

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, 2 September 2020
Place:	Microsoft teams and streamed live on the Council's website
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

Questions are invited from members of the public present at the meeting about the work of the Council and the Council's services.

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

4 MINUTES *(Pages 1 - 10)*

Minutes from the meeting held on 29th July 2020 are attached.

5 DEDICATED SCHOOLS GRANT RECOVERY PLAN *(Pages 11 - 24)*

A report from the Cabinet Member for Children, Young People and Skills is attached.

6 TREASURY MANAGEMENT END OF YEAR MONITORING POSITION 2019-20 *(Pages 25 - 52)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

7 COVID 19 UPDATE *(Pages 53 - 68)*

A report from Cabinet Members, the Leader of the Council and Cabinet Member for Finance and Growth; and Cabinet Member for Communities and Emergency Planning is attached.

8 CORPORATE CORE RESTRUCTURE *(Pages 69 - 220)*

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

9 FINAL SENIOR MANAGEMENT CAPACITY PROPOSALS *(Pages 221 - 252)*

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

10 CLEAN AIR PLAN CONSULTATION *(Pages 253 - 364)*

A report from Councillor Lucy Smith, Cabinet Member Transport and Infrastructure is attached.

11 CAR PARKING CHARGES *(Pages 365 - 368)*

A report from the Cabinet Member for Transport and Infrastructure is attached.

12 VEHICLE REPLACEMENT STRATEGY *(Pages 369 - 374)*

A report from Cabinet Members, the Leader and Cabinet Member for Finance and Growth and Cabinet Member for Environment and Climate Change are attached.

13 BURY TOWN CENTRE MASTERPLAN *(Pages 375 - 386)*

A report from Cllr. Eamonn O'Brien (Leader) and Cabinet Member for Finance and Growth is attached.

14 RADCLIFFE STRATEGIC DEVELOPMENT FRAMEWORK (SRF) *(Pages 387 - 558)*

A report from the Leader of the Council and Cabinet Member for Finance and Growth is attached.

15 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 559 - 574)*

16 FOR INFORMATION - APPOINTMENTS UPDATE *(Pages 575 - 576)*

17 URGENT BUSINESS

Any other business which by reason of special circumstances the Chair agrees may be considered as a matter of urgency.

18 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.

19 RADCLIFFE STRATEGIC DEVELOPMENT FRAMEWORK (SRF) *(Pages 577 - 578)*

Appendix 3 – Procurement details are attached.

20 PROCUREMENT AND TENDER OF NEW GYM EQUIPMENT (£500K) ACROSS ALL THREE LEISURE CENTRES *(Pages 579 - 592)*

A report from Councillor Andrea Simpson, First Deputy and Cabinet Member for Health and Wellbeing is attached.

21 CONTRACT FOR THE SUPPLY OF GAS TO COUNCIL PREMISES
(Pages 593 - 604)

A report from the Cabinet Member for Environment and Climate Change is attached.

**22 PARK VIEW PRIMARY SCHOOL - NEW BUILD
EXTENSION/INTERNAL REMODELLING AND DEMOLITION OF TWO
HORSA HUT BUILDINGS** *(Pages 605 - 610)*

A report from the Cabinet Member for Children, Young People and Skills is attached.

Minutes of: CABINET

Date of Meeting: 29th July 2020

Present: Councillor E O'Brien (in the Chair)
Councillors J Black, C Cummins, D Jones, A Quinn, T Rafiq, A Simpson, L Smith and T. Tariq

Also in Attendance Councillor N Jones, J Mason and M Powell

The meeting was streamed live on the Council Website.

CA.XXX DECLARATIONS OF INTEREST

Councillor Quinn declared the following personal interests in all matters under consideration: his wife is employed by the Citizens Advice Bureau. His son and daughter in law work for Harrogate NHS Trust and he is a member of the Unite Trade Union.

Councillor Rafiq declared a personal interest in respect of Cabinet item CAXX Civil Financial Penalty Policy as a private landlord.

CA.XXX PUBLIC QUESTION TIME

No questions were asked under the item.

CA.XXX MINUTES

It was agreed:

Minutes of the meeting held on 10th June 2020 be approved as a correct record and signed by the Chair.

CA.XXX COVID 19 RESPONSE AND RECOVERY UPDATE

The Leader, Councillor O'Brien presented a report updating Cabinet on the Council's planning for recovery from Covid-19.

The Leader reported that planning work is now under way to support the recovery from Covid-19 in Bury. This work is critical to support Bury's residents, the economy and businesses during this rapidly changing situation. It will also enable reforms to be made to the delivery of public services across the Borough, including with key health and care partners, and for the Council to make sustained changes to how it operates internally. The recovery work will also include the financial recovery required for the Council and Bury One Commissioning Organisation given the very significant impacts that the pandemic has had on the financial position of the Council, as with all other Local Authorities and NHS Clinical Commissioning Groups.

Delegated decision:

Cabinet agrees to:

1. Note the progress on the Borough's response to the Covid-19 emergency; and
2. Approve the proposals for a 10 point plan for immediate recovery over the next six months as set out in section 8 of this report and the proposals for medium term

recovery combined with the development of the Bury 2030 strategy as set out in section 14 of this report.

Reasons for the decision:

The Council is a Category 1 responder under the Civil Contingencies Act and as such is at the core of the response to meet the Covid- 19 emergency. The Council is subject to a full set of civil protection duties including putting in place emergency plans, business continuity and public information arrangements, all in cooperation with other local responders.

Other option considered and rejected:

To reject recommendations contained within the report.

CA.XXX THE COUNCIL'S FINANCIAL POSIITON – 2019/20 OUTTURN

The Leader, Councillor O'Brien presented a report updating Cabinet on the final financial position for the Council for 2019/20. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

The report provides details of the impact on the council's reserves and provides context for a reserves strategy that will ultimately provide greater oversight and control over reserves in future years at a time of great financial uncertainty.

The council's budget overspent by £5.003m representing 3.60% of the annual budget. Included in the overspend is a higher than planned contribution to the pooled fund that was agreed in March 2020 and the application of £3.650m in reserves, without

Delegated decision:

Cabinet agrees to

Note the final overspend on the 2019/20 revenue budget of £5.003m and that this includes a higher than anticipated contribution to the pooled fund of £10.5m;

- Note that the additional contribution to the pooled fund was agreed at the end of the last financial year as a mechanism of accessing additional funding for the CCG and that this will be offset by a lower contribution, of the same value, in 2020/21;
- Approve the allocation from reserves of £0.850m and note that this is factored into the out-turn position;
- Note the final position on the collection fund;
- Note the final position on reserves of £55.561m at the end of 2019/20;
- Note expenditure of £32.686m on capital programmes during the year and the outcomes achieved;
- Note the slippage of £18.373m and approve that this can be carried forward and added to the 2020/21 capital programme.
- Note that the final treasury management outturn report will be presented to Cabinet in September 2020.

Reasons for the decision:

The report supports the Council in managing the overall financial risks and financial planning for the Council.

Other option considered and rejected:

To reject the recommendations.

CA.XXX THE COUNCIL'S FINANCIAL POSITION 2020/21 AS AT 30 JUNE 2020

The Leader, Councillor O'Brien presented a report updating Cabinet on the forecast financial position of the Council at the end of 2020/21 based on the information known at the end of the first quarter. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

The Leader reported that the Council is forecasting an overspend of £7.524m. This is not unexpected given the pressures faced by COVID-19 and reflects the monitoring that has been reported to MHCLG and Greater Manchester on the in-year position. Whilst the Council has seen an increase in some costs, the most notable impact has been on income loss. The MHCLG returns request details on the loss of income including council tax and business rates and the projected total loss for 2020/21, based on the June submission, is forecast at £24m. It should however be noted that, for financial planning and financial strategy purposes, the loss in income for business rates and council tax impacts in 2021/22 and will therefore be reflected in the update to medium term financial strategy.

Delegated decision:

Cabinet is asked to:

- Approve the reallocation of the Council's budget to reflect the new organisational footprint;
- Note the announcement of £16.150m in grant funding to support the Council with the additional costs and pressure of COVID-19 and note that these have been reflected in the service budgets;
- Note that further funding announcements have not yet been reflected in the financial position due to the fact that individual local authority allocations have not yet been made;
- Note the forecast overspend of £7.524m, the position on reserves, the position on the Dedicated Schools Grant and the CCG funding framework;
- Note the challenges in monitoring the collection fund and that further work is ongoing with other Greater Manchester Authorities to manage and report on the impact of COVID-19 on the fund;
- Note the position in relation to grants for businesses affected by COVID-19;
- Note the capital programme for the year and that further work is underway to review the programme in light of the COVID-19 crisis.

Reasons for the decision:

The report supports the Council in managing the overall financial risks and financial planning for the Council.

Other option considered and rejected:

To reject the recommendations.

CA.XXX APPROACH TO DEVELOPING THE MEDIUM TERM FINANCIAL STRATEGY 2021/2 – 2025/26

The Leader of the Council, presented a report outlining 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 report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

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The Leader reported developing and updating the medium term financial strategy is a key feature of the financial planning cycle and a key component of the financial management and control framework. Updating the strategy provides an opportunity to reflect and update on resource forecasts and funding announcements as well as changes in demand and other costs.

Delegated decision:

Cabinet agrees to:

- Note the overall financial context surrounding Local Government finances and the degree of uncertainty that exists for future planning;
- Note the impact of COVID-19 on the current financial year and the medium term financial strategy;
- Note the potential financial gaps arising from the 3 scenarios and that, for planning purposes, the mid-range scenario is being used;
- Note that the Medium Term Financial Strategy is to be updated and presented to Cabinet in the Autumn;
- Agree the principles for managing the 2020/21 financial position;
- Agree the principles and approach for developing options for the managing the financial gap within the as set out in the report;
- Note that further reports will be presented to Cabinet over the coming months.

Reasons for the decision:

Implementation of the proposals will ensure the Council has plans in place to manage the financial challenges ahead and remain sustainable and resilient.

Other option considered and rejected:

To reject the recommendations.

CA.XXX RESERVES STRATEGY

The Leader, Councillor O'Brien presented a report detailing a proposed reserves strategy for the council. The proposed consolidation of reserves ensure the council has a corporate approach to the management and control to reserves and that these are focussed and aligned to financial risk and corporate priorities.

Delegated decision:

Cabinet is agrees to:

- Approve the reserves strategy and note the position on reserves at the end of 2019/20;
- Note that further work will be undertaken to ensure here are effective strategies, including exit strategies, in place for those ongoing activities that are funded from reserves;
- Note the position on the DSG negative reserve and that this is currently offset by other earmarked reserves pending further guidance from the Department for Education;
- Note a further update to Cabinet on the DSG deficit reserve and recovery plan will be provided;
- Note that further work is required to establish whether there are some specific conditions on some capital reserves that have not been utilised for several years.

Reasons for the decision:

The implementation of the reserves strategy will enable the council to be more effective in its financial planning, and management of risk.

Other option considered and rejected:

To reject the recommendations.

CA.XXX GREATER MANCHESTER'S CLEAN AIR PLAN – TACKLING NOTROGEN DIOXIDE EXCEEDANCES AT THE ROADSIDE – UPDATE

The Cabinet Member for Transport and Infrastructure presented a report setting out the progress that has been made following the Government's response to Greater Manchester's Outline Business Case to tackle Nitrogen Dioxide Exceedances at the Roadside and the implications of pandemic management policies (the extent of which are not yet fully understood) for the 10 Greater Manchester local authorities in relation to the schedule of work and statutory consultation on the Clean Air Plan and the link to taxi and private hire common minimum licensing standards.

Delegated decision:

1. Note the progress of the Greater Manchester Clean Air Plan;
2. Note the progress in the development of the Clean Commercial Vehicle and Hardship funds;
3. Note the initial funding award of £41m for clean vehicle funds to award grants or loans to eligible businesses;
4. Note the Government has accepted the need for vehicle replacement funds for Hackney Carriages, and Light Goods Vehicles, but has requested further development of shared evidence on the needs within that complex sector before responding and does not support the sustainable journeys measure.
5. Note that TfGM is seeking confirmation that the funding award for Bus Retrofit is a continuation of Clean Bus Technology Funds to be distributed as soon as possible as per previous arrangements;
6. Note the government will not support electric vehicle charging infrastructure through Clean Air monies but have committed to work with GM on securing funding from OLEV;
7. Agree the position that the GM Local Authorities will move to a statutory public consultation on the GM Clean Air Plan as soon as reasonably practicable;
8. Further agree the position that the GM Local Authorities' decision to commence a public consultation should be taken once there is a clear timeframe for exiting lockdown and moving to the next phase of the COVID-19 response;
9. Note the implementation of a GM CAZ is delayed to 2022 with a revised implementation date to be confirmed in the consultation commencement report;
10. Note the DfT's positioning paper "Decarbonising Transport – Setting the Challenge";
11. Note the assessment of the possible impacts of COVID-19 to inform a technical briefing note for decision makers; and
12. Note that the GM local Authorities intend to consult on GM's proposed MLS, alongside the Clean Air Plan consultation and agree the position for consultation, on when taxi/PHV fleets should be Zero Emission Capable.

Reasons for the decision:

This report provides an update which is being provided to all GM Authorities, regarding the GM Clean Air Plan. It asks for agreement to the proposals concerning the progress towards consultation on the plan, which will now include the private hire and hackney carriage Minimum Licensing Standards.

Other option considered and rejected:

To reject the recommendations.

CA.XXX HIGHWAY INVESTMENT STRATEGY – TRANCHE TWO

The Cabinet Member for Transport and Infrastructure presented a report seeking approval to proceed with the investment of £10 million for highway maintenance for the period 2020/21 to 2022/23.

The Cabinet Member reported should this investment not go ahead, there is a risk that some highways will approach functional failure, requiring more expensive localised reactive maintenance repairs.

Delegated decision:

Cabinet agrees to:

Proceed with the investment of the £10 million made available by Council for highway maintenance for the period 2020/21 to 2022/23 in line with the recommendations set out in this report. (Appendix 1).

Reasons for the decision:

Provision for structural maintenance works has been made available in the Council's capital programme and includes funding from Department for Transport. Regular monitoring will be undertaken to ensure that the funds are not over committed and progress will be reported as part of the quarterly monitoring reports to Cabinet.

Other option considered and rejected:

To reject the recommendations.

CA.XXX GREATER MANCHESTER HIGHWAYS ALLIANCE PROCUREMENT FRAMEWORK

The Cabinet Member for Transport and Infrastructure presented a report which sets out proposals for the future procurement of engineering work, by way of a framework arrangement – the Greater Manchester Highways Alliance Procurement Framework. The proposal we result in significant cost savings and enables the contracting authority to develop a strategic relationship with the supply chain over a long period.

Delegated decision:

Cabinet agrees to:

Approve the implementation and access to the Greater Manchester Alliance Framework (as developed by Stockport and Bury Councils) as a future mechanism to procure civil engineering works.

Reasons for the decision:

The proposed arrangements will ensure the council is able to maximise the opportunity for securing best value. The approach proposed promotes the principles of strong financial governance and is fully supported.

Other option considered and rejected:

To reject the recommendations.

CA.XXX CIVIL FINANCIAL PENALTY POLICY

The Cabinet Member for Housing Services presented to Cabinet the Civil Penalty Policy. The policy as detailed in appendix 1 of the report describes in detail: the decision to issue a financial penalty, the level of fine it will impose and the process it will follow to issue the penalty, including the service of legal notices.

Delegated decision:

Cabinet agrees to:
Approve and implement the Civil Financial Penalty Policy.

Reasons for the decision:

Implementing the policy allows the Council a further opportunity to increase funding, and for the department to continue enforcement activities within the private rented sector.

Other option considered and rejected:

- 1 - Reject the civil penalty policy
- 2 - Implement the policy and change the banding level of fines.

CA.XXX VEHICLE REPLACEMENT STRATEGY (Part A)

The Leader presented a Part A report outlining the Council's approach to replacing the Council's refuse collection vehicles.

The leader reported the Costs of replacing the vehicles will be met from the Council's Capital project. It is necessary for the vehicles to be replaced and the specifications for the new vehicles will include enhanced health and safety features.

Delegated decision:

Cabinet agrees to:

- Approve the approach for the procurement of the Council's Refuse Collection vehicles;
- Note that funding was made available in the Council's capital programme as part of a wider vehicle replacement strategy;
- Note that the wider vehicle replacement strategy will be presented to Cabinet in September.

Reasons for the decision:

If vehicles and plant aren't replaced they will in time become unsafe.

Other option considered and rejected:

To reject the recommendations.

