to increase resilience in businesses for this risk. In relation to the child sexual exploitation element of this threat, The GM Mayor highlighted ongoing work with GMP's Chief Constable to fully resource Operation Green Jacket, and to explore the possibility of introducing more school based police officers.

Members were updated on general GMP resourcing. It was highlighted that there were 6660 Police Officers currently in place now, with 7000 projected by 2021 which was up from 6000 in 2017. It was stated that recent recruitment had been aimed to strengthen neighbourhood policing as front line officers had been particularly stretched by the impacts of funding cuts. Members heard that there had been an aim to improve engagement between the police and the public through interventions including the utilisation of digital channels such as live-functions for crime reporting. The police precept was also noted as supporting the appointment of an additional 40 police call handlers. The Deputy Mayor stated that a more detailed breakdown on the proposals included in the budget funded by the precept would be brought to a future meeting of the GMCA.

The meeting was advised that a named vote was required to approve the proposals for The GM Mayoral General Budget. Members voted on the recommendations as follows:

District	GMCA Member	
Bolton	Cllr David Greenhalgh	Not in attendance
Bury	Cllr David Jones	Agreed
Manchester	Cllr Richard Leese	Agreed
Oldham	Cllr Sean Fielding	Agreed
Rochdale	Cllr Allen Brett	Agreed
Salford	Mayor Paul Dennett	Agreed
Stockport	Cllr Elise Wilson	Agreed
Tameside	Cllr Brenda Warrington	Agreed
Trafford	Cllr Andrew Western	Not in attendance
Wigan	Cllr David Molyneux	Agreed

RESOLVED/-

1. That The GM Mayor's General budget for 2020/21, as set out in this report, together with the calculation of the precepts and Council Tax rates set out in Appendices 3 to 6 of the report be approved.
2. That the overall Mayoral General Precept of £90.95 (Band D) (an additional £14 on the current £76.95) comprising of £66.20 for functions previously covered by the Fire and Rescue Authority precept (an additional £6.25 for 2020/21 on the current £59.95) and £24.75 (an additional £7.75 for 2020/21 on the current £17.00) for other Mayoral General functions be approved.
3. That it be noted that it was proposed that The GM Mayoral General Precept for 2020/21 was part of a multi-year strategy for setting The GM Mayoral precept baseline which would be adjusted in future years as further Mayoral functions were covered by the funding raised.
4. That the following be approved:
 - i) the overall budget proposed for the Fire and Rescue Service, noting the changes in relation to Programme for Change
 - ii) the use of the reserves to support the revenue and capital budgets, and the assessment by the Treasurer that the reserves as at March 2021 are adequate
 - iii) the proposed capital programme and proposals for funding
 - iv) the medium term financial position for all functions covered by The GM Mayoral precept
5. That the budget for other Mayoral functions be approved, including the use of £0.5 million of Earnback grant to be used to support GMCA costs relating to bus related activity, including bus reform.
6. That it be noted that approval to set a Statutory Charge of £86.7 million as set out in Part 4 of the Transport Order, apportioned on the basis of mid-year population as at June 2018 was requested as part of the Transport Revenue Budget report elsewhere on the agenda.

7. That the use of reserves as set out in paragraphs 5.1 and at Appendix 2, paragraph 9.1 be approved.
8. That it be noted that in accordance with legal requirements, the minutes would record the names of those Members voting for or against The GM Mayor's budget and precept proposals.
9. That the GM Mayor's commitment to providing a named Police Constable and Police Constable Support Officer for every ward in Greater Manchester be noted.
10. That it be noted that following a number of raised concerns, the GM Mayor had determined that the proposed merger of fire stations in Bolton be put on hold to allow for further consultation.
11. That it be noted that the GM Mayor would be asking Government to match fund the contribution made towards 'Bed Every Night' by the GMCA.
12. That the GMCA recorded its thanks to the people of Greater Manchester for their ongoing support to public services in recent times of austerity.
13. That in relation to the issue of cyber-crime, it be noted that the GMCA would seek to raise the issue again with the Home Office, as despite the implementation of a range of local measures, there was a need for increased capacity to ensure resources could meet this growing area of crime.
14. That it be noted that the GMCA would ask the Government to reaffirm its commitment to maintain the level and increase the length of term of Local Authority budgets to allow for longer term planning, and minimise further cuts to services.