CA.XXX NEXT PHASE MODELLING OF THE HOUSING DEVELOPMENT (Part A)

The Leader presented a Part A report updating Cabinet on the modelling of the development programme for housing development as well as work on likely delivery options.

Delegated decision:

Cabinet agrees to:

- 1) Note the progress towards a business case for c500 new homes development programme.
- 2) Progress to the next stage of planning with a total budget of a maximum of £119k taken out of reserves.
- 3) To bring a further report to Cabinet later this year with a full business case for final approval for a delivery model

Reasons for the decision:

The feasibility work to date indicates that there is merit in proceeding to "full business plan" stage.

Other option considered and rejected:

To reject the recommendations.

NB: The Chair agreed that the following item "Local Outbreak Plan Resource Proposal" that was not included on the published agenda could be considered as a matter of urgency.

CA.XXX URGENT BUSINESS – LOCAL OUTBREAK PLAN RESOURCE PROPOSAL

The Cabinet Member for Health and Wellbeing presented the urgent item updating member of the local outbreak plan proposal. The Cabinet Members reported that the Council is responsible for the development and implementation of a Local Outbreak Management Plan to manage the transmission of COVID-19 in Bury. A Government grant of £1.08m has been provided to support delivery.

This paper describes the additional capacity required to respond to the next stage of the pandemic in Bury and proposes how the £1,080,000 should be deployed.

Delegated decision:

Cabinet agrees to:

- 1) Support the expenditure against the received funding of £1,080,000
- 2) Be prepared to receive a further proposal on necessary expenditure if required.

Reasons for the decision:

The Council has legislative duties and responsibilities for the delivery and management of public health in relation to outbreaks of communicable diseases

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and the Director of Public Health has and retains primary responsibility for the health of their communities.

Other option considered and rejected:

To reject the recommendations.

CA.XXX EXCLUSION OF PRESS AND PUBLIC

Delegated decision:

Cabinet agrees that 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.

CA.XXX VEHICLE REPLACEMENT STRATEGY (Part B)

Following consideration of this item in Part A of the meeting the Leader of the Council, provided details of the business case in relation to the procurement of the refuse collection vehicles.

CA.XXX NEXT PHASE MODELLING OF THE HOUSING DEVELOPMENT (Part A)

Following consideration of this item in Part A of the meeting the Leader of the Council, Provided further information in respect of the next phase modelling of housing development.

Delegated decision:

Cabinet agrees to:

- 1) Note the progress towards a business case for c500 new homes development programme.
- 2) Progress to the next stage of planning with a total budget of a maximum of £119k taken out of reserves.
- 3) To bring a further report to Cabinet later this year with a full business case for final approval for a delivery model

Reasons for the decision:

The feasibility work to date indicates that there is merit in proceeding to “full business plan” stage.

Other option considered and rejected:

To reject the recommendations.

CA.XXX GYPSY AND TRAVELLER COMPENSATION ARRANGEMENTS

The Leader presented a report on the proposed approach for the Council owned Fernhill Travellers site.

Delegated decision:

Cabinet agrees to:

- 1) Approve the proposal to bring forward comprehensive plans to redevelop Fernhill traveller site.
- 2) That officers of the Council be delegated to negotiate an agreement with each of the pitchholders to voluntarily surrender their pitch agreement based the compensation package outlined in this paper
- 3) The Council continues to work up designs for the redeveloped site and consults with the travellers on the proposed layouts
- 4) The Cabinet agree the use of earmarked reserves to fund the compensation payments;
- 5) That a detailed investment case will be presented to Cabinet once the compensation packages have been agreed with the Travellers and the pre-development planning work has completed

Reasons for the decision:

Councils are required by the Housing Act 2004 to undertake regular assessments of the accommodation needs of Gypsies and Travellers either living in, or travelling through, their area.

Other option considered and rejected:

To reject the recommendations.

COUNCILLOR E O'BRIEN

Chair

(Note: The meeting started at 6pm and ended at 8.04pm)

REPORT FOR DECISION

DECISION OF	CABINET
DATE:	2 SEPTEMBER 2020
SUBJECT:	DEDICATED SCHOOLS GRANT (DSG) DEFICIT RECOVERY
REPORT FROM:	CABINET MEMBER FOR CHILDREN AND FAMILIES
CONTACT OFFICER:	KAREN DOLTON, EXECUTIVE DIRECTOR, CHILDREN AND YOUNG PEOPLE STEVEN GOODWIN, HEAD OF STRATEGIC BUSINESS AND FINANCE
TYPE OF DECISION:	KEY
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	This report outlines the accumulated deficit and forecast financial position of the Dedicated Schools Grant (DSG) and sets out the key requirements and controls essential to recovering the deficit and sustaining a balanced financial position.
OPTIONS & RECOMMENDED OPTION	Cabinet is asked to: • Approve the recovery plan and actions therein;
IMPLICATIONS:	
Corporate Aims/Policy Framework:	The proposals accord with the Policy Framework
Statement by Section 151 Officer:	The financial implications are set out in the report. The DSG deficit is a key financial risk for the council and action to reduce the deficit is needed.
Equality/Diversity implications:	No
Considered by Monitoring Officer:	Yes
Are there any legal implications?	No
Wards Affected:	All
Scrutiny Interest:	Overview and Scrutiny Committee

DEDICATED SCHOOLS GRANT – CURRENT POSITION AND DEFICIT RECOVERY REQUIREMENTS

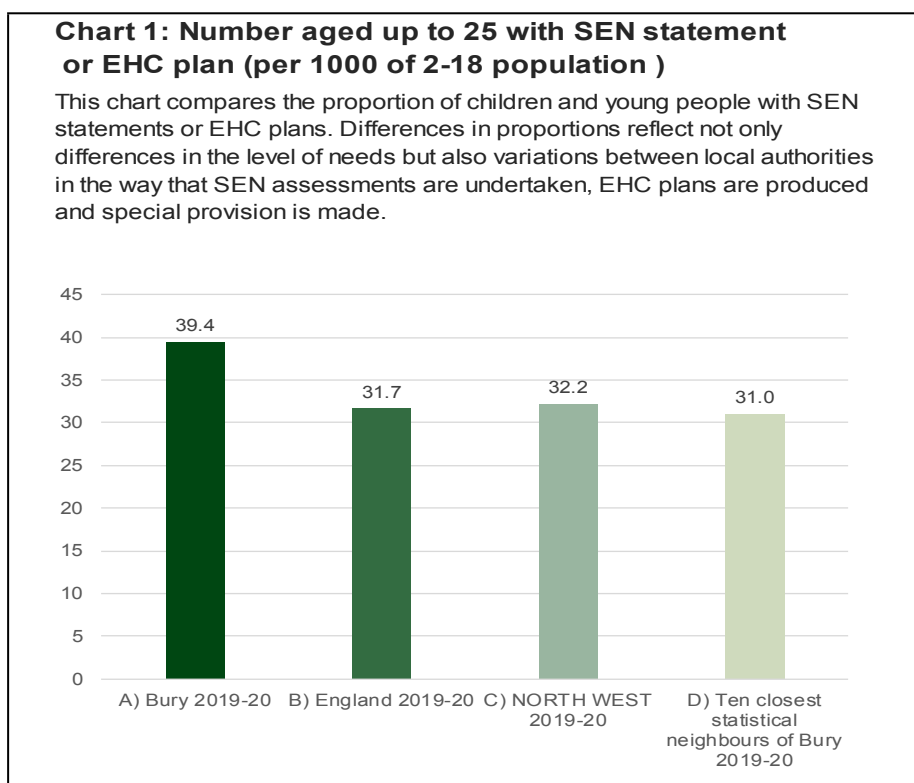
1 PURPOSE OF THE REPORT

- 1.1** This report outlines the financial position of the Dedicated Schools Grant (DSG) and highlights to Members the significant deficit which has accumulated over the last 8 years and urgently needs to be brought under control.
- 1.2** The report outlines the key controls and governance requirements which need to be embedded and understood by all services and relevant stakeholders, including schools and academies, parents forum, and health colleagues where relevant, to ensure the DSG is sustainable within its annual allocation and the accumulated deficit is recovered in the fastest timeframe practically possible.
- 1.3** The report will contribute to the evidence required for the deficit recovery submission to the Department for Education (DfE). Further details about the DfE requirements are contained within the report.

2 SUMMARY

- 2.1** A DSG deficit is not unique to Bury and 30 other Local Authorities were required to submit a DSG recovery plan at the beginning of 2019/20 where their deficit brought forward from 2018/19 was above 1% of their overall DSG allocation.
- 2.2** The DSG is currently facing significant demand pressure and has an accumulated deficit which is subject to an approved Deficit Recovery Plan with the Department for Education (DfE). The crux of the problem is in respect to the High Needs block of the DSG which is used for supporting all children and young people, aged 0-25 years of age, who have Special Educational Needs and/or Disabilities (SEND) – whether with an Education Health and Care Plan (EHCP) or not.
- 2.3** Historically Children's Services has tended towards providing support at the point of crisis without always having a full understanding of what the wrap around coordinated support has been for the child/family prior to referral into specialist services (SEND/Mental Health/Childrens Social Care) and with little 'push back'. In too many cases we have not properly understood the needs of children and their family through a holistic assessment with a focus on the child's context; family life, environment, networks and community, at a much earlier opportunity. The resulting impact is that some children who present with additional needs, particularly in relation to behaviour and emotional health, in the absence of a coherent and joined up earlier response can quickly escalate into expensive packages of support, funded by the DSG, that respond to the presentation but not always the cause.
- 2.4** The current DSG deficit recovery plan takes into account developments required within Bury in order to create and sustain the sufficiency of SEND provision and inclusion facilities in-borough. The recovery plan is therefore forecast to worsen during 2020/21 before the benefits of investment begin to see a significant reduction in high-cost out of borough and independent specialist placements.

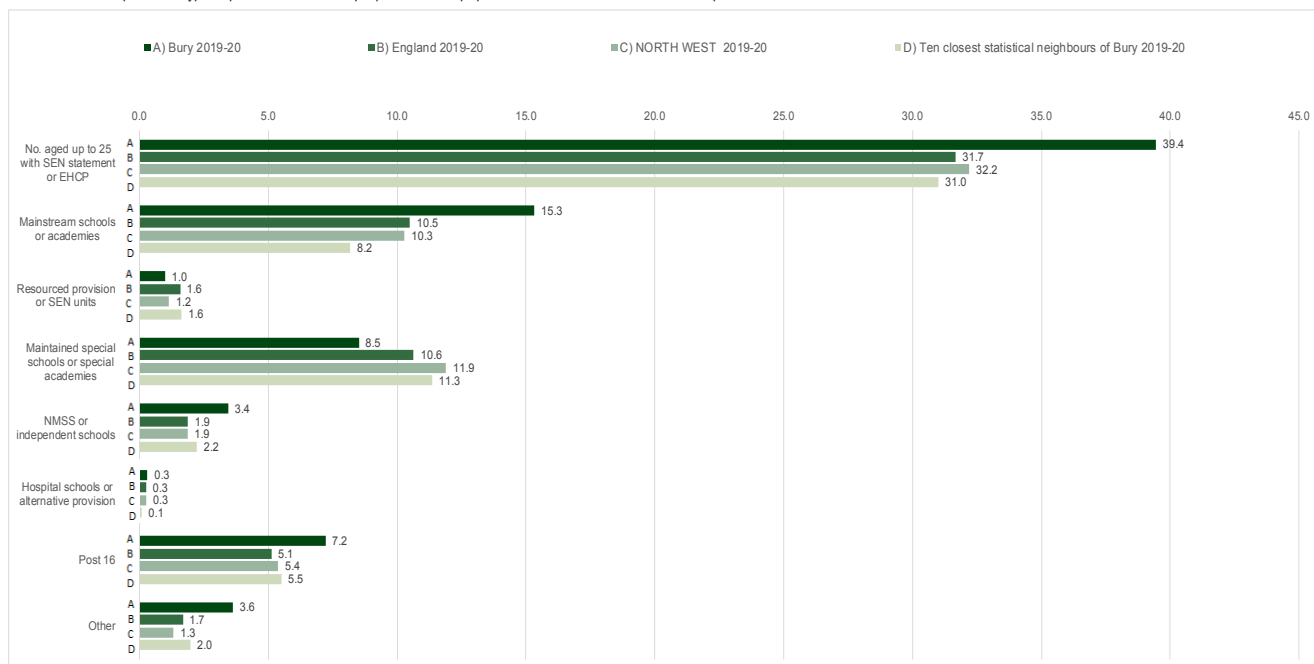
- 2.5** The end of year position for 2019/20 is now complete following year end closure of accounts and, due to further increased in-borough investment, together with escalating volumes of high cost places requiring funding in Bury's own provision, as well as the out of borough specialist and alternative provision placements, the deficit is **£20.067m**. This deficit equates to 12% of the overall DSG allocation for 2019/20, and is over 65% of the High Needs block allocation alone.
- 2.6** The statutory Section 251 Budget Tables for 2020/21 have been drafted based on the current / ongoing levels of spend and investment to high needs provision and, without any savings being recognised, the net spend is set to increase by approximately a further £4.6 million. Without any actions being implemented, the trajectory of spend could see the accumulated deficit be greater than the overall High Needs Block allocation in 24 months.
- 2.7** Bury has a higher than average proportion of children and young people with an Education Health and Care Plan (EHCP). The latest comparative analysis of SEND data, as published by the DfE in December 2019, shows the following:



- 2.8** Bury has a higher than average proportion of children and young people with an Education Health and Care Plan (EHCP) being educated in Independent Non-Maintained Specialist (INMS) provision, the majority being out of borough. The latest comparative analysis of SEND data, as published by the DfE in December 2019, shows the following:

Chart 2: Placement of pupils aged up to 25 with SEN statement or EHC plan (per 1000 of 2-18 population)

This chart breaks down the proportion of children and young people with SEN statements or EHC plans into where they are placed. The categories of special provision are explained in more detail in the "Glossary and sources" worksheet and the data can be found in data table 2. Differences between local authorities should be interpreted with care. For example, lower numbers could reflect a lower use of a particular type of provision or a lower proportion of the population with SEN statements or EHC plans.



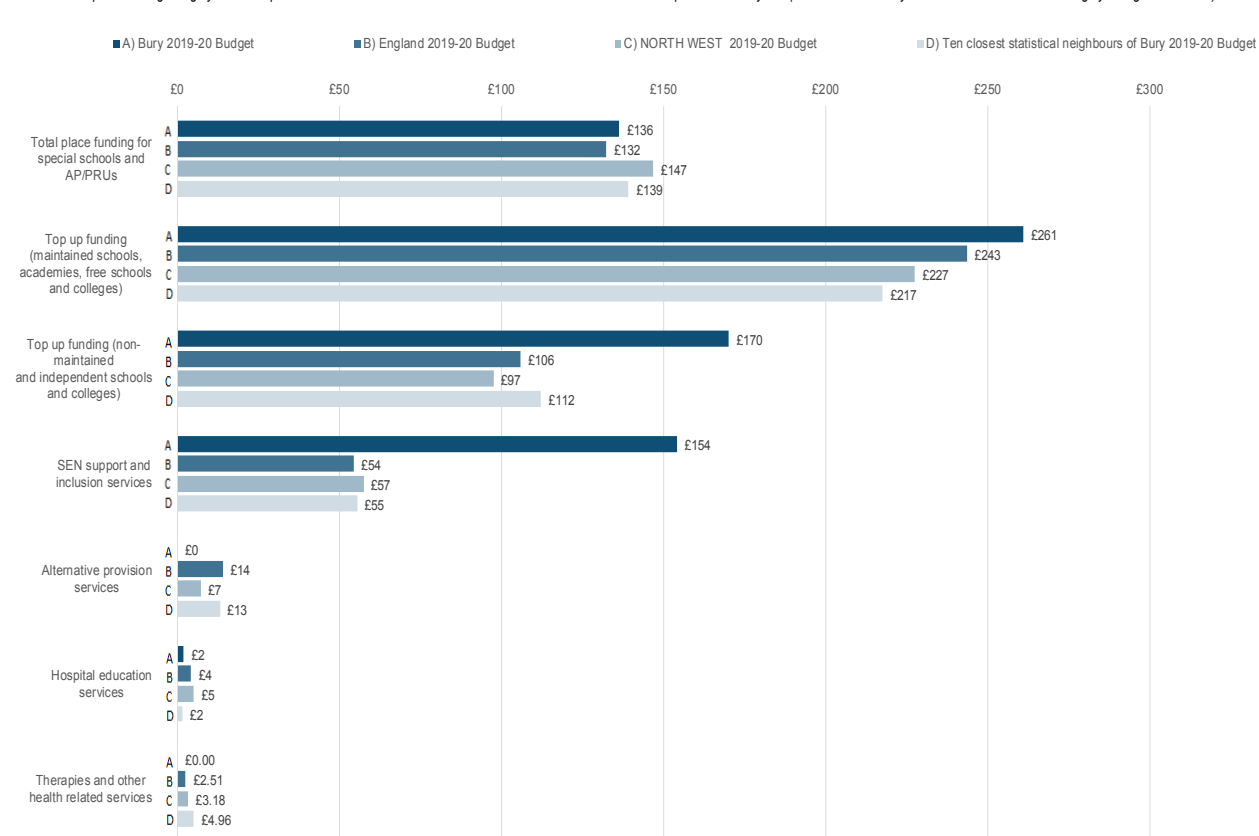
2.9 Bury allocates more than the average SEND top-up funding per-head to schools, academies and inclusion/support services. The latest comparative analysis of SEND data, as published by the DfE in December 2019, shows the following:

Chart 3: High needs amount per head of 2-18 population

This chart compares budgeted and/or outturn spend per head, using aggregated section 251 categories as explained in the "Glossary and sources" worksheet. The data can be found in data table 3.

Note that place funding includes academies for the budget but excludes academies for outturn.

Note that the place funding category includes special schools and academies and PRUs and AP academies to enable comparison across years (refer to the "Glossary and sources" worksheet for category changes in 2018-19).



- 2.10** For 2020/21 Bury has seen a shift in the number of children with SEND being educated in or out of the borough with the result demonstrating that Bury has become a Net Exporter rather than a Net Importer. The net exporter position confirms more children with SEND are being educated out of borough and less are coming into Bury's educational establishments, including Colleges. A full analysis of this data is available, including which other Local Authorities and types of establishment are attracting, or being referred to for, Bury's children with SEND

Notable variances include the net shift in numbers where Bury is exporting more and importing less as follows:

- Bolton – 18.5
- Manchester – 14
- Oldham – 7
- Birmingham – 3

The net export position results in a deduction to Bury's High Needs Block in order that funding can be targeted to the Local Authorities who are net importers.

3 FINANCIAL OVERVIEW – Dedicated Schools Grant

- 3.1** The Dedicated Schools Grant is provided to Bury in four blocks as follows:

Dedicated Schools Grant	2019/20	2020/21	2021/22
	£m's	£m's	Indicative £m's
Schools Block ¹	122.104	129.940	140.639
Central Schools Services Block	0.772	0.774	0.813
Early Years Block ²	13.532	13.782	13.782
High Needs Block ³	30.542	32.245	36.137
Total DSG	166.950	176.741	191.371

¹ Schools Block – the significant forecast increase to funding for 2021/22 includes over £6m being transferred in for the Teachers Pay and Pension grants which are currently provided separately. The balance of increase, circa £5m is 'new' additional funding for schools as part of the £14.5b increased funding through the National Funding Formula (NFF).

² Early Years Block – subject to announcement in January 2021

³ High Needs Block – Allocation varies to the February 2020 Cabinet budget report due to an update made in respect to Further Education (FE) SEND Recoupment

- 3.2** The **Schools Block** of the DSG is ring-fenced to Bury's schools and academies and must be fully allocated in compliance to the NFF. The formula allocates over 90% of the funding available to pupil-led factors including Deprivation and Low Prior Attainment which both have a correlation to SEND.

- 3.3** The **Central Schools Services Block** provides a contribution to funding ongoing responsibilities and central functions undertaken on behalf of schools and academies, including Admissions, Education Welfare, Safeguarding in Schools, and National Copyright licences.

3.4 The **Early Years Block** provides the funding to support all Early Years provision in Bury, including maintained nursery schools and classes, together with Private, Voluntary and Independent (PVI) settings providing early education and childcare. This block funds Early Years SEND Inclusion which is targeted to provide early intervention, support and specialist equipment/seating to children aged 2 to 4 with SEND.

3.5 The **High Needs Block** is the area of greatest concern and financial volatility. The indicative increase for 2021/22, circa £2.9m, represents the 137th (out of 149 Local Authorities) lowest increase nationally and does not recognise the high cost pressures being faced by this block.

- The £2.9m indicative increase was already anticipated in Bury's five-year deficit recovery profile and therefore does not provide any additional funding to support an accelerated deficit recovery
- The DfE have delayed their 'Major Review of High Needs' consultation due to the Covid-19 situation and they will be conducting an in-depth policy review over the Summer which is intended to inform their strategic planning and solutions to the high needs pressures. This review will influence the funding allocations for 2022/23.

3.6 In addition to the DSG, schools and academies benefit significantly through various grants as follows:

Additional Funding for schools and academies in 2020/21	
	£m
Pupil Premium Grant	9.108
Universal Infant Free School Meals Grant	2.369
Primary PE and Sport	1.147
Teacher's Pay Grant ¹	1.473
Teacher's Pension Grant ¹	4.909
Devolved Formula Capital	0.742
Covid-19 Catch Up Grant ²	2.379
TOTAL	22.127

1. Teachers Pay & Pensions Grants – to be transferred into Schools Block from 1 April 2021

2. Covid-19 Catch Up Grant – new grant to be allocated across the 2020/21 academic year

The additional funding information is included to demonstrate the entirety of funding available to schools and academies through Government delegated/devolved grants. Further grants are available to schools and academies, including additional Capital schemes, through various sources e.g. Sport England. Schools and academies also enhance their funding through income generation opportunities where possible.

3.7 On top of the annual schools budget determination and grants provided, schools are able to carry forward their accumulated surplus, and deficit, balances from the previous year. A summary of Maintained School balances carried forward for the last 4 years is as follows:

Schools Final Outturn 2019/20	2016/17 Balance £m	2017/18 Balance £m	2018/19 Balance £m	2019/20 Balance £m
Net Surplus	4.431	4.647	5.278	5.551

Clearly the trajectory of the overall level of Maintained Schools' surplus balances is increasing year on year. Given the increased funding provided through the National Funding Formula (NFF) for 2020/21, and further increases announced for 2021/22 and 2022/23, the trajectory of accumulative surplus balances is expected to continue.

Included in the figures there are 13 schools, up from 9 in 2018/19, that have surplus balances that are deemed 'excessive' as they are above the maximum thresholds outlined in the approved Scheme for Financing Schools. These schools are subject to Schools' Forum scrutiny who consider any actions to recover un-committed accumulated surplus balances where schools do not evidence robust reasons and timely plans to spend on the children in school now.

There are a small number schools (8) with deficit balances at the end of 2019/20 that are subject to recovery plans, with all bar one having demonstrated a full recovery back to sustainable surplus in their school budget plans for 2020/21.

It is imperative that Members and Local Authority officers obtain up to date information on schools' balances when considering any requests from schools for assistance. School balances and forecasts for future years are available at individual school level upon request.

3.8 The DSG is deployed to schools, academies, early years and central support services as detailed in the statutory Section 251 budget tables.

Specifically for the High Needs Block, the deployment for 2020/21 is as follows:

Local Authority 351 Bury								
Line	Description	Early Years	Primary	Secondary	Special	AP / PRU	Post 16 School	Gross
1.0.2	High needs place funding within Individual Schools Budget	0	304,000	98,000	4,450,000	1,360,000		6,212,000
HIGH NEEDS BUDGET								
1.2.1	Top up funding - Maintained providers	0	2,501,100	1,597,900	3,778,008	999,500		8,876,508
1.2.2	Top up funding - Academies, Free Schools & Colleges	0	922,600	261,760	5,100,833	0	0	6,285,193
1.2.3	Top up funding - Independent providers	0	0	0	6,995,900	0	1,359,000	8,354,900
1.2.4	Additional Targeted High Needs Funding - Mainstream	0	225,685	78,922	0			304,607
1.2.5	SEND support services	62,840	623,370	528,430	81,590	26,770	0	1,323,000
1.2.6	Hospital education services	0	0	0	80,000	0	0	80,000
1.2.7	Other Alternative Provision Services	0	650,000	800,000	0	0	0	1,450,000
1.2.8	Support for inclusion	0	1,941,280	1,517,730	70,590	0	15,000	3,544,600
1.2.9	Special schools and PRUs in financial difficulty				0	0		0
1.2.10	PFI and BSF costs at Special Schools, AP / PRU & Post 16				0	0	0	0
1.2.11	Direct payments (SEN and disability)	0	0	0	300,000	0	0	300,000
1.2.12	Carbon reduction commitment allowances (PRUs)					0		0
1.2.13	Therapies and other health related services (Paediatric)	0	75,000	75,000	0	0	0	150,000
TOTAL HIGH NEEDS								
HNB	High Needs Block Total	62,840	7,243,035	4,957,742	20,856,921	2,386,270	1,374,000	36,880,808
	High Needs Block Allocation 2020/21							32,244,900
	High Needs Block Variance 2020/21						Increase Deficit	4,635,908

3.9 For transparency the lines highlighted above are detailed as follows:

1.2.5 SEND Support Services		Cost Code	
Central Recharges and Statutory Requirements	inc Bury Safeguarding Children's Board	FK10070	195,000
Additional Needs Team		FT10000	408,000
Sensory Support		FT30000	720,000
1.2.5 Total			1,323,000
1.2.7 Other Alternative Provision - Inclusion		Cost Code	
Secondary Inclusion Partnerships		FC80000	440,000
Secondary Inclusion Hubs	North: Elton, South: Phillips, Central: Hazelwood	FT69200/300/400	360,000
Primary Inclusion Partnerships		FC90000	250,000
Primary Hub	Previously The Ark	FT61000	400,000
1.2.7 Total Inclusion Partnerships and Hubs			1,450,000
1.2.8 Support for Inclusion		Cost Code	
Sen Team		BE40000	255,000
16-19 Team		EL16190	56,000
Travellers Service		FQ84000	85,000
LAC Education		FT31000	200,000
SEN Support Services - Travel Training		FT40000	61,000
Curriculum Language Access Service		FT59000	693,900
Connexions - Bury		GC17000	315,000
Youth Disability Service		EG34000	15,000
Youth Service General		GY50000	234,000
School Crossing Patrol		HAS0000	395,000
Oasis Team (Early Help)		TTG0161	495,100
C.A.M.H.S.		TTG2470	232,700
Victoria Family Centre		TTG6100	506,900
1.2.8 Total Support for Inclusion			3,544,600

3.10 The Support Services referred to above are subject to detailed review. Several have already been captured in the separate report to Cabinet 'Education Lean Service Review'. Further consideration is required to ensure efficiencies and savings can be maximised together with ensuring the budgets allocated to this area are compliant to statutory guidance.

4 FINANCIAL IMPLICATIONS

4.1 The financial implications, focussing on the High Needs Block of the DSG, are set out in the following:

4.2 The accumulating deficit on the DSG has been reported over the last 8 years and is summarised in the following table:

2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
£m	£m	£m	£m	£m	£m	£m	£m
0.769	2.719	4.538	6.028	6.978	11.127	14.631	20.067

4.3 The DSG Deficit recovery profile, revised to reflect the final outturn 2019/20 plus ongoing high-cost pressures and investment into local provision is estimated as follows:

		Year 1	Year 2	Year 3	Year 4	Year 5
2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
£m	£m	£m	£m	£m	£m	£m
11.127	14,631	20.067	24.531	24.231	22.431	20.631

4.4 The table above assumes the benefit of investment is realised the current financial year (2020/21) and the deficit recovery commences from 2021/22. This assumption is highly dependent on operational change and controls being embedded in respect to all decisions on funding for SEND provision and placements whether in or out of borough.

- 4.5** The DfE accept that the entirety of the deficit may not be recovered over the five year profile and that the remaining deficit may be recovered over a longer period. They have not specified how long this period will be. Their priority was to ensure Local Authorities could demonstrate they could manage within the annual High Needs Block allocation as soon as practically possible.
- 4.6** The profile reflected in the recovery table above is worse than originally anticipated given the levels of investment made, increasing volumes of high cost out of borough and independent placements, plus the volume of EHCPs requiring top-up funding to schools and academies. The EHCP top-up mechanism was also adjusted in-year in line with statutory guidance and resulted in £2.3m being allocated to schools and academies during 2019/20. The ongoing impact of the compliant EHCP funding mechanism is built into the High Needs Block budget allocation for 2020/21.
- 4.7** The overspend was exacerbated during 2019/20 for several areas where expenditure exceeded the original planned budget, including:

In Year EHCP Funding	£2.261m
Increased Out Borough and Independent Alternative Provision placements	£2.539m
Further investment for In-Borough Inclusion	£0.236m

- 4.8** The overspend simply cannot continue to be uncontrolled and allowed to escalate any further.

5 STRATEGIC RECOVERY

- 5.1** The recovery of the DSG deficit and attaining a sustainable financial position that demonstrates Bury is able to manage within the annual allocation is a key priority that will require a significant and fundamental shift in both culture and system approaches, including intervention with schools and families. Bury has not adapted to the changing funding landscape for schools and continues to provide and fund services which many local authorities no longer do with schools providing or commissioning directly themselves.
- 5.2** Co-production of all stakeholders including Elected Member, Local Authority officers, Health colleagues, Schools/Academies/Schools' Forum, together with Parents and Youth Forums, is key to ensuring the scale of the issue is understood through ensuring collective design capturing ownership of the solutions is achieved. Co-production is an aspect that will be reviewed by the DfE in the new Deficit Recovery template.
- 5.3** A full review of all education support services, including those funded by General Fund and DSG, is well underway as a priority to achieve savings this financial year. The reviews will ensure the services are transformed to deliver all statutory requirements whilst, at the same time, address capacity and developments required to safeguard Bury's SEND children and young people.

5.4 The services subject to the separate Education Lean Services Review are:

- Curriculum and Access Language Service (CLAS)
- School Crossing Patrols
- Sensory Support (Hearing / Visually Impaired)
- Home to School Transport

It is recognised that the transport review is affected by the current Covid-19 situation, developments across Greater Manchester and complex statutory requirements.

5.5 In addition, the Education Psychology services, has undergone a thorough review and is included in a partnership agreement with Salford Council that will deliver a much improved service to Bury's SEND children – at a reduced cost. (subject to sign-off)

5.6 To enhance in-borough capacity Bury has applied to the DfE for a new Special Free School to be developed in the locality. This application has been approved and a preferred sponsor has been identified. Shaw Education Trust will operate the Special Free School which should be built and ready to open in approximately 2 years. This increased capacity is factored in to the current five year plan to stem the flow of out of borough referrals and ultimately save on the associated out of borough costs.

5.7 A full review of all Bury's designated SEND Resourced Provision units, attached to specific schools, has been undertaken with a view to increasing capacity, and/or re-designating the status of the units to accommodate the SEND children that may otherwise go out of borough. The review is also creating new capacity in other designated schools to support the increasing volumes of children identified with Social Emotional and Mental Health (SEMH) needs. A review of Bury's Secondary Pupil Referral Unit (PRU) has also seen it develop its' capacity to support SEMH pupils.

5.8 In 2018, in order to ensure Bury's Ofsted SEND Area Review recommendations could be actioned, an independent SEND strategic partner was engaged to provide direct support and help implement the necessary changes. SEND4Change were commissioned to support Bury and part of their review included focus on functions and services funded through the High Needs Block.

5.9 Bury's Schools' Forum is fully aware of the position, have been advised of the review of spending controls required on the High Needs Block and appreciate the necessity for schools and academies to demonstrate, and evidence using costed provision mapping, that they are spending their delegated resources effectively in compliance to their Mandatory Cost Threshold (first £6,000 requirement) in accordance to statutory guidance.

5.10 The review of all of the out of borough placements has been undertaken and a plan is in place to ensure children are returned to Bury at key transition stages wherever possible. This is subject to Bury having sufficient capacity of SEND provision in borough. This review includes quality assuring all provision where Bury's children are placed.

5.11 Children's Services recently re-structured and enhanced the directorate with the introduction of Early Help division in 2019. This gives us the opportunity to build and embed a more strategic approach to early help and intervention with greater coordination of services when needs arise and will be one of the key strands to recovery.