GMCA 42/20 GMCA TRANSPORT REVENUE BUDGET 2020/21 (KEY DECISION)

Cllr David Molyneux, Portfolio Lead for Investment & Resources introduced the report which set out the transport related (GMCA) budget for 2020/21.

RESOLVED/-

1. That the issues affecting the 2020/21 transport budgets, as detailed in the report, be noted.
2. That the GMCA budget relating to transport functions funded through the levy, as set out in this report, for 2020/21, be approved.
3. That a Transport Levy on the district councils in 2020/21 of £105.773 million, as set on in paragraphs 3.2 – 3.5 of the report, apportioned on the basis of mid-year population as at June 2018, be approved.

4. That a Statutory Charge of £86.7 million, as set out in Part 4 of the GMCA (Functions and Amendment) Order 2019, apportioned on the basis of mid-year population as at June 2018, be approved.
5. That the use of reserves in 2020/21, as detailed in section 5, be approved.
6. That the position on reserves, as identified in the report, be approved.
7. That the proposal to drawdown £10 million of funding from retained Business Rates to fund the ongoing development of schemes and the Greater Manchester Infrastructure Programme, subject to the preparation and approval of a business case, be noted.
8. That it be noted that the report to GMCA on 7 October 2019 set out and explained the recommendation to the GMCA to approve proceeding to the next stage in the consideration of a proposed franchising scheme, following on from the work undertaken in connection with bus reform; and included a full assessment of how the GMCA could afford to make and operate the proposed scheme.
9. That it be noted that it was anticipated that the £17.8 million of contributions by Local Authorities as a proposed one off increase in the statutory contribution in 2020/21 referred to in section 4.4, would be held (in aggregate) by Local Authorities pending a decision by the GM Mayor as to whether to introduce bus franchising.
10. That the proposal to extend the Women's Concessionary Travel Scheme (WCTS) to a further cohort of women in Greater Manchester from 1 April 2020 be approved, noting that the estimated costs of c£300,000 are included in TfGM's 2020/21 budgets.
11. That the delegation of decisions required to ensure the delivery of the extension of the WCTS be approved, including any updates required to the Local Concessionary Travel Scheme. The delegation to the Chief Executive Officer, GMCA & TfGM and the TfGM Director of Finance and Corporate Services, in consultation with the GMCA Treasurer.

GMCA 43/20 BETTER BUSES FUND (URGENT BUSINESS) (KEY DECISION)

The GM Mayor introduced a report which outlined the Better Buses fund set up by Government and the funding available.

RESOLVED/-

1. That Greater Manchester's intention to submit a statement of intent to DfT for £1.589,489 for supported bus services be approved.
2. That authority be delegated for the approval of the Greater Manchester approach, bidding criteria and submission of Statement of Intent to DfT by 13 March, to the Chief Executive Officer, GMCA and TfGM, in consultation with the GM Mayor, Portfolio Lead for Investment & Resources and Chair of the Greater Manchester Transport Committee (GMTC).

3. That it be noted that a further report would be submitted to a future GMCA meeting on other opportunities for Greater Manchester to apply for funding as part of the Better Deal for Bus Users programme.

GMCA 44/20 GMCA REVENUE GENERAL BUDGET 2020/21 (KEY DECISION)

Cllr David Molyneux, Portfolio Lead for Investment & Resources, introduced a report, which sets out the Greater Manchester Combined Authority (GMCA) General budget for 2020/21.

RESOLVED/-

1. That the budget relating to the GMCA functions, excluding transport and waste in 2020/21, as set out in section 2 of the report, be approved.
2. That the use of Retained Business Rates to fund the 2020 GM Mayoral election (£3.800 million); GM Spatial Framework (£1.045 million) and to continue to fund a number of other ongoing schemes for two further years, as set out in paragraphs 2.9 – 2.29 of the report, at a cost of £2.710 million per annum, be approved.
3. That District Contributions of £9.039 million, as set out in section 3 of the report, be approved.
4. That the use of reserves, as set out in section 4 of the report, be approved.

GMCA 45/20 REVISED LEVY ALLOCATION METHODOLOGY AGREEMENT FOR WASTE DISPOSAL LEVY (URGENT BUSINESS) (KEY DECISION)

Steve Wilson GMCA Treasurer, introduced a report which made recommendations to allocate the Waste Disposal Levy to the Greater Manchester Districts via a revised Levy Allocation Methodology. The change required unanimous support from all nine Districts which had been obtained.