5.12 Early Help has already established the Team Around the School but need to broaden the scope to include;

- Development of a Bury Family Offer:

- An integrated approach to family support from pregnancy through to early adulthood which is developed by and understood by all partners (including of third sector and community)
- An offer that has models of intervention that are evidence based and will create the environment for greatest positive impact. To include (though not exhaustive)
 - Parenting
 - Family Conflict and domestic abuse
 - Employment and Adult Learning
 - Mental Health
 - Substance use that impacts of family functioning
- Sustainable approaches to use of finance, with better coordination of any additional funding through grants etc to enhance the core offer and reduce episodic and reactive approaches to family support
- Workforce
 - Childrens Workforce Strategy
 - Sustainable approaches to training on models of intervention (licensing/train the trainer)
- Community Driven
 - Influenced and driven by communities and linked to neighbourhood offer
- Data and Performance
 - The offer will respond to community needs and shaped to ensure greatest affect through understanding of local needs
 - Quality Assurance frameworks and driven by outcomes

5.13 Early Help developments may not effect change quickly and will require ownership at Council and Executive level as well as a joint approach across partners, but this shift in approach will be key to longer term benefits for our children and communities, is more efficient and will in time reduce the demand into specialist services. It will in effect start to reduce some demand on DSG through better identification of only those children who require additional funding through EHCP planning whilst other children and their families will remain supported through a more targeted offer of family support

5.14 Investment into in-borough provision has been maximised and must now be curtailed in order that this no longer outweighs the financial benefits intended to be achieved. The enhancement of the Resourced Provision, including re-designation of existing units together with the creation of greater capacity through expanded and new provisions, must be the last investment from the High Needs Block. Enough is now in place to support local inclusion within schools and units for the majority of pupils with SEND.

5.15 To help address Bury's in-borough capacity and sufficiency of SEND provision a significant level of investment has been made to help ensure schools can develop their inclusion practices and facilities.

5.16 Inclusion Partnerships/Hubs investment needs to be reviewed to ascertain how effective these have been in supporting schools and academies with their inclusive practices in order to reduce referrals out to high costs alternative provision.

- 5.17** Alternative investment strategies, that do not require the use of the High Needs Block, need to be prioritised, including the Council and Clinical Commissioning Group (CCG) through the One Commissioning Organisation (OCO).
- 5.18** National campaigns and lobbying for greater recognition of the high-cost pressures being faced by the High Needs Block are continuing with a view to secure an overall greater proportion of the DSG to be allocated directly to Local Authorities to help them sustain a positive funding outlook.
- 5.19** Bury is one of a small number of Local Authorities that has worked with the DfE on the development of a new and improved deficit recovery template. This new template embraces co-production and will be launched early in the Autumn 2020 term. The DfE intend to use this, together with final outturn data for 2019/20, to target their discussions to the highest overspending Local Authorities with a view to reaching agreement on DSG recovery and provide additional funding, subject to Ministerial approval and outside of the DSG, in 2020/21. Approximately six Local Authorities will be targeted during the Autumn term. At this stage, Bury must continue to develop and implement its recovery plan without anticipating any potential additional funding that may, or may not, be forthcoming.
- 5.20** In order to assist the recovery of the deficit, key controls around decision making need to be understood by all stakeholders. The draft controls being considered specifically by the SEND Team and associated colleagues includes the following which were initially proposed by Head of Strategic Business and Finance (Steven Goodwin), and developed by Strategic / SEND Leads:

DSG Recovery – SEND Controls (August 2020)
The recovery of the DSG is critical to ensuring a sustainable positive financial position may be secured. We need to act immediately to ensure full controls and accountabilities are embedded into every aspect affecting the High Needs DSG expenditure. Therefore with immediate effect:
Moratorium on spend
Decisions on funding for EHCPs and EY Inclusion funding will continue in the same way as usual through the SEND panel process.
No decisions for funding can be made outside of Panel without an escalation to senior managers.
No more High Needs funding provided to schools and academies in-year – they must utilise their delegated budgets to support their pupils with SEND whether with an EHCP or not
For CYP with EHCPs, if schools are insistent, there needs to be clear evidence of need and the impact on how they are using existing resources. Additional funding will be made by exception only. This should be managed down at caseworker level, escalating to Senior CW level to support if needed. Funding will only be agreed by the Head of Service.
Requests for additional resources including INMS/AP/PB/increases to EHCP funding, increase to EY Inclusion funding etc., will need to follow an escalation policy from caseworkers through to the Head of Inclusion and Partnerships/AD.
Escalation policy
EHCP funding/requests for AP/PB and any other funding to go through CW/Senior CW/Service Manager before submission to Head of Service – must demonstrate that request has been rigorously analysed
INMS requests – to go through CW/Senior CW/Service Manager before Head of Service and AD - demonstrate that request has been rigorously analysed
All requests must be evidenced by data and impact! If this is not evidence please go back to the schools/setting to inform them that there is no evidence to support the funding request.
No evidence – no funding.
Escalation policy to apply as described above. If there are any significant change of needs, an AR should be held for children with EHCPs.
For children at SEND Support/SEND Support plus level, this will be managed through the IAP system – this includes requests for Medical Funding.
All panel arrangements including those for special schools/ARPs will be reviewed to ensure that the LA has better controls over decision making and distribution of resources.
We will of course be closely monitoring spend as part of our KPIs for the service.
All members of the SEND team have a role to play in supporting the deficit recovery plan.

- 5.21** In addition to the controls being considered by the SEND Team as outlined above, it is fundamental that these controls are understood and embedded across the organization, including schools and academies.
- 5.22** Schools and Academies are critical in ensuring they fully appreciate, understand and actively apply their mandatory and reasonable adjustment requirements for all of their pupils with SEND, whether with an EHCP or not, within their delegated funding. This should be clear and without expectation, which has unfortunately become common practice and culture that the Local Authority will pay.

6 LEGAL IMPLICATIONS

- 6.1** Compliance to the statutory DSG Conditions of Grant 2020/21 must be adhered to as per the following extract:

DSG Conditions of Grant 2020/21

5.1 Year end procedures

There are new arrangements for handling overspends with effect from the end of the 2019 to 2020 financial year.

New provisions have been put into regulation 8, paragraphs (7) and (8), and Schedule 2 Part 8 of the School and Early Years Finance (England) Regulations 2020

The impact of these statutory provisions will be that a local authority with a DSG deficit from the previous year must either:

- carry the whole of the deficit forward to be dealt with in the schools budget for the new financial year, deducting all of it under regulation 8(7)(a) from the money available for that financial year
- carry part of it forward into the new financial year and the rest of it into the following financial year, using regulation 8(7)(b)
- carry all of it into the following financial year, using regulation 8(7)(c)
- apply to the Secretary of State under regulation 8(8) for authorisation to disregard the requirements in regulation 8(7) if it wishes to fund any part of the deficit from a source other than the DSG

This creates, on a statutory basis, a new requirement that a deficit must be carried forward to be dealt with from **future DSG income**, unless the Secretary of State authorises the local authority not to do this.

5.2 Further conditions relating to DSG overspends and deficits

Any local authority that has an overall deficit on its DSG account at the end of the 2019 to 2020 financial year, or whose DSG surplus has substantially reduced during the year, must co-operate with the Department for Education (DfE) in handling that situation. In particular, the local authority must:

1. Provide information as and when requested by the department about its plans for managing its DSG account in the 2020 to 2021 financial year and subsequently.
2. Provide information as and when requested by the department about pressures and potential savings on its high needs budget.
3. Meet with officials of the department as and when they request to discuss the local authority's plans and financial situation.

4. Keep the schools forum regularly updated about the local authority's DSG account and plans for handling it, including high needs pressures and potential savings.

The Secretary of State reserves the right to impose more specific conditions of grant on individual local authorities that have an overall deficit on their DSG account, where he believes that they are not taking sufficient action to address the situation.

6.2 Schools' Forum have been consulted on 16 June 2020 on the scale of the deficit and plans to bring the situation under control. They will be updated at their next meeting on 19 October 2020

6.3 Members need to be satisfied taking into account the assurance of the CFO that the proposed recovery plan is realistic and meets the requirements of the DfE and ESFA

7 ASSOCIATED RISKS

7.1 There are financial risks to the General Fund budget of the Council should any support service budgets be removed from the DSG and transferred to General Fund responsibility. Likewise should any further costs from the General Fund be charged to the DSG, the deficit recovery will be hindered.

7.2 There is a risk associated to compliance to statutory requirements in respect of support services charged to the DSG. This will be reviewed in line with the statutory Section 251 Budget conditions.

7.3 There is also a risk to the Councils' cash flow position as the deficit is effectively being underwritten by the Council. The DfE are open to requests for accelerated DSG payments to the Council should the cash flow risk approach reality.

7.4 There is a high risk of challenge from parents if Bury does not support their requests for out of borough placements and strong leadership will be required to support the cultural and system shift.

7.5 An equality impact assessment will be required to ascertain any risk particularly in respect to disability discrimination.

7.6 The content of the report supports the Council in managing the overall financial risks and financial planning for the Council.

8 NEXT STEPS AND CONCLUSION

8.1 Members are asked to consider the financial position and implications of the DSG deficit and to agree to support officers in their endeavours to review services that will contribute to the DSG deficit recovery in line with DfE requirements.

8.2 Members are asked to support the Local Authority in its' strategic objective in a systems and cultural shift support by its review and implementation of the necessary controls and governance requirements, which will be communicated and understood by all stakeholders, including schools and academies.

8.3 The DSG recovery will be tracked and reported to future meetings, together with an update on the DfE developments and discussions to take place following the submission of the DSG recovery template (due to be made available by the DfE in the Autumn Term).

REPORT FOR DECISION



DECISION OF:	Cabinet/Council
DATE:	2 September 2020 9 September 2020
SUBJECT:	Treasury Management Review 2019/20
REPORT FROM:	Leader of the Council and Cabinet Member for Finance and Growth
CONTACT OFFICER:	Mike Woodhead, Joint Chief Finance Officer
TYPE OF DECISION:	Council
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	This report outlines the financial position and update on treasury management activity throughout 2019/20. The council is required by legislation to produce an annual treasury management review of activities and the actual prudential and treasury indicators. This report meets both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
OPTIONS & RECOMMENDED OPTION	Cabinet is asked to: • Approve the Treasury Management Review 2019/20 report; • Approve the actual 2019/20 prudential and treasury indicators presented in the report; • Commend the report to Full Council on 9 September 2020.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	The proposals accord with the Policy Framework

Statement by Section 151 Officer:	There are no direct financial implications arising from the report however treasury management activity is a significant strategy within the Council's overall financial framework. The treasury management activity has been reflected and reported in the council's out turn position and also the draft Statement of Accounts.
Equality/Diversity implications:	No
Considered by Monitoring Officer:	Yes The report sets out the Council's statutory obligations under the Local Government Act 2003 to monitor its income and expenditure against its budget and the regulatory requirements to undertake regular reviews. There are no legal implications arising from the report.
Are there any legal implications?	No
Wards Affected:	All
Scrutiny Interest:	Overview and Scrutiny Committee

INTRODUCTION

- 1.1 The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2019/20. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 1.2 During 2019/20 the minimum reporting requirements were that the full Council should receive the following reports:
 - an annual treasury strategy in advance of the year (approved 20/02/2019);
 - a mid-year, (minimum), treasury update report (approved 22/01/2020);
 - an annual review following the end of the year describing the activity compared to the strategy, (this report).
- 1.3 In addition, this Council has received quarterly treasury management update reports on the following dates:-
 - 12th September 2019
 - 21st November 2019
 - 11th February 2020

and which were received by the Overview and Scrutiny Committee.
- 1.4 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 1.5 This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by Cabinet before they were reported to the full Council.

2 EXECUTIVE SUMMARY

- 2.1 During 2019/20, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Actual Prudential and Treasury Indicators	2018/19 Actual	2019/20 Original	2019/20 Actual
	£m	£m	£m
Actual Capital Expenditure:			
Non-HRA	24.340	37.254	25.017
HRA	11.008	9.830	7.666
TOTAL	35.348	47.084	32.683
Capital Financing Requirement:			
Non-HRA	131.244	136.099	140.520
HRA	118.784	118.784	118.784
TOTAL	250.028	254.883	259.304
Gross Borrowing			
External Debt	202.856	221.307	216.174
Investments:			
Longer than 1 year	5.000	0.000	0.000
Under 1 year	9.760	7.503	29.410
TOTAL	14.760	7.503	29.410
NET BORROWING	188.096	213.804	186.764

- 2.2 As can be seen from the table above, the actual capital expenditure was less than the budget for 2019/20 that was presented to Cabinet and Full Council in February 2020 and was reflected in the Treasury Management Strategy report. The outturn position was significantly less than the £47.084m original capital budget for 2019/20 as approved by Full Council in February 2019.
- 2.3 During the year the capital programme saw some significant rephasing and budgets for projects that had slipped were carried forward and included in the 2020/21 capital programme. A full review of the capital strategy is planned for 2020/21 to better align capital to new corporate strategies and priorities.
- 2.4 Borrowing of £13.318m was undertaken during the year and was only undertaken for a capital purpose and the Joint Chief Finance Officer confirms that the statutory borrowing limit, (the authorised limit), was not breached.
- 2.5 The financial year 2019/20 continued the challenging investment environment of previous years, namely low investment returns.

3 BACKGROUND

3.1 The Council has adopted the revised Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management 2017. The primary requirements of the code are:

- Creation and maintenance of a Treasury Management Policy Statement which sets out the objectives of the Council's treasury Management activities;
- Creation and maintenance of Treasury Management practices which set out the manner in which the Council will seek to achieve those policies and objectives;
- Receipt by Full Council of an annual Treasury Management Strategy Statement – including the Annual Investment Strategy and Minimum Revenue Provision Policy – for the year ahead, a mid-year review report and an annual report covering activities during the previous year;
- Delegation by the Council of responsibilities for implementing and monitoring Treasury Management Policies and Practices and for the execution and administration of treasury management decisions. In Bury this is the Joint Chief Finance Officer;
- Delegation by the Council of the role of scrutiny of the Treasury Management Strategy and policies to a named specific body. In Bury this is Cabinet.

3.2 Treasury management in this context is defined as: 'the management of the local authority's investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks'.

3.3 This report therefore summarises:

- Capital activity during the year;
- Impact of this activity on the Council's underlying indebtedness, (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on investment balances;
- Summary of interest rate movements in the year;
- Detailed debt activity; and
- Detailed investment activity.

4 CURRENT POSITION

The Council's Capital Expenditure and Financing during 2019/20

4.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or

- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

4.2 The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed. As can be seen from the table, the actual capital expenditure is less than the revised budget position. The revised budget was based on Quarter 3 monitoring position. Capital expenditure was less in year due to schemes slipping and being carried forward into the next financial year. This includes ICT projects, education schemes and property related schemes. All prudential indicators in the report are based on this revised budget.

	2018/19 Actual	2019/20 Budget	2019/20 Actual
	£M	£M	£M
Capital Expenditure:			
Non-HRA	24.340	37.254	25.017
HRA	11.008	9.830	7.666
TOTAL CAPITAL EXPENDITURE	35.348	47.084	32.683
Resourced By:			
Capital Receipts	1.749	0.783	1.931
Capital Grants	15.949	23.787	11.772
HRA	9.091	11.190	7.136
Revenue	5.608	0.000	2.568
Unfinanced capital expenditure	2.951	11.323	9.276

The Council's Overall Borrowing Need

- 4.3 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2019/20 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.
- 4.4 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies, (such as the Government, through the Public Works Loan Board [PWLb], or the money markets), or utilising temporary cash resources within the Council.
- 4.5 **Reducing the CFR** – the Council's (non HRA) underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a repayment of the non-Housing Revenue Account (HRA)

borrowing need, (there is no statutory requirement to reduce the HRA CFR). This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

4.6 The total CFR can also be reduced by:

- the application of additional capital financing resources, (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

4.7 The Council's 2019/20 MRP Policy, (as required by MHCLG Guidance), was approved as part of the Treasury Management Strategy Report for 2019/20 on 20/02/2019 and updated at Full Council on 26 February 2020.

4.8 The Council's CFR for the year is shown below, and represents a key prudential indicator. It includes PFI and leasing schemes on the balance sheet, which increase the Council's borrowing need. No borrowing is actually required against these schemes as a borrowing facility is included in the contract (if applicable).

Capital Financing Requirement (Non HRA)	31st March 2019 Actual	31st March 2020 Budget	31st March 2020 Actual
	£M	£M	£M
Opening balance	128.293	128.754	131.244
Add unfinanced capital expenditure	6.517	11.323	9.276
Less MRP/VRP*	(2.752)	(3.168)	(0.478)
Less PFI & finance lease repayments	(0.814)	(0.809)	(0.853)
Closing balance	131.244	136.099	139.189

Capital Financing Requirement (HRA)	31st March 2019 Actual	31st March 2020 Budget	31st March 2020 Actual
	£M	£M	£M
Opening balance	118.784	118.784	118.784
Add unfinanced capital expenditure	0	0	0
Less MRP/VRP*	0	0	0
Less PFI & finance lease repayments	0	0	0
Closing balance	118.784	118.784	118.784

* Includes voluntary application of capital receipts

4.9 Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

4.10 **Gross borrowing and the CFR** - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2019/20) plus the estimates of any additional capital

financing requirement for the current (2020/21) and next two financial years.