RESOLVED/-

That the Revised Levy Allocation Methodology Agreement for Waste Disposal Levy be approved.

GMCA 46/20 GM WASTE BUDGET & LEVY 2020/21 AND MEDIUM TERM FINANCIAL PLAN 2023/24 (KEY DECISION)

Steve Wilson, GMCA Treasurer introduced a report which sought Member comments on the budget and levy for 2020/21 and on the Medium Term Financial Plan (MTFP) for a further three year period to 2023/24.

Specifically. These plans were to be delivered by\;

- A total levy requirement for 2020/21 of £167.242m, which represents a 4.2% average decrease over 2019/20. At a District level the levy changes range from -2.3% to -6.6%;

- The MTFP then proposes levy charges of £164.982m in 2021/22, £168.296m in 2022/23 and £170.643m in 2023/24.

It was highlighted these proposals were to be considered alongside the base budget proposals 2020/21 in order to get formal confirmation of the revised allocation methodology for waste disposal.

RESOLVED/-

1. That the proposed revised budget for 2020/21, which was expected to be broadly in line with the approved budget after transfers from earmarked reserves, be noted.
2. That the proposed 2021/22 Trade Waste rate of £102.30 to allow forward planning by Districts be approved.
3. That the capital programme 2020/21 to 2023/24, as set out in Appendix A of the report, and inclusion of consequential revenue effects in the budget and levy from 2020/21, be approved.
4. That the budget and levy for 2020/21 of £167.242m (4.2% decrease) and allocation to Districts based on latest estimates of tonnages, including street sweepings be approved.
5. That the expected levy amounts of £164.982m, £168.296m and £170.643m in 2021/22, 2022/23 and 2023/24 respectively be noted.
6. That the risk position set out in the Balances Strategy and Reserves be noted.

GMCA 47/20 GMCA CAPITAL PROGRAMME 2019/20 – 2022/23 (KEY DECISION)

Cllr David Molyneux, Portfolio Lead for Investment & Resources, introduced a report which provided an update in relation to the Greater Manchester Combined Authority capital expenditure programme for transport and economic development and regeneration functions.

RESOLVED/-

1. That the revisions to the 2019/20 capital forecast, as set out in Appendix A and detailed within the report, be approved.
2. That the capital programme budget for 2020/21 and the forward commitments, as detailed in the report and in Appendix A, be approved.
3. That it be noted that the capital programme was financed from a mixture of grants, external contributions and long term borrowings.
4. That it be noted that provision has been made in the revenue budget for the associated financing costs of borrowing.

5. That expenditure of £0.80 million for the Albert Street, Hollinwood (Oldham) Growth Deal 2 Minor Works scheme, as set out in section 7 of the report and Appendix B, be approved.
6. That it be noted that the capital programme would continue to be reviewed, with any new schemes which had not yet received specific approval but were included within the programme would be the subject of future reports.

GMCA 48/20 GMCA REVENUE BUDGET UPDATE 2019/20 (KEY DECISION)

Cllr David Molyneux, Portfolio Lead for Investment & Resources, introduced a report which set out the GMCA General budget for 2020/21.

RESOLVED/-

1. That The GM Mayoral General forecast revenue outturn position for 2019/20, which showed an underspend against budget of £1.3 million, be noted.
2. That The GM Mayoral General – Fire forecast revenue outturn position for 2019/20, which showed an underspend against budget of £2.468 million, be noted.
3. That the GMCA General budget forecast revenue outturn position for 2019/20, which showed an underspend against budget of £0.128 million, be noted.
4. That the Transport forecast revenue outturn position for 2019/20, which was in line with the budget, be noted.
5. That the GM Waste forecast revenue outturn position for 2019/20, which was in line with budget, be noted.
6. That the TfGM forecast revenue outturn position for 2019/20, at paragraph 4.1 of the report, be noted.
7. That the use of £1.5 million from reserves to support transport scheme development, as detailed in paragraph 4.3 of the report, be approved.
8. That the increase to the GMCA General budget of £0.633 million, as detailed in paragraphs 3.6 – 3.8 of the report, be approved.
9. That authority be delegated to the GMCA Chief Executive Officer, GMCA & TfGM and GMCA Treasurer, in consultation with the Portfolio Lead for Housing, Homelessness and Infrastructure, to transfer loans from GM Housing Investment Loans Fund (GMHILF) to GMCA where this was required to provide the necessary headroom within the GMHILF to meet commitments in excess of the funding provided by MHCLG, as detailed in paragraphs 3.9 – 3.14, of the report.