- 4.11 This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2019/20. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31st March Actual £M	31st March Budget £M	31st March Actual £M
Gross borrowing position	202.856	221.307	216.174
CFR	250.028	254.883	259.304
Under / over funding of CFR	(47.172)	(33.577)	(43.130)

- 4.12 The above tables shows the position as at 31 March 2020 for the Council's gross borrowing position. This shows in comparison to the revised budget position:

	31st December 2019 Revised Budget £M
Gross borrowing position	215.203
CFR	259.866
Under / over funding of CFR	(44.663)

- 4.13 The authorised limit** - the authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2019/20 the Council has maintained gross borrowing within its authorised limit.

- 4.14 **The operational boundary** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

- 4.15 Actual financing costs as a proportion of net revenue stream - this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

	2019/20 £M
Authorised limit	309.300
Maximum gross borrowing position during the year	215.994
Operational boundary	274.300
Average gross borrowing position	196.224

Financing costs as a proportion of net revenue stream:-	
Non - HRA	2.93%
HRA	15.92%

4.16 As can be seen from the table above, the gross borrowing position is well within the Authorised limit and the Operational Boundary. The difference between the two reflects the Council's under borrowed position.

The Council's Debt and Investment Position

4.17 The Council's treasury management debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices.

4.18 At the end of 2019/20 the Council's treasury, (excluding borrowing by PFI and finance leases), position was as follows:

	31st March 2019			31st March 2020		
	Principal		Avg. Rate	Principal		Avg. Rate
	£M	£M		£M	£M	
Fixed rate funding						
PWLB Bury	139.253			134.071		
PWLB Airport	11.828			11.828		
Market Bury	44.272	195.353		49.272	195.171	
Variable rate funding						
PWLB Bury						
Market Bury		0.000			0.000	
Temporary Loans / Bonds	7.503	7.503		21.003	21.003	
Total Debt		202.856	3.95%		216.174	3.70%
Capital Financing Requirement		250.028			259.304	
Over/ (under) borrowing		(47.172)			(43.130)	
Total Investments		14.760	0.66%		29.410	0.61%
Net Debt		188.096			186.764	

4.19 The maturity structure of the debt portfolio was as follows:

Maturity structure of fixed rate borrowing	2018/19 Actual £M	2018/19 Actual %	2019/20 Actual £M	2019/20 Actual %
Under 12 months	17.680	8.72%	22.187	10.26%
12 months and within 24 months	1.000	0.49%	5.000	2.31%

24 months and within 5 years	8.000	3.94%	8.000	3.70%
5 years and within 10 years	0.550	0.27%	5.550	2.57%
10 years and within 15 years	26.000	12.82%	26.000	12.03%
15 years and over	149.626	73.76%	149.437	69.13%
Total Debt	202.856	1.00	216.174	1.00

	Investment at 31/03/19 £M	Amount Invested in year £M	Investments realised in year £M	Balance at 31/03/20 £M
Fixed Rate Investments				
GMCA	5.000		(5.000)	0.000
Total - Fixed rate	5.000	0.000	(5.000)	0.000
Notice Accounts				
Barclays Bank - 32 day Notice account	1.000			1.000
Barclays Bank - 95 day Notice account	0.250			0.250
Lloyds - 32 day Notice account	0.000	6.000	(3.000)	3.000
Santander - 92 day Notice account	1.100	4.000	(4.100)	1.000
Total - Notice accounts	2.350	10.000	(7.100)	5.250
Call Accounts				
Barclays Bank - Flexible Interest Bearing Current Account	7.060	220.270	(203.170)	24.160
Bank of Scotland - Call Account	0.350	80.700	(81.050)	0.000
Total Investments	14.760	310.970	(296.320)	29.410

4.20 Key features of the debt and investment position are:

- Over the course of the year, investments have increased by £16.650m. The large increase in investments related to borrowing completed during the year in line with Council's Treasury Management strategy, additional government grants received in March 2020 to tackle the Covid-19 pandemic and an upfront payment for grant in lieu of business rates for 2020/21 that was also received in March 2020.
- The average rate of return on investments with financial institutions was 0.60% compared to 0.66% in the previous 2018/19 year.

Investment strategy and control of interest rate risk

4.21 Investment returns remained low during 2019/20. The expectation for interest rates within the treasury management strategy for 2019/20 was that Bank Rate would stay at 0.75% during 2019/20 as it was not expected that the MPC would be able to deliver on an increase in Bank Rate until the Brexit issue was finally settled. However, there was an expectation that Bank Rate would rise after that issue was settled, but would only rise to 1.0% during 2020.

4.22 Rising concerns over the possibility that the UK could leave the EU at the end of October 2019 caused longer term investment rates to be on a falling trend for most of April to September. They then rose after the end of October deadline was rejected by the Commons but fell back again in

January before recovering again after the 31 January departure of the UK from the EU. When the coronavirus outbreak hit the UK in February/March, rates initially plunged but then rose sharply back up again due to a shortage of liquidity in financial markets. As longer term rates were significantly higher than shorter term rates during the year, value was therefore sought by placing longer term investments where cash balances were sufficient to allow this.

4.23 Whilst the Council has taken a cautious approach to investing, it is also fully appreciative of changes to regulatory requirements for financial institutions in terms of additional capital and liquidity that came about in the aftermath of the financial crisis. These requirements have provided a far stronger basis for financial institutions, with annual stress tests by regulators evidencing how institutions are now far more able to cope with extreme stressed market and economic conditions.

4.24 The table below shows the interest rate forecast as at mid-year 2019/20:

Link Asset Services Interest Rate View 11.11.19													
	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23
Bank Rate View	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25	1.25	1.25	1.25
3 Month LIBID	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.30	1.30
6 Month LIBID	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40	1.50	1.50	1.50	1.50
12 Month LIBID	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60	1.70	1.70	1.70	1.70
5yr PWLB Rate	2.40	2.40	2.50	2.50	2.60	2.70	2.80	2.90	2.90	3.00	3.10	3.20	3.20
10yr PWLB Rate	2.70	2.70	2.70	2.80	2.90	3.00	3.10	3.20	3.20	3.30	3.30	3.40	3.50
25yr PWLB Rate	3.30	3.40	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00	4.10	4.10
50yr PWLB Rate	3.20	3.30	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90	4.00	4.00

Borrowing strategy and control of interest rate risk

4.25 During 2019-20, the Council maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were low and minimising counterparty risk on placing investments also needed to be considered.

4.26 The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.

4.27 Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Joint Chief Finance Officer therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks (please adapt this outline to what you actually did in the year):

- if it had been felt that there was a significant risk of a sharp FALL in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings

would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.

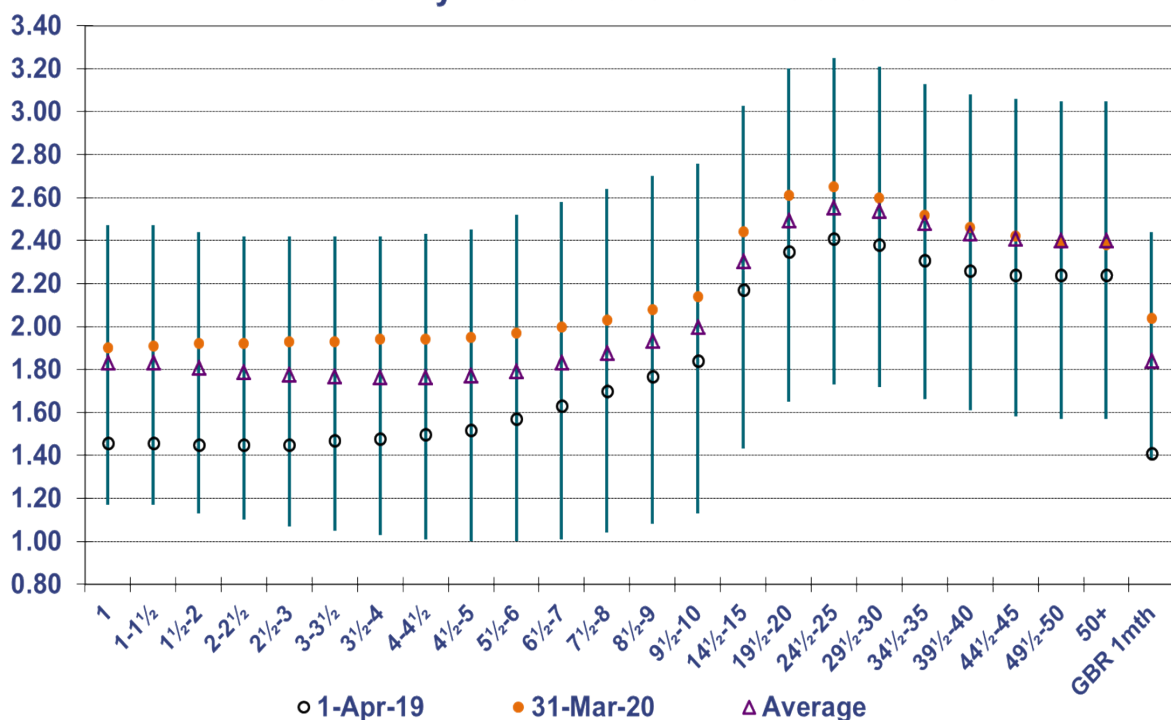
- if it had been felt that there was a significant risk of a much sharper RISE in long and short term rates than initially expected, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

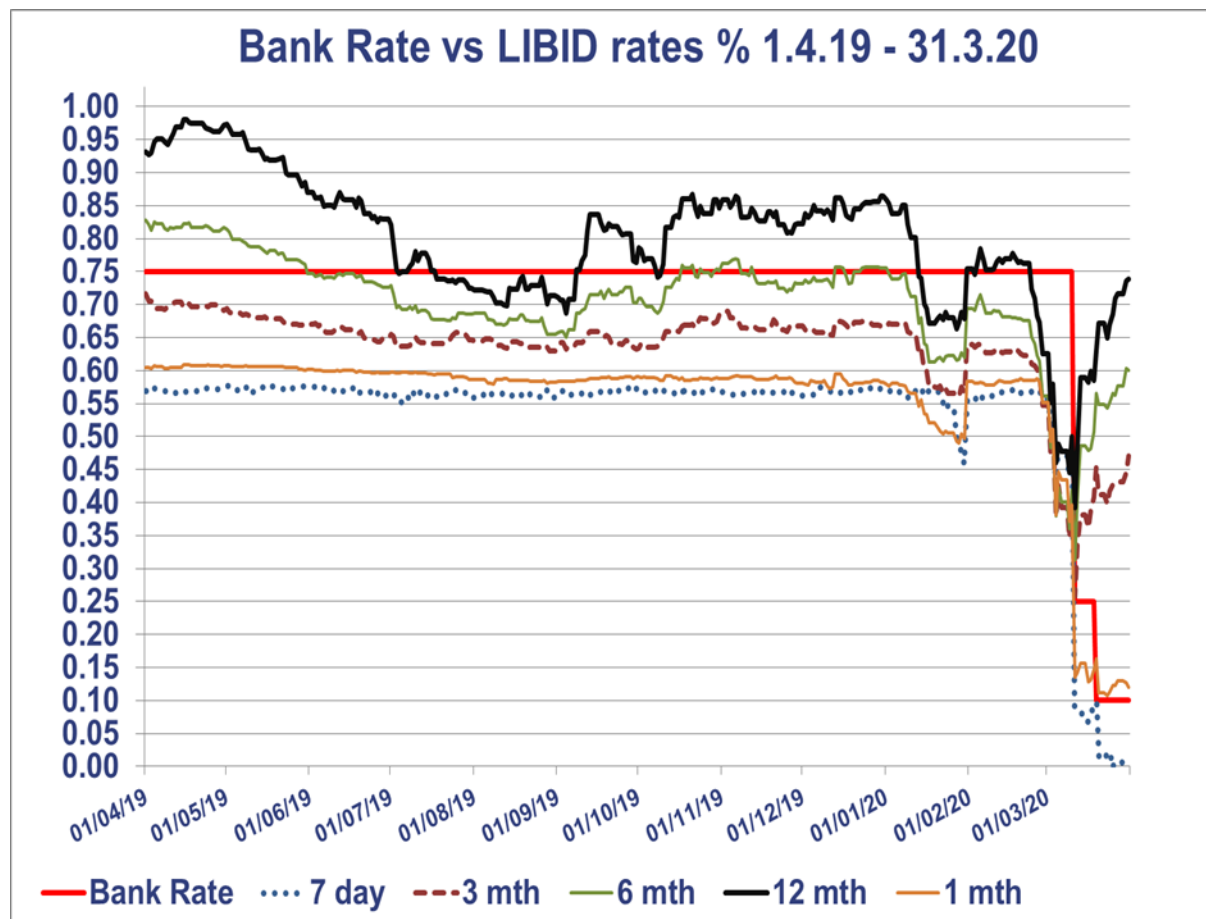
4.28 Interest rate forecasts expected only gradual rises in medium and longer term fixed borrowing rates during 2019/20 and the two subsequent financial years. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period.

4.29 the information below and in the graphs and Appendices 2 and 3 show PWLB rates for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates and the end of the financial year.

	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2019	1.46%	1.52%	1.84%	2.41%	2.24%
31/03/2020	1.90%	1.95%	2.14%	2.65%	2.39%
Low	1.17%	1.00%	1.13%	1.73%	1.57%
Date	03/09/2019	08/10/2019	03/09/2019	03/09/2019	03/09/2019
High	2.47%	2.45%	2.76%	3.25%	3.05%
Date	21/10/2019	19/03/2020	19/03/2020	19/03/2020	31/12/2019
Average	1.83%	1.77%	2.00%	2.56%	2.40%

PWLB Certainty Rate Variations 1.4.19 to 31.3.2020





- 4.30 PWLB rates are based on, and are determined by, gilt (UK Government bonds) yields through H.M.Treasury determining a specified margin to add to gilt yields. There was much speculation during the second half of 2019 that bond markets were in a bubble which was driving bond prices up and yields down to historically very low levels. The context for that was heightened expectations that the US could have been heading for a recession in 2020, and a general background of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued; these conditions were conducive to very low bond yields.
- 4.31 While inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc.
- 4.32 This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years. We have therefore seen, over the last year, many bond yields up to 10 years in the Eurozone turn negative. In addition, there has, at times, been an inversion of bond yields in the US

whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.

- 4.33 Gilt yields were on a generally falling trend during the last year up until the coronavirus crisis hit western economies. Since then, gilt yields have fallen sharply to unprecedented lows as investors have panicked in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks also started quantitative easing purchases of government bonds which will act to maintain downward pressure on government bond yields at a time when there is going to be a huge and quick expansion of government expenditure financed by issuing government bonds; (this would normally cause bond yields to rise). At the close of the day on 31 March, all gilt yields from 1 to 5 years were between 0.12 – 0.20% while even 25-year yields were at only 0.83%.
- 4.34 However, HM Treasury has imposed two changes in the margins over gilt yields for PWLB rates in 2019-20 without any prior warning; the first on 9 October 2019, added an additional 1% margin over gilts to all PWLB rates. That increase was then partially reversed for some forms of borrowing on 11 March 2020, at the same time as the Government announced in the Budget a programme of increased spending on infrastructure expenditure. It also announced that there would be a consultation with local authorities on possibly further amending these margins; this ends on 4 June. It is clear that the Treasury intends to put a stop to local authorities borrowing money from the PWLB to purchase commercial property if the aim is solely to generate an income stream.
- 4.35 Following the changes on 11 March 2020 in margins over gilt yields, the current situation is as follows: -
- PWLB Standard Rate is gilt plus 200 basis points (G+200bps)
 - PWLB Certainty Rate is gilt plus 180 basis points (G+180bps)
 - PWLB HRA Standard Rate is gilt plus 100 basis points (G+100bps)
 - PWLB HRA Certainty Rate is gilt plus 80bps (G+80bps)
 - Local Infrastructure Rate is gilt plus 60bps (G+60bps)
- 4.36 There is likely to be little upward movement in PWLB rates over the next two years as it will take national economies a prolonged period to recover all the momentum they will lose in the sharp recession that will be caused during the coronavirus shut down period. Inflation is also likely to be very low during this period and could even turn negative in some major western economies during 2020-21.

5 BORROWING OUTTURN 2019/20

Treasury Borrowing

- 5.1 The Council borrowed £5m from PWLB in September 2019. The borrowing was undertaken when the market rates reached the Council's internal

trigger points. This ensure borrowing was undertaken at the optimum point to minimise future costs, securing good value for money. In line with the treasury management strategy, short term borrowing was used for further borrowing during the year rather than more expensive longer term loans.

	Balance at 31/03/19 £M	Loans raised £M	Loans repaid £M	Balance at 31/03/20 £M
PWLB	139.253	5.000	(10.182)	134.071
Market	44.272	5.000		49.272
Temporary Loans	7.500	21.000	(7.500)	21.000
Other loans	0.003			0.003
Bury MBC Debt	191.028	31.000	(17.682)	204.346
Airport PWLB Debt	11.828			11.828
Total Debt	202.856	31.000	(17.682)	216.174

Debt Rescheduling

- 5.2 No rescheduling was done during the year as the average 1% differential between PWLB new borrowing rates and premature repayment rates made rescheduling unviable.

Borrowing in advance of need

- 5.3 The Council has not borrowed more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.

Repayment of Debt

- 5.4 During 2019/20 the Council repaid £17.682m at an average rate of 2.33%.

Summary of debt transactions

- 5.5 Management of the debt portfolio resulted in a fall in the average interest rate of 0.24%.

6 Investment Outturn

Investment Policy

- 6.1 The Council's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Council on 20/02/2019. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).
- 6.2 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

Resources

- 6.3 The Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's core cash resources comprised as follows:

Balance Sheet Resources	31 March 2019	31 March 2020

	£M	£M
Balances General Fund	7.703	6.990
Balances HRA	6.970	8.393
Earmarked reserves	32.551	52.626
Provisions	40.094	13.996
Usable capital receipts	5.415	6.974
Total	92.733	88.979

Investments as at 31 March 2020

- 6.4 The Council managed all of its investments in house with the institutions listed in the Council's approved lending list. At the end of the financial year the Council had £29.410m of investments as follows:

Type	Institution	Amount	Term	Rate
		£M	Days	%
Call Accounts	Barclays Bank	24.160	0	0.43%
Total Call Accounts		24.160		
Notice Accounts	Barclays Bank	1.000	32	0.72%
	Barclays Bank	0.250	95	0.92%
	Lloyds Bank	3.000	32	0.81%
	Santander	1.000	92	0.75%
Total Notice Accounts		5.250		
Total Investments		29.410		

- 6.5 The Council maintained an average balance of £16.375m of internally managed funds and earned an average rate of return of 0.60%. The comparable performance indicator is the average 7 day LIBID rate which was 0.63%.

7 THE ECONOMY AND INTEREST RATES

UK. Brexit

- 7.1 The main issue in 2019 was the repeated battles in the House of Commons to agree on one way forward for the UK over the issue of Brexit. This resulted in the resignation of Theresa May as the leader of the Conservative minority Government and the election of Boris Johnson as the new leader, on a platform of taking the UK out of the EU on 31 October 2019. The House of Commons duly frustrated that renewed effort and so a general election in December settled the matter once and for all by a decisive victory for the Conservative Party: that then enabled the UK to leave the EU on 31 January 2020. However, this still leaves much uncertainty as to whether there will be a reasonable trade deal achieved by the target deadline of the end of 2020. It is also unclear as to whether the coronavirus outbreak may yet

impact on this deadline; however, the second and third rounds of negotiations have already had to be cancelled due to the virus.

Economic growth

- 7.2 in 2019 has been very volatile with quarter 1 unexpectedly strong at 0.5%, quarter 2 dire at -0.2%, quarter 3 bouncing back up to +0.5% and quarter 4 flat at 0.0%, +1.1% y/y. 2020 started with optimistic business surveys pointing to an upswing in growth after the ending of political uncertainty as a result of the decisive result of the general election in December settled the Brexit issue. However, the three monthly GDP statistics in January were disappointing, being stuck at 0.0% growth. Since then, the whole world has changed as a result of the coronavirus outbreak. It now looks likely that the closedown of whole sections of the economy will result in a fall in GDP of at least 15% in quarter two. What is uncertain, however, is the extent of the damage that will be done to businesses by the end of the lock down period, when the end of the lock down will occur, whether there could be a second wave of the outbreak, how soon a vaccine will be created and then how quickly it can be administered to the population. This leaves huge uncertainties as to how quickly the economy will recover.
- 7.3 After the Monetary Policy Committee raised Bank Rate from 0.5% to 0.75% in August 2018, Brexit uncertainty caused the MPC to sit on its hands and to do nothing until March 2020; at this point it was abundantly clear that the coronavirus outbreak posed a huge threat to the economy of the UK. Two emergency cuts in Bank Rate from 0.75% occurred in March, first to 0.25% and then to 0.10%. These cuts were accompanied by an increase in quantitative easing (QE), essentially the purchases of gilts (mainly) by the Bank of England of £200bn. The Government and the Bank were also very concerned to stop people losing their jobs during this lock down period. Accordingly, the Government introduced various schemes to subsidise both employed and self-employed jobs for three months while the country is locked down. It also put in place a raft of other measures to help businesses access loans from their banks, (with the Government providing guarantees to the banks against losses), to tide them over the lock down period when some firms may have little or no income. However, at the time of writing, this leaves open a question as to whether some firms will be solvent, even if they take out such loans, and some may also choose to close as there is, and will be, insufficient demand for their services. At the time of writing, this is a rapidly evolving situation so there may be further measures to come from the Bank and the Government in April and beyond. The measures to support jobs and businesses already taken by the Government will result in a huge increase in the annual budget deficit in 2020/21 from 2%, to nearly 11%. The ratio of debt to GDP is also likely to increase from 80% to around 105%. In the Budget in March, the Government also announced a large increase in spending on infrastructure; this will also help the economy to recover once the lock down is ended. Provided the coronavirus outbreak is brought under control relatively swiftly, and the lock down is eased, then it is hoped that there would be a sharp recovery, but one that would take a prolonged time to fully recover previous lost momentum.

Inflation

- 7.4 Inflation has posed little concern for the MPC during the last year, being mainly between 1.5 – 2.0%. It is also not going to be an issue for the near future as the world economy will be heading into a recession which is already causing a glut in the supply of oil which has fallen sharply in price. Other prices will also be under downward pressure while wage inflation has also been on a downward path over the last half year and is likely to continue that trend in the current environment. While inflation could even turn negative in the Eurozone, this is currently not likely in the UK.

Employment

- 7.5 Employment had been growing healthily through the last year but it is obviously heading for a big hit in March – April 2020. The good news over the last year is that wage inflation has been significantly higher than CPI inflation which means that consumer real spending power had been increasing and so will have provided support to GDP growth. However, while people cannot leave their homes to do non-food shopping, retail sales will also take a big hit.

USA

- 7.6 Growth in quarter 1 of 2019 was strong at 3.1% but growth fell back to 2.0% in quarter 2 and 2.1% in quarters 3 and 4. The slowdown in economic growth resulted in the Fed cutting rates from 2.25-2.50% by 0.25% in each of July, September and October. Once coronavirus started to impact the US in a big way, the Fed took decisive action by cutting rates twice by 0.50%, and then 1.00%, in March, all the way down to 0.00 – 0.25%. Near the end of March, Congress agreed a \$2trn stimulus package (worth about 10% of GDP) and new lending facilities announced by the Fed which could channel up to \$6trn in temporary financing to consumers and firms over the coming months. Nearly half of the first figure is made up of permanent fiscal transfers to households and firms, including cash payments of \$1,200 to individuals.
- 7.7 The loans for small businesses, which convert into grants if firms use them to maintain their payroll, will cost \$367bn and 100% of the cost of lost wages for four months will also be covered. In addition there will be \$500bn of funding from the Treasury's Exchange Stabilization Fund which will provide loans for hard-hit industries, including \$50bn for airlines.
- 7.8 However, all this will not stop the US falling into a sharp recession in quarter 2 of 2020; some estimates are that growth could fall by as much as 40%. The first two weeks in March of initial jobless claims have already hit a total of 10 million and look headed for a total of 15 million by the end of March.

Eurozone

- 7.9 The annual rate of GDP growth has been steadily falling, from 1.8% in 2018 to only 0.9% y/y in quarter 4 in 2019. The European Central Bank (ECB) ended its programme of quantitative easing purchases of debt in December 2018, which meant that the central banks in the US, UK and EU had all ended the phase of post financial crisis expansion of liquidity supporting world financial markets by purchases of debt. However, the downturn in EZ growth, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), prompted the

ECB to take new measures to stimulate growth. At its March 2019 meeting it announced a third round of TLTROs; this provided banks with cheap two year maturity borrowing every three months from September 2019 until March 2021. However, since then, the downturn in EZ and world growth has gathered momentum so at its meeting in September 2019, it cut its deposit rate further into negative territory, from -0.4% to -0.5% and announced a resumption of quantitative easing purchases of debt to start in November at €20bn per month, a relatively small amount, plus more TLTRO measures. Once coronavirus started having a major impact in Europe, the ECB took action in March 2020 to expand its QE operations and other measures to help promote expansion of credit and economic growth. What is currently missing is a coordinated EU response of fiscal action by all national governments to protect jobs, support businesses directly and promote economic growth by expanding government expenditure on e.g. infrastructure; action is therefore likely to be patchy.

China

- 7.10 Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium-term risks have also been increasing. The major feature of 2019 was the trade war with the US. However, this has been eclipsed by being the first country to be hit by the coronavirus outbreak; this resulted in a lock down of the country and a major contraction of economic activity in February-March 2020. While it appears that China has put a lid on the virus by the end of March, these are still early days to be confident and it is clear that the economy is going to take some time to recover its previous rate of growth. Ongoing economic issues remain, in needing to make major progress to eliminate excess industrial capacity and to switch investment from property construction and infrastructure to consumer goods production. It also needs to address the level of non-performing loans in the banking and credit systems.

Japan

- 7.11 Japan has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy. It appears to have missed much of the domestic impact from coronavirus in 2019-20 but the virus is at an early stage there.

World Growth

- 7.12 The trade war between the US and China on tariffs was a major concern to financial markets and was depressing worldwide growth during 2019, as any downturn in China would spill over into impacting countries supplying raw materials to China. Concerns were particularly focused on the synchronised general weakening of growth in the major economies of the world. These concerns resulted in government bond yields in the developed world falling significantly during 2019. In 2020, coronavirus is the big issue which is going to sweep around the world and have a major impact in causing a world recession in growth in 2020.

8 OTHER KEY ISSUES

International Financial reporting Standards (IFRS) 9 – Financial Instruments

- 8.1 Following the consultation undertaken by the Ministry of Housing, Communities and Local Government, [MHCLG], on IFRS9 the Government has introduced a mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds. This will be effective from 1 April 2018 for 2018/19. The statutory override applies for five years from this date. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency.

International Financial Reporting Standards (IFRS) 16 - Leases

- 8.2 IFRS 16 should have been introduced for Local Authorities from 1 April 2020 which meant that the annual accounts for 2020/21 were to be the first set of accounts produced in accordance with this standard. The Code Of Practice on Local Authority Accounting requires the Council to disclose information relating to the impact of an accounting change required by a new standard that has been issued but not yet adopted by the 2019/20 Code as a note in the 2019/20 accounts. Therefore, the Treasury team has been looking at the impact of the standard on the Council's treasury indicators that would be included in the Treasury Management Strategy 2020/21.
- 8.3 However, due to Covid-19 and the additional pressure local authorities are facing, on 20 March 2020, the Financial Reporting Advisory Board (FRAB) announced the deferral of International Financial Reporting Standard 16 implementation to 2021/22.

9 CONSULTATION

- 9.1 There has been consultation with Link Asset Services, Treasury Management Advisers.
- 9.2 The presentation of the Treasury Management Review 019/20 to Cabinet for scrutiny is in compliance with the requirements of the CIPFA Code of Practice. The report will be present to Full Council in September for approval.

10 FINANCIAL IMPLICATIONS

- 10.1 The financial implications are set out in the report.

11 LEGAL IMPLICATIONS

- 11.1 There are no direct legal implications arising from the report.

12 ASSOCIATED RISKS

- 12.1 There are considerable risks to the security of the Authority's resources if appropriate treasury management strategies and policies are not adopted and followed.

Appendix 1

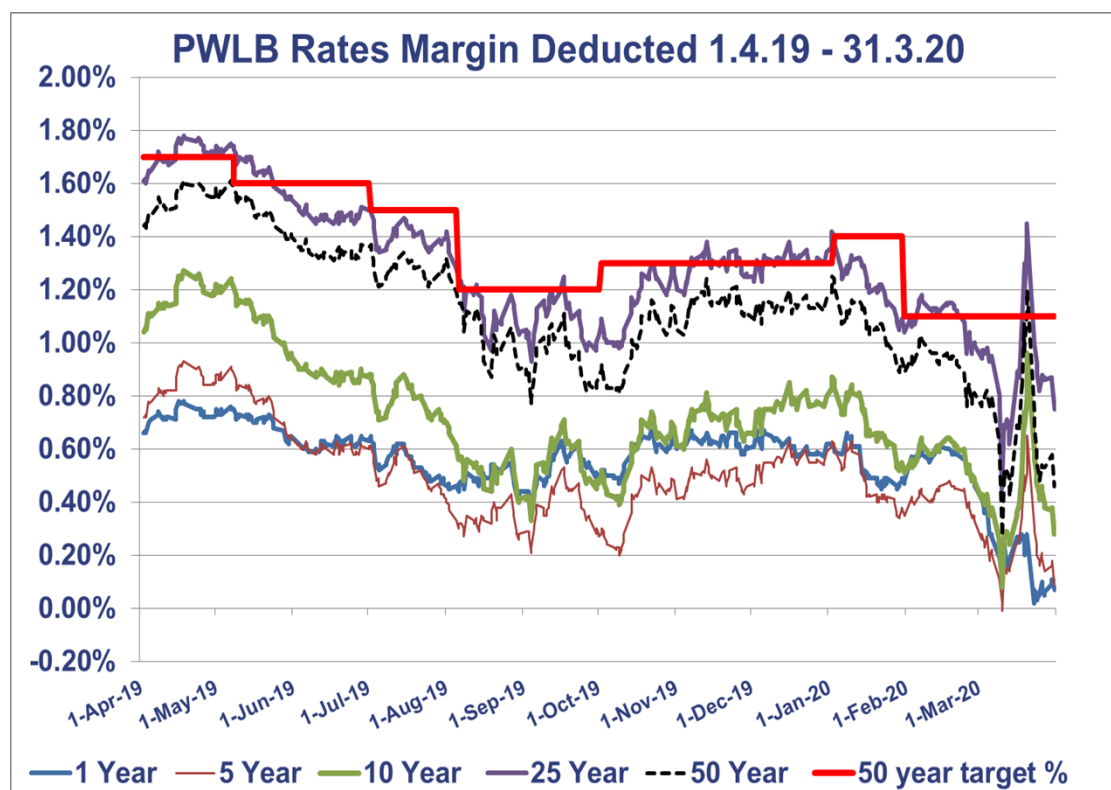
1. PRUDENTIAL AND TREASURY INDICATORS	2018/19 Actual £M	2019/20 Estimate £M	2019/20 Actual £M
Capital Expenditure			
Non - HRA	24.340	37.254	25.017
HRA	11.008	9.830	7.666
TOTAL	35.348	47.084	32.683
Ratio of financing costs to net revenue stream			
Non - HRA	2.82%	2.99%	2.93%
HRA	14.74%	14.15%	15.92%
Gross borrowing requirement			
Alternative financing	6.517	11.323	9.276
Replacement Borrowing	8.074	17.680	13.318
in year borrowing requirement	14.591	29.003	22.595
Gross debt	158.628		171.947
CFR			
Non – HRA	131.244	136.099	140.520
HRA	118.784	118.784	118.784
TOTAL	250.028	254.883	259.304
Annual change in Cap. Financing Requirement			
Non – HRA	6.517		9.276
HRA	0.000		0.000
TOTAL	6.517		9.276
Incremental impact of capital investment decisions			
Increase in council tax (band D) per annum	-£2.45	-£1.10	£2.85
Increase in average housing rent per week	£0	£0	£0