GMCA 49/20 TROUBLED FAMILIES FUNDING (KEY DECISION)

The GM Mayor introduced a report which provided an update on the position of the troubled families funding for 2019/20 and 2020/21.

RESOLVED/-

1. That the allocation of Troubled Families funding for 2019/20 to all GM districts in line with the previously agreed process be agreed.
2. That the announcement of a further year's funding for the Troubled Families Funding for 2020/21 be noted.
3. That a similar process for managing the 2020/21 allocation of Troubled Families funding through the GM Reform Investment Fund in line with the devolved arrangements agreed with Government be approved.

GMCA 50/20 GMCA CULTURE FUND BENEFICIARIES 2020/21 (KEY DECISION)

Cllr David Greenhalgh, Portfolio Lead for Culture, introduced a report with proposals for organisations to be funded from the new GMCA Culture Fund 2020-2022. This process was highlighted as being important in fulfilling GM's equalities duties, improving diversity of the portfolio and potential audience diversity with minimal negative impacts on any one organisation.

Members heard that the portfolio sees the support of 35 organisations across all 10 GM districts included for the first time, and a particular, an increase in provision for Salford, Wigan and Tameside. It was highlighted that 13 new organisations have been included, incorporating literature for the first time and further increased provision for carnival arts. It was stated that the proposed increase in funding available to the GMCA Culture Fund would create a strong new portfolio of GM cultural organisations recognising the important role of culture across many aspects of the GM Strategy such as the benefit to health and wellbeing. Members heard that this presented a significant opportunity for GM to work strategically with Arts Council England as this 2 year strategy aligning GM with the Arts Council funding stream.

The GM Mayor highlighted the historic investment that GM had committed to cultural organisations, and that this work would put GM in a strong position benefiting from wider economic benefits from strong cultural investment and enhance eligibility for Arts Council Funding. It was specifically highlighted that this package benefits all boroughs.

Members welcomed the report, and noted the importance of culture, arts and creativity to GM in aspects such as place making and creating communities where people wanted to live. The Salford City Mayor also reassured Members that culture was an integral part of the Plan for Homes, Jobs and Environment and also embedded through The GM Mayors Town Centre Challenge. The proposals presented a collective way-forward that was a step-change, focusing on future-working in a collective way. Members commented that this work linked to digital creativity and its importance moving forward. The recognition that arts and culture was across the city region in all districts was welcomed, and Members agreed the importance

that smaller organisations were supported and nurtured. It was highlighted that the funding stream could help to serve as a legacy, to both the existing centres of excellence such as Bury's current Town of Culture status.

RESOLVED/-

1. That a budget of £8.6m over 2 years from April 2020 for the GMCA Culture Fund to fund the balanced portfolio of applications detailed within the Part B item of this report be approved.
2. That the list of organisations detailed within the Part B item of this report, to be funded by the GMCA Culture Fund be approved and that it also be agreed that the report be made public within one month of this meeting.
3. That authority be delegated to the GMCA Treasurer, in consultation with the Portfolio Lead Chief Executive and Portfolio Lead for Culture, to enter into grant funding agreements with the organisations, and for the amounts, listed in the Part B report.
4. That it be agreed that a report would be submitted to GMCA over the following months that would set out a new sustainable approach to the funding of GM's culture organisations from 2022.
5. That the list of organisations detailed within the part B report to be funded by the GMCA Culture Fund 2020-2022 be approved.
6. That the GMCA record its congratulations to Bury on becoming the first Town of Culture for Greater Manchester.
7. That the GMCA record its thanks Councillor David Greenhalgh (Portfolio Lead for Culture), Alison McKenzie-Folan (Lead Chief Executive for Culture) and officers within the cultural team at the GMCA for their work on this agenda.