2. PRUDENTIAL AND TREASURY INDICATORS	2018/19 Actual £M	2019/20 Estimate £M	2019/20 Actual £M
Authorised Limit for external debt -			
borrowing	295.000	298.200	304.300
other long term liabilities	5.000	5.000	5.000
TOTAL	300.000	303.200	309.300
Operational Boundary for external debt -			
borrowing	260.000	263.200	269.300
other long term liabilities	5.000	5.000	5.000
TOTAL	265.000	268.200	274.300
Actual external debt	158.628		171.947
Upper limit for fixed interest rate exposure			
Net principal re fixed rate borrowing / investments	112%	105%	116%
Upper limit for variable rate exposure			
Net principal re variable rate borrowing / investments	-12%	-5%	-5%
Upper limit for total principal sums invested for over 364 days (per maturity date)	£10 m	£10 m	£10 m

Maturity structure of fixed rate borrowing	Actual 2018/19	Actual 2019/20
under 12 months	9%	10%
12 months and within 24 months	0%	2%
24 months and within 5 years	4%	4%
5 years and within 10 years	0%	3%
10 years and within 15 years	13%	12%
15 years and within 50 years	74%	69%

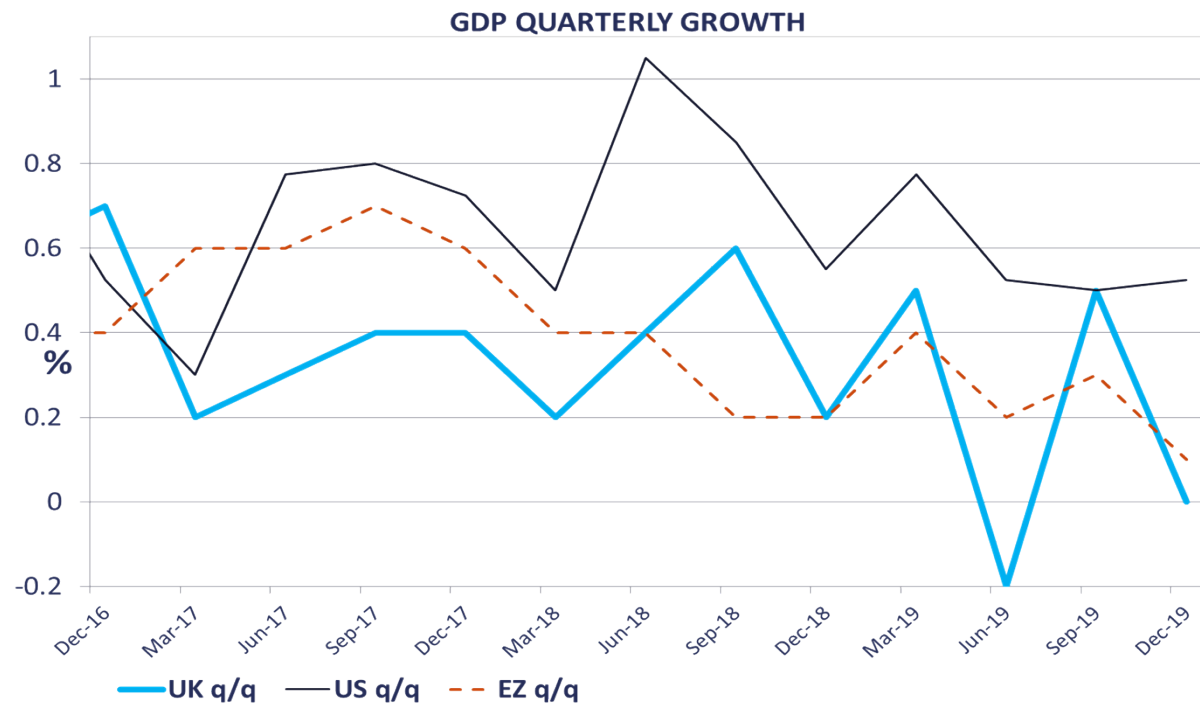
Graphs

On 9.10.19, the margin over gilt yields for PWLB certainty rates was increased from 80 bps to 180 bps. The graph below shows PWLB rates less the margins added over gilt yields. This graph therefore shows more clearly the **actual movements in gilt yields** during the year on which PWLB rates are based.

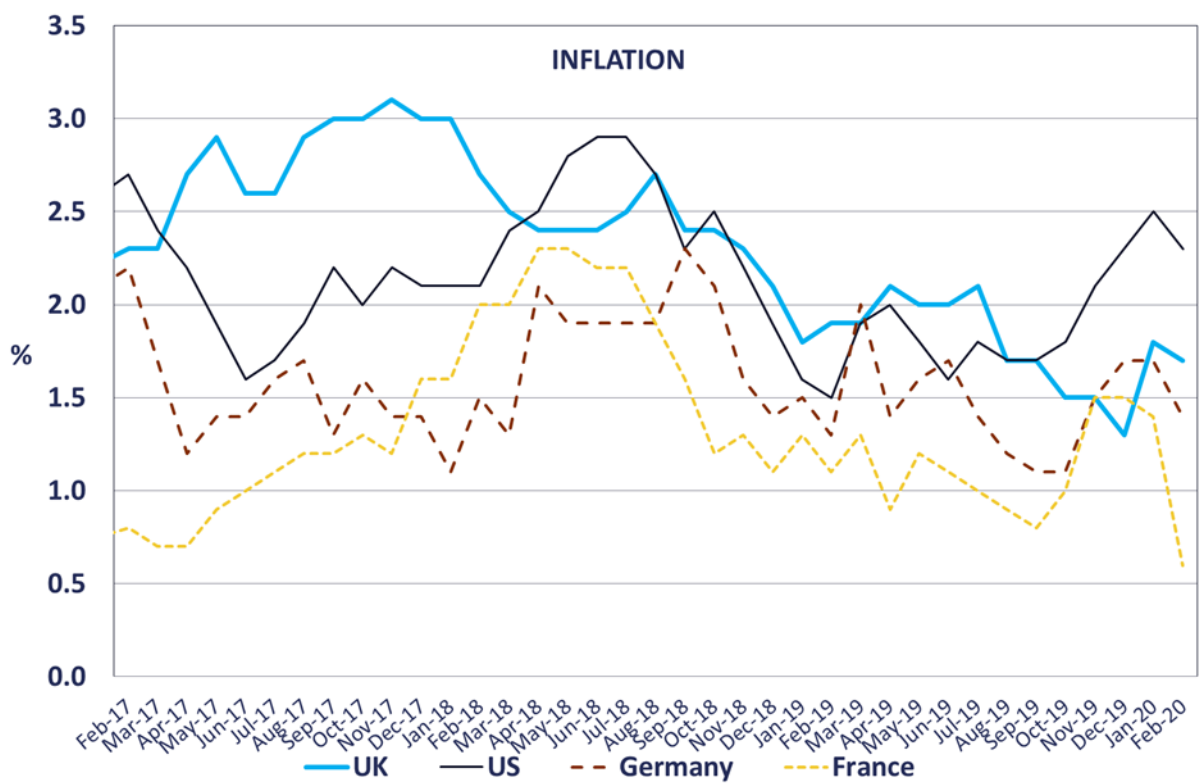


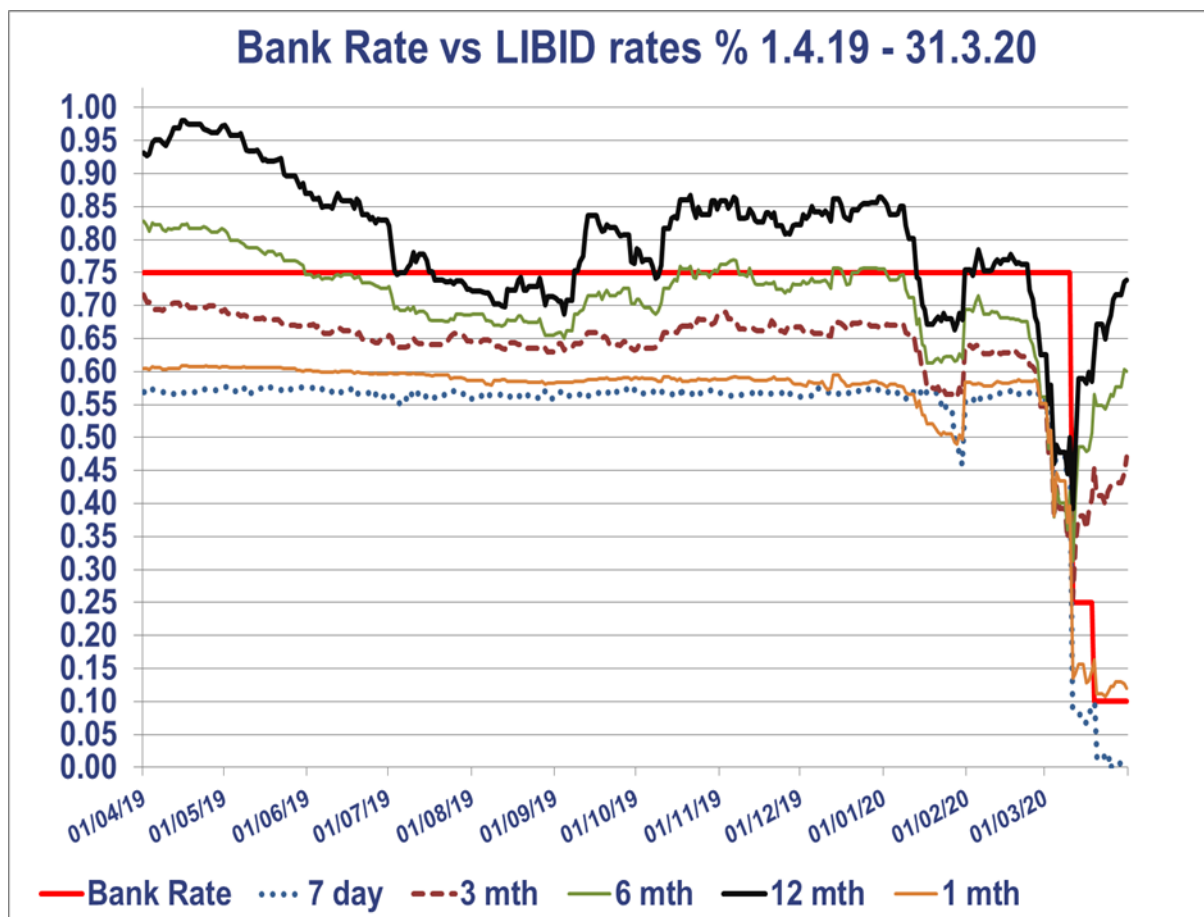
	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2019	0.66%	0.72%	1.04%	1.61%	1.44%
31/03/2020	0.10%	0.15%	0.34%	0.85%	0.59%
Low	0.02%	-0.01%	0.08%	0.45%	0.27%
Date	20/03/2020	09/03/2020	09/03/2020	09/03/2020	09/03/2020
High	0.78%	0.93%	1.27%	1.78%	1.61%
Date	15/04/2019	17/04/2019	17/04/2019	17/04/2019	17/04/2019
Average	0.55%	0.49%	0.72%	1.28%	1.12%

UK, US and EZ GDP growth

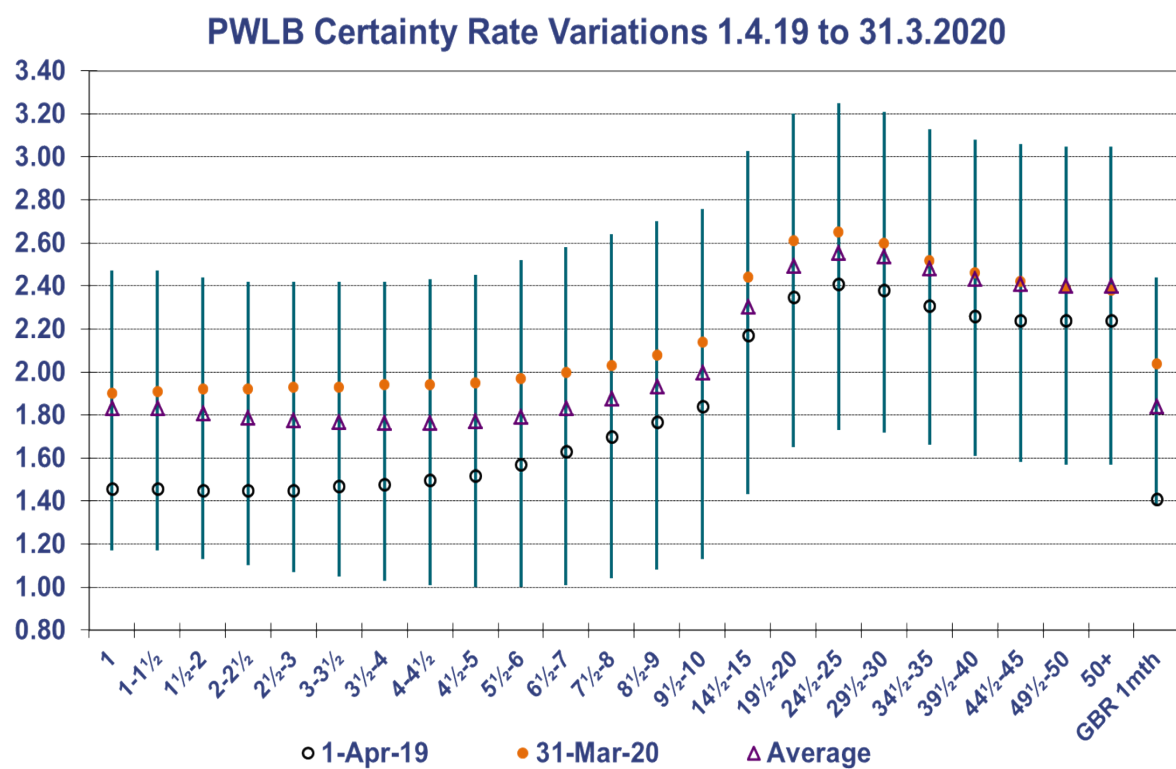
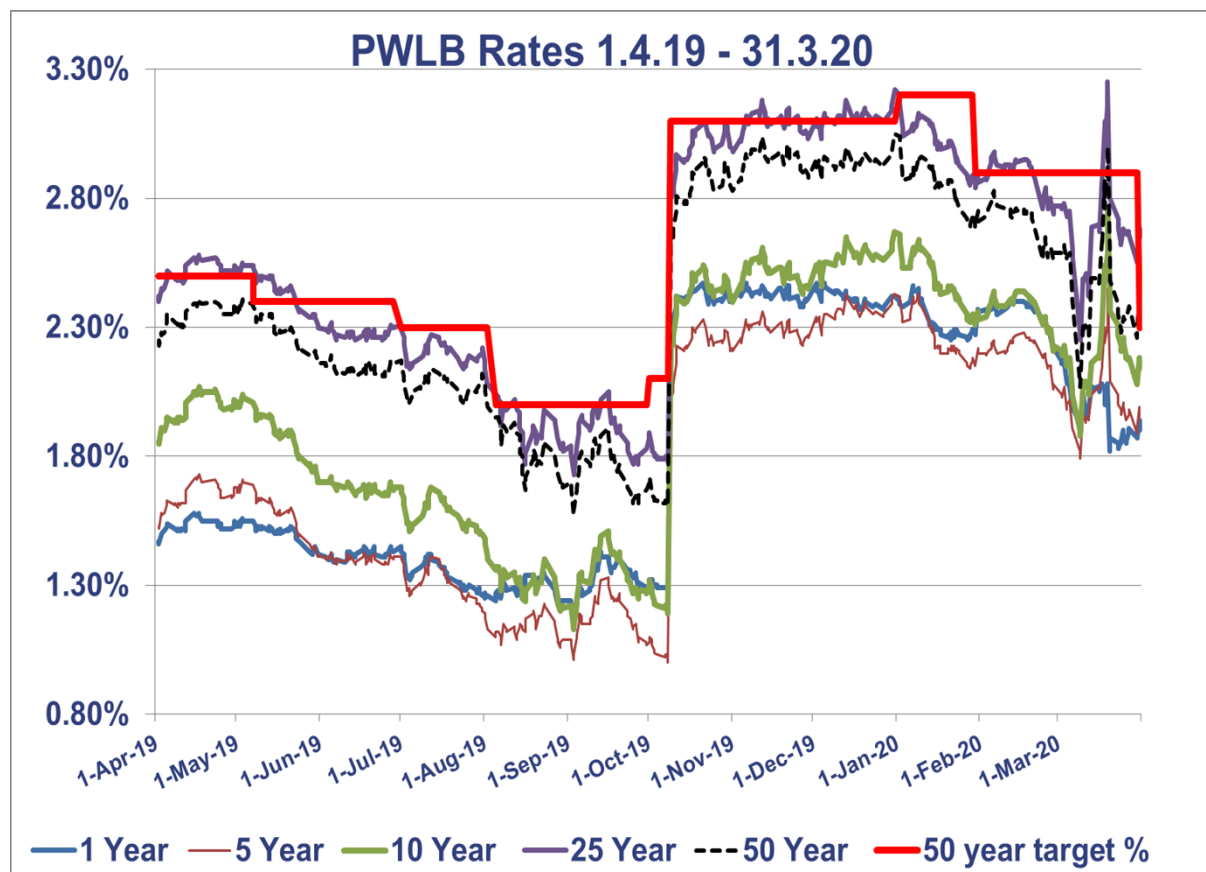