GMCA 51/20 GM HOUSING INVESTMENT LOANS FUND – 2019/20 UPDATE REPORT

Salford City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, introduced a report which informed the GMCA of the position the GM Housing Investment Loans Fund at 30 September 2019, i.e. the mid-point of the current financial year.

RESOLVED/-

That the position of the GM Housing Investment Loan Fund at 30 September 2019 be noted, specifically that there had been no requirement for GMCA to account for any impairments as a result of the performance of the Fund.

GMCA 52/20 GM HOUSING INVESTMENT LOANS FUND (HILF) – RECOMMENDATIONS (KEY DECISION)

Salford City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, introduced a report which sought GMCA approval of applications to GM Housing Investment Loans Fund (HILF) as detailed in the reports recommendation.

Members heard that the HILF had approved £300 million as of the middle of the current financial year. Members were reminded that the HILF was launched in March 2015 and that the GMCA and Local Authorities had underwritten 80% of the loans fund for which there had been no impairments to date. It was stated that by 30 September 2019, 49 loan offers had been made. Members heard that encouragement had been given to develop activity across GM rather than focussing on schemes those located in the city centre. The HILF was noted as supporting the GM Housing Strategy to tackle empty homes and rogue landlords. Members were further updated that out of 5500 units delivered, 91% of these had been on brownfield land, with the HILF continuing to support town centre regeneration.

RESOLVED/-

1. That the GM Housing Investment Loans Fund loans, as included in the table below be approved, as detailed further in this and the accompanying Part B report:

BORROWER	SCHEME	DISTRICT	LOAN
Built Homes Ltd.	Hebron Street	Oldham	£0.810m

2. That authority be delegated to the GMCA Treasurer, acting in conjunction with the GMCA Monitoring Officer, to prepare and effect the necessary legal agreements in connection with the loan recommended at 1.
3. That authority be delegated to the Chief Executive Officer, GMCA & TfGM and GMCA Treasurer, in consultation with the Portfolio Lead for Planning, Housing & Homelessness, to approve projects for funding in the period 15 February 2020 to 26 March 2020.

GMCA 53/20 GM INVESTMENT FRAMEWORK APPROVALS (KEY DECISION())

Councillor Richard Leese, Deputy Mayor took the Chair for this item of business

Cllr David Molyneux, Portfolio Lead for Investment & Resources, introduced a report which sought GMCA approval for a loan to Sharp Futures Manchester C.I.C. The report detailed that investment would be made from recycled funds and also provided an update on James Briggs Limited.

RESOLVED/-

1. That the funding application for SharpFutures Manchester C.I.C. (loan facility of £250,000) be approved, and progressed to due diligence.
2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information in respect of the company, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the transactions, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investment at 1. Above.

3. That authority be delegated to the Chief Executive Officer, GMCA & TfGM and the GMCA Treasurer, in consultation with the Portfolio Leader for Investment and Resources, to approve funding requests for projects for the period 15 February 2020 to 26 March 2020, in the absence of a GMCA meeting at the end of February and approve any urgent variations on amounts and terms for already approved loans.
4. That it be noted that any recommendations approved under the delegation would be subject to the usual due diligence processes and would be reported to the GMCA Authority at the next available meeting.
5. That the update on James Briggs Limited be noted.

GMCA 54/20 EXCLUSION OF THE PRESS AND PUBLIC

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

GMCA 55/20 GM HOUSING INVESTMENT LOANS FUND – RECOMMENDATIONS

This item was considered in support of the Part A - GM Housing Investment Loans Fund Recommendations (minutes reference GMCA 52/20)

RESOLVED/-

That the report be noted.

GMCA 56/20 GM INVESTMENT FRAMEWORK APPROVALS

This item was considered in support of the Part A - GM Investment Framework Approvals (minutes reference GMCA 53/20)

RESOLVED/-

That the report be noted.

GMCA 57/20 GMCA CULTURE FUND 2020-2022 PROPOSED PORTFOLIO

This item was considered in support of the Part A - GMCA Culture Fund Beneficiaries 2020/21 (minutes reference GMCA 50/20)

RESOLVED/-

That the report be noted.

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REPORT FOR DECISION



DECISION OF:	Cabinet
DATE:	10 June 2020
SUBJECT:	Children & Young People – Resetting the Education Service in Bury / additional support
REPORT FROM:	Councillor Tamoor Tariq, Deputy Leader, Cabinet Member for Children, Young People and Skills
CONTACT OFFICER:	Karen Dolton, Executive Director Children and Young People
TYPE OF DECISION:	CABINET NON KEY DECISION
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report outlines the ongoing work within the Department of Children and Young People to support Schools in the safe return of children to school.
OPTIONS & RECOMMENDED OPTION	<p>Cabinet recommends:</p> <p>Subject to COVID secure health and safety provisions being met, that the target dates for Schools to return, are as follows:</p> <ul style="list-style-type: none"> • no later than 22 June for groups of Reception, Y1 & Y6 and • w/c 15 June for Year 10 <p>Other year groups will return no later than the new academic year, in line with national guidance</p>
IMPLICATIONS:	
Corporate Aims/Policy	Do the proposals accord with the Policy

Framework:	Framework? Yes No
Statement by the S151 Officer: Financial Implications and Risk Considerations:	There are no financial implications arising from the report. Costs relating to the running of schools are funded from the Dedicated Schools Grant and funding has continued at anticipated levels. (LK)
Equality/Diversity implications:	
Considered by Monitoring Officer:	Yes - see legal implications as set out in the report. (JW)
Wards Affected:	ALL
Scrutiny Interest:	Overview and Scrutiny Committee

TRACKING/PROCESS**DIRECTOR:**

Joint Executive Team	Cabinet Member/Chair Briefed	Ward Members (if necessary)	Partners
	X		
Scrutiny Committee	Other Committee	Council	Comms

1.0 BACKGROUND

- 1.1. This report provides a further update on the progress being made during the Covid-19 pandemic to reset the education service. It presents the conclusions of the latest Public Health England analysis of the Bury position, in a regional and national context.
- 1.2. The report reviews the latest national guidance on pupil return to school and proposes a local response to resetting the education.
- 1.3. The report highlights key issues and concerns which have been identified and it proposes mitigation to secure safe practices, whilst the service is being recovered over the coming weeks and months.

2.0 Preparing for Children to return to School

- 1.4. After the initial disruption of the pandemic, the education service in Bury has remained open to the children of critical workers and to vulnerable children. Schools remain responsible for the pupils on their roll, and each school is

making appropriate arrangements to support distance learning. Some schools have remained open during the half term and Easter breaks to sustain an educational and pastoral link with children and their families.

- 1.5. The Council has had careful regard to all national guidance, including that relating to the return of key groups of children to school. A Council decision to modify government advice on return dates and to provide an additional safety margin, was strongly supported by schools, and parents. There were a small number of complaints.
- 1.6. The additional time gained in Bury through a carefully calibrated return to school has proved valuable in equipping schools with robust risk assessment procedures, based on the Bury Risk Assessment Guidance, a template to support local risk assessment, and a checklist, with support from the Council.
- 1.7. There continues to be daily briefings to schools, daily management planning meetings; weekly school cluster meetings, weekly meetings with unions and associations, and of the Head Teacher Advisory Group. Representative parent groups have been consulted with as have the RSC, the diocesan authorities, and regional bodies including the GM group and specialist groups.

2. The Current Position

- 2.1. A summary of the latest advice from Public Health England on the local patterns, and incidence of Covid 19 gives the following information:
 - Taking all the above in consideration and given the variability of infection rates across the North West, Bury is likely to have an R of just below 1.
 - Bury currently appears to have a higher rate of cases than other areas of GM subject to earlier caveats and therefore changes to R could have relatively more impact.
 - Easing of lockdown appears to be increasing the R level in the NW. As can be seen from March R can go above 1 in a very short space of time and once it does it can take many months and significant measures to bring it down again.
 - The extent to which the R can be held at below one is dependent on how comprehensively our population and organisations within our Borough adhere to guidance and adopt a safety first approach.
 - Whilst current systems for testing, contact tracing and outbreak management have capacity to deal with some increases in cases and outbreaks, further work is needed before the systems can be fully embedded and capable of managing a surge in cases.
- 2.2. The latest guidance statement from central government recognises the significance of local variations in the incidence of the pandemic and it helpfully, if belatedly echoes the Bury Council decision to delay implementation of the return of additional pupils.
- 2.3. The Government's previously stated ambition was for primary schools to begin to re-open to reception age pupils, and those in year one & six, from 1 June 2020, and for all primary age children to be able to return to school by the end of June 2020. For Secondary schools, the ambition was for year 10 students to be able to access face to face tutoring by the 15 June 2020.
- 2.4. On 9 June 2020, the Secretary of State for Education announced changes. Whilst it remains the ambition that schools re-open to a greater number of

children, the expectation in respect of specific year groups, and the return of all primary age children by end of June 2020 has now been relaxed.

- 2.5. In practice, what this means for Bury schools, is that they will continue to plan to accommodate an increased number of children returning to school. This will inevitably mean a balance between the need to see an increase in the number of vulnerable children, including those with education, health and care plans, and potentially an increase in demand for places for the children of key workers, with the ability to then accommodate specific year groups.
- 2.6. Each school's risk assessment will determine the capacity that can be accommodated, how this would be organized to ensure social distances and enable social bubbles to be created to avoid mixing cohorts unnecessarily, and the timing by which this could be achieved.
- 2.7. This is likely to show that primary schools will begin to re-open to an increased number of children from Monday 15 June 2020, but there will be no single model across all schools, but with different schools being able to accommodate both different numbers and combinations of cohorts.
- 2.8. Secondary schools will be able to re-open to their year 10 cohort in a safe manner with effect from 15 June 2020 as originally planned.
- 2.9. Looking forward, we must now concern ourselves with the extended period of time through to September 2020, during which the majority of both primary and secondary age pupils will have been absent from school, to ensure that they are effectively supported by their school, to access learning.

3. Analysis.

- 3.1. Our schools remain open, staff are mainly well, and are appropriately protected. The service is in good heart, although, understandably, colleagues are feeling the strain- particularly where schools have remained open during the Easter and half-term breaks. The local incidence of Covid 19 remains a cause for concern.
- 3.2. We assess the situation as follows:
 - The children of critical workers and vulnerable children continue to attend their local school or centre; and we should encourage an increase in their numbers.
 - Each school has a robust risk assessment to support its professional decisions on receiving pupils, its site management, effective hygiene, and appropriate cleaning arrangements.
 - The Local Authority is receiving a copy of each risk assessment and will work with colleagues in Health and Safety, and with a group of heads, to audit these.
 - Secondary Schools advise that they may be ready to support a partial return of Year 10 pupils from the week beginning 15 June 2020. There will be use of rotas, and phased attendance, where appropriate.
 - Primary Schools will use their discretion of when to open to additional pupils but should all aim to open to some additional pupils from the week beginning 22 June 2020. Again there will be use of rotas, and phasing where appropriate.

- Parents and Carers will exercise their own judgement regarding attendance.
- Pupils will continue to attend the Pru and the specialist hubs.
- Children will continue to attend special schools commensurate with the shielding regimes which have been put in place with the support of the health team; this to protect our most clinically vulnerable pupils.
- Many of our schools have conducted parental surveys to both gauge parental opinion, and to seek to build confidence in the risk assessment arrangements which have been put in place. We anticipate that at least initially, and until confidence is restored, there will be more places available than pupils attending.
- We continue to monitor the local impact of the government's five tests, the test and trace programme, availability of PPE, and availability of local testing.
- The local situation remains dynamic: and can change at short notice.

4. Legal Advice and Implications

The legislative position as an employer and provider of education in the borough is as follows;

Section 35 of the Education Act 2002 specifies that in relation to certain categories of schools, the Local Authority is the employer. This means that in relation to:-

- (a) community schools,
- (b) voluntary controlled schools,
- (c) community special schools, and
- (d) maintained nursery schools.

This means that any teacher or other member of staff who is appointed to work under a contract of employment at a school to which this section applies is to be employed by the local authority.

Health and Safety at Work Act 1974

Section 2 sets out general duties which apply to all employers. In particular:-

- (1) It shall be the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees.

The Management of Health and Safety at Work Regulations 1999

3.— Risk assessment

(1) Every employer shall make a suitable and sufficient assessment of—

- (a) the risks to the health and safety of his employees to which they are exposed whilst they are at work; and
- (b) the risks to the health and safety of persons not in his employment arising out of or in connection with the conduct by him of his undertaking,

For the purpose of identifying the measures he needs to take to comply with the requirements and prohibitions imposed upon him by or under the relevant statutory provisions.

Under the **Education Act 2002 – s29 (5)** the governing body and head teacher of—

- (a) a community or voluntary controlled school;
- (b) a community special school; or
- (c) a maintained nursery school;

is required to comply with any direction given to them by the local authority concerning the health and safety of persons on the school's premises or taking part in any school activities elsewhere.

This means that in those circumstances where the Council as employer has concerns with regard to health and safety at a school or schools it has the ability to issue a direction to the school(s) in terms of its continued operation

Section 32 of the Education Act 2002 specifies that it is the Local authority which determines the dates when the school terms and holidays are to begin and end, and the governing body determines the times of the school sessions.

Also Section 175 of the 2002 Act sets out a clear duty for local authorities and governing bodies in relation to welfare of children:-

- (1) A local authority shall make arrangements for ensuring that their education functions are exercised with a view to safeguarding and promoting the welfare of children.

5. CONCLUSION - Issues, Concerns and Mitigation

- 5.1. The decision of the Council to delay the return of additional pupils and to reset the education service in a careful measured manner has proved to be prudent. Government guidance has validated this decision.
- 5.2. The need now is to maintain our vigilance regarding health, safety and wellbeing; whilst supporting the appropriate return of additional pupils to their schools. Through daily and weekly monitoring with close communications with our key partners in education, we are maintaining a rigorous approach to pupil, staff and community safety.
- 5.3. The advice from Public Health England gives clear indications that locally, the level of risk remains of concern; and it suggests that we should maintain the highest levels of vigilance and safety during the reset.
- 5.4. We accept this advice and will continue to exercise maximum care in our stewardship of the service and the oversight of all schools and centres in Bury where our pupils and staff are either attending, or are likely to attend.
- 5.5. Government advice now endorses local discretion in supporting individual schools and centres to take local decisions on pupil return. We believe that these decisions should be taken by heads, based on robust risk assessment, supported by the local authority, and having regard to the Risk Assessment Guidance which we have prepared and issued.

- 5.6. The arrangements set out in the report to support the gradual return of pupils to their schools and centres are based on our progressive assessment of what is a dynamic situation. The position may change; and if it does so too will our local response.
- 5.7. There are a number of significant areas requiring us to provide thoughtful responses to intricate challenges. In each case only part of the mitigation lies within the authority of the council and its partners.
- 5.8. It is evident that there is a robust, resilient and determined focus among educational professionals to meet this challenge, and to recover the service for our children and young people.
- 5.9. Trust and Confidence: parents, carers staff and other school users will understandably want to be assured that we have in place systematic and rigorous measures to ensure health, safety and well-being. We have embedded our responses to this challenge in the detailed Bury Children's Services Recovery Plan. In addition, we continue to monitor the Test and Trace initiative, the availability of PPE and testing, the incidence of local infections, to implement scenario planning against a Covid 19 spike; and to maintain relevant and rigorous Risk Assessments.
- 5.10. Risk Assessments: each school and centre has a relevant risk assessment. This is developed having regard to the Bury Risk Assessment Guidance, template and checklist. The local authority supports schools in maintaining relevant risk assessments covering each of the fifteen main areas of risk.
- 5.11. In addition the local authority calls for and audits each risk assessment: this to test its rigour, quality and to proof the assessment tools and methodology. The results of these audits are reflected back to the service to ensure standardisation in quality; and relevance in what is a dynamic and rapidly changing situation.
- 5.12. Local Scenario Planning: is being rolled out against the eventuality of a Covid 19 spike in any area of the service. There is regular monitoring of local data trends, of PPE availability and supply, of testing, and of the Track and Trace initiative.
- 5.13. Resourcing the Reset of the Service and recovery in Standards: we know that many in our communities of vulnerable children will have not flourished during the pandemic lockdown.
- 5.14. Our focus is on well-being, on safeguarding and on safety as we begin to recover lost learning opportunities.
- 5.15. In this work we are assisted in having a strong partnership base to the service; with a real sense of collegiality between professionals. We are in this together- and will support each other through the recovery period.
- 5.16. We have been offered, and have accepted additional short-term support from our regional HMI, from the RSC and through some additional government funding. Basically, however we are a sufficient resource for our own service recovery and reset, here in Bury.
- 5.17. It is evident that there is a robust, resilient and determined focus among educational professionals to meet this challenge, and to recover the service for

List of Background Papers:-

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June 2020

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