Inflation UK, US, Germany and France





	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.75	0.58	0.61	0.72	0.83	0.98
High Date	01/04/2019	09/05/2019	15/04/2019	01/04/2019	01/04/2019	15/04/2019
Low	0.10	0.00	0.11	0.26	0.31	0.39
Low Date	19/03/2020	25/03/2020	23/03/2020	11/03/2020	11/03/2020	11/03/2020
Average	0.72	0.53	0.56	0.63	0.70	0.80
Spread	0.65	0.58	0.50	0.46	0.52	0.59



	1 Year	5 Year	10 Year	25 Year	50 Year
01/04/2019	1.46%	1.52%	1.84%	2.41%	2.24%
31/03/2020	1.90%	1.95%	2.14%	2.65%	2.39%
Low	1.17%	1.00%	1.13%	1.73%	1.57%
Date	03/09/2019	08/10/2019	03/09/2019	03/09/2019	03/09/2019
High	2.47%	2.45%	2.76%	3.25%	3.05%
Date	21/10/2019	19/03/2020	19/03/2020	19/03/2020	31/12/2019
Average	1.83%	1.77%	2.00%	2.56%	2.40%

REPORT FOR DECISION



DECISION OF:	The Cabinet
DATE:	2 September 2020
SUBJECT:	Covid-19 Response and Recovery Update
REPORT FROM:	Leader of the Council and Cabinet Member for Finance and Growth; and Cabinet Member for Communities and Emergency Planning
CONTACT OFFICER:	Geoff Little, Chief Executive and Bury CCG Accountable Officer
TYPE OF DECISION:	Non Key Decision.
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	This report builds on previous reports to Cabinet; the latest being on 29 July 2020 and provides an update on the Council's response to and planning for recovery from Covid-19.
OPTIONS & RECOMMENDED OPTION	Cabinet is asked to:- 1. Note the progress on GM and the Borough's response to the Covid-19 emergency. 2. Agree the walk-up testing sites at the Mosses Centre and Chesham, with further sites in Ramsbottom, Radcliffe, Whitefield and Prestwich; the locations of which to be delegated to the Director of Public Health, with all Councillors being notified. 3. Delegate decisions regarding longer term resourcing requirements to support test and tracing, to the Deputy Chief Executive, in consultation with the Cabinet Member for HR and Corporate Affairs and other relevant Cabinet Members as appropriate.

	4. Agree the business continuity arrangements in relation to Civic Halls, as described in section 3.9 of the report.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The Covid-19 pandemic has had a significant impact on the council's financial position for the year and will continue to do so in future years. Government funding has been provided to support councils in managing the financial impact and further funding is expected to reflect the income losses suffered by Councils, albeit not at the full amount. This is likely to include the loss of income regarding the Civic Halls as set out in the report. The costs of the recovery and the impact of the loss of income are currently captured as part of the Council's monitoring position and will continue to be updated throughout the year. To help minimise the financial impact, the Council has agreed a set of principles and these were agreed by Cabinet in July 2020. The Council's medium term financial strategy is also being refreshed and updated to reflect the impact of Covid-19 and will be reported throughout the year as part of the development and implementation of the financial strategy.
Equality/Diversity implications:	None in relation to this report.
Considered by Monitoring Officer:	The Council is a Category 1 responder under the Civil Contingencies Act and as such is at the core of the response to meet the Covid-19 emergency. The Council is subject to a full set of civil protection duties including putting in place emergency plans, business continuity and public information arrangements, all in cooperation with other local responders. A major incident was declared by Greater Manchester on 2 August 2020 to enable public services across the region to draw on extra resources, with a central command structure established to oversee the response. The Council also has duties and powers in relation to public service provision. It must

	comply with the law and have regard to guidance issued by the government. At the present time a balance must be struck between those duties and powers and the need to comply with legislative restrictions connected with Covid-19 and its health and safety obligations. The report identifies those obligations and the actions being taken to address them. The current changes to lockdown require that strict measures are in place. A decision to keep Council venues to remain closed is a matter for the Council itself to decide upon. However, cancellation of events must be undertaken in accordance with the terms of the contractual arrangement in place and legal advice should be sought where required.
Wards Affected:	All.
Scrutiny Interest:	Overview and Scrutiny.

1.0 INTRODUCTION

- 1.1 At its meeting on 29 July 2020, the Cabinet received an update on the Council's response, with partners, to the Covid-19 crisis. The report particularly focused on the recovery phase, with the launch of the ten point plan of immediate recovery priorities for the next six months, with the objectives of kick-starting the local economy, protecting the most vulnerable and strengthening resident confidence and engagement.
- 1.2 This report provides an update on the progress of the pandemic in Bury, together with an outline of the actions underway as part of the recovery phase.

2.0 GREATER MANCHESTER

- 2.1 There has been significant developments in relation to the Covid-19 pandemic in Greater Manchester since the last report to Cabinet.
- 2.2 On the evening of 30 July 2020, the Secretary of State for Health and Social Care announced new restrictions on households meeting each other in parts of northern England, including Greater Manchester, due to increasing levels of positive tests for Coronavirus infections.
- 2.3 In response, on 2 August 2020, Greater Manchester (GM) declared the position as a major incident in order to ensure that the region could call on all potential responders, from within GM and beyond, to collaborate to protect residents in Greater Manchester, building on the significant amount of inter-agency work already taking place across GM and within all Boroughs.

- 2.4 In common with other areas in Greater Manchester, numbers of new cases of Covid-19 in Bury have risen sharply. Numbers of new cases of Covid-19 per week doubled from the week ending 8 August to the week ending 15 August. The number of positive tests per 100,000 people in Bury is nearly three times the English average. Data indicates that transmission in large households and between households is a leading cause of this increase. It is among younger adults, particularly those aged 18-39, where the numbers are on the rise. The rise is not confined to one area or community and the new cases are spread out across the whole Borough, while the ethnicity of confirmed cases is roughly evenly split between people who identified as White, and people who identified as Pakistani.
- 2.5 Greater Manchester is a highly interconnected region. People from Bury travel across Greater Manchester for work and for leisure; consequently what happens in one part of Greater Manchester affects us all. It is therefore important that as well as being fast, our response to rising rates of Covid-19 must be closely co-ordinated with our neighbours in Greater Manchester.
- 2.6 In some of the GM districts the rates of Covid-19 have in recent weeks risen to levels that are greater than Bury and the increases in those places have been rapid. Bury is at risk of a similar very rapid increase; the objective is therefore to act quickly and in partnership with other parts of GM to reduce the rate of increase in new infections.
- 2.7 The objective across GM is to contain, suppress and reduce the transmission of Covid-19 across communities and protect people through targeted use of testing and contact tracing that is both timely and based on the epidemiology of our GM localities.
- 2.8 GM emergency response arrangements have been reviewed and new governance has been established to give the best possible platform to deliver the priorities for the next couple of months. A number of focused sub groups led by Chief Executives across GM are in place including testing and contact tracing, engagement, communication, containing the transmission, data and intelligence, humanitarian assistance and enforcement and compliance.

3.0 BURY RESPONSE

- 3.1 The Council and One Commissioning Organisation (OCO) continue to manage the ongoing response phase of the pandemic. This section of the report sets out the actions across a range of areas which contribute to the GM objective to suppress and reduce the transmission of Covid-19, with particular focus on local actions within Bury.

3.2 TESTING

- 3.2.1 Testing people for coronavirus is important in helping to both diagnose individuals and to understand how widely the virus has spread. Testing is essential if the UK's contact-tracing systems are to work effectively to help stop the virus spread and avoid nationwide lockdowns.

3.2.2 The Council and OCO are increasing testing provision across the Borough to make it easier for people to get tested locally through a range of measures:

1. A mobile swabbing team is already in place, which provides assistance to high-risk residential settings or individuals that are unable to self-swab or cannot travel to a testing site.
2. Postal self-swabbing kits are available for individuals together with access to drive-through sites via the national portal.
3. Courier swabs are sent to high-risk residential settings so that self-swabbing can be carried out in those settings.
4. The satellite drive-through unit which performs the swabbing of individuals through an appointment system at Waterfold Business Park will be expanded, to increase the numbers of people being tested.
5. Mass outbreak testing at settings using Mobile Testing Units (MTUs) will be deployed at sites across the Borough.

3.2.3 In response to public feedback, multiple walk-up sites across community locations are being put in place, which will increase access for individuals to be tested and these do not need to be pre-booked. The first of these sites at the Mosses Centre and Chesham will become operational week commencing 24th August. Site identification and preparation work for 5 further sites in Ramsbottom, Radcliffe, Whitefield and Prestwich is in progress.

3.2.4 The sites will be open at least 3-4 hours each day, 7 days per week until at least 31st March 2021. These sites will be staffed by trained staff from BARDOC plus an additional 30 marshals who will signpost and support people through the testing process. The 30 Marshalls are being sought through internal redeployment and through partner agencies.

3.2.5 Negotiations continue at a GM level for redeployment of National Testing Resources to localities to support expansion of testing.

3.3 **CONTACT TRACING**

3.3.1 Effective contact tracing is crucial in the response and it is vital that this is a shared endeavour between national, local government and local NHS services, making sure we are working in ways which make best use of all public services.

3.3.2 It has now been agreed that the national Test and Trace Service will become a more localised system with a dedicated team of contact tracers for local areas. Local and national teams will work as one to ensure that as many people as possible are reached by contact tracing. This approach has already been successfully used in Blackburn with Darwen, Luton and Leicester.

3.3.3 The dedicated teams of NHS Test and Trace contact tracers will focus their work on specific areas, alongside Bury's public health officials to provide a more tailored service. If the dedicated national team cannot make contact with a resident within a set period of time, the local public health officials can use the data provided by NHS Test and Trace to follow up. The local model will be via the Community Hubs in partnership with GM Fire and Rescue Service.

3.3.4 A significant amount of complex and detailed planning and preparation is necessary in order to mobilise the locally enhanced contact tracing model. Changes are required simultaneously at a local, GM and national level.

- 3.3.5 Significant progress has been made in making the locally required preparations. The minimum viable local staffing resources have been identified to launch the service however there are likely to be additional resource implications in order to provide the necessary 7 day a week service and to manage surge demand.
- 3.3.6 Informal advice has been provided that an initial national grant, followed by a medium term funding allocation is to be provided to local authorities. Further confirmation is awaited.

3.4 **COMPLIANCE AND ENFORCEMENT**

- 3.4.1 The Council is proactively working with businesses by providing regulatory advice and support to ensure the safety of staff and customers so that Bury businesses stay Covid-19 secure. The approach in Bury to enforce the Government regulations has been a pragmatic one to initially engage, explain and educate; however, being clear that the Local Authority has wider powers to close down business and indoor and outdoor space, under new legislation, which came into effect on 18 July 2020, should the initial measures not be complied with.
- 3.4.2 A proactive system of assurance and prevention is being put in place targeted at higher risk businesses. A risk management framework has been developed and a collaborative GM approach is being developed for those businesses with premises in more than one Borough. Large scale workplace outbreaks have occurred in other parts of the country and lessons learnt are being incorporated into both our risk assessment and prevention work. For example business with a high proportion of low paid staff/ staff on zero hours contracts; the role of informal spaces such as canteens and smoking shelters in the spread of infection.
- 3.4.3 Licensing and Environmental Health Officers, in addition to the proactive engagement with businesses, have also dealt with complaints, in particular in relation to non-compliance with social distancing and businesses not taking down customer's details for contact tracing purposes. All complaints have been actioned and include a range of responses such as advice, reactive visits, engagement and warnings. Mystery shopping type visits have also been undertaken with formal follow-up visits where required.
- 3.4.4 Additional Environmental Health Officers are being sourced to provide more capacity for compliance and enforcement to ensure Covid-19 secure requirements are adhered to and to target higher risk businesses. This will enable an expansion of targeted enforcement such as mystery shoppers visiting pubs and restaurants to ensure they are complying and taking down customer's details and ensuring staff and customers are in a Covid-19 secure environment with appropriate social distancing measures in place.

3.5 **COMMUNICATIONS AND ENGAGEMENT**

- 3.5.1 Communication with residents and businesses is a key aspect of the response to the pandemic. While much of the guidance and messaging currently comes from central Government and Public Health England, the interpretation and the localisation of the main messaging has often been needed and this is particularly true now with local restrictions.

3.5.2 Our key messages to the public are:

- Bury needs to comply with the local restrictions in order to reduce the number of cases and to avoid a lockdown
- Our number of cases are rising. They may not be as high as neighbouring authorities but, as we saw in March, they can quickly increase
- This is a whole GM approach as the virus doesn't recognise boundaries and this will bring down the rate collectively
- The safe hygiene messages – wash your hands, wear a face covering, keep a safe distance – still apply
- You can no longer meet with people you don't live with:
 - o Inside private homes
 - o Inside public venues
 - o Or outside in private gardens

3.5.3 A range of channels are used for communicating including:

- Dedicated pages on our Council website.
- Proactive social media content including targeted Facebook adverts to reach specific geographical areas.
- Video messages.
- Posters for self-printing.
- Radio adverts on local stations.
- Digital campaign in the Bury Times.
- Community volunteers and veterans facilitating engagement at supermarkets, transport links and other areas of high footfall, using our approved script.
- Distributing flyers with community groups and via the hubs networks.
- Keeping well at home booklet for older people.

3.5.4 A weekly data release is now issued and has had a positive engagement rate based on the number of comments, shares, clicks and likes. A recent post had 28.6k views and 5.8k engagements.

3.5.5 Further targeted communication is planned through a campaign with GM for the 18-39 age group, together with an increase in community engagement work to support communities on how they can play their part in tackling the pandemic.

3.5.6 We are continuing and enhance and sustain well received communications work gained in the run up to Eid and with the Jewish Community. This includes engagement with local communities and translated materials. We are co-producing other assets based on what leaders of these communities tell us would work well e.g. short videos for sharing via closed WhatsApp groups.

3.5.7 Regular active engagement via the five neighbourhood community partnerships and the Faith Leader's Forum to both gain local insight to inform our approaches to managing Covid-19 and widen reach into communities is also taking place.

3.6 **SHIELDING**

3.6.1 Shielding is now paused and people can re-enter their local communities. Central Government support in the form of free food boxes has ended. In Bury we have the Covid-19 phone and text line remain open. We are not reporting any spikes or reductions in support requests, about the same as last 2 weeks when Shielding was in place, which suggests that some shielded people are still asking for support.

3.6.2 There are 141 shielded people in Bury that have reported to the National Shielding Centre that they still need food support. Hub staff are proactively contacting them to understand what their needs are and offer a solution from the following:

- Escorted shopping with a volunteer.
- A volunteer to continue shopping for them.
- Access via the Bury Directory to local shops who accept phone orders and deliver.
- Direct booking into a delivery slot at Tesco and Iceland.
- Food bank support with a referral to Citizens Advice Bureau.

3.6.3 Hubs are contacting the 800 volunteers to check their availability for shopping and pharmacy tasks etc. now that many have returned to work and we are upgrading the Hubs app to match volunteers to time slots when they are available. Bury Voluntary Community and Faith Alliance (VCFA) are still actively recruiting volunteers but new flow and availability has much reduced.

3.6.4 The Council can still access the NHS Volunteer Scheme and we are trying to encourage those volunteers to become Bury volunteers so that we can build local relations and use the Hubs app.

3.7 **SCHOOLS**

3.7.1 Being back in full-time education is extremely important for all children and young people, especially those with fewer advantages in life who have been at risk of falling behind due to the prolonged Covid-19 crisis. We are determined that all our schools and centres will re-open from the start of the Autumn Term.

3.7.2 Local plans and preparation between the Council and schools in Bury are well developed. The Council continues to review risk assessments, processes and systems to ensure individual schools can welcome pupils back safely in line with guidance by the Government and the necessary adjustments to curriculum and environments. These include consideration of zoning, bubbles, scenario planning and curriculum adjustments; building on the experience learned so far from our own scenario planning, on local practice, and with reference to good practice from elsewhere.

3.7.3 Weekly meetings are taking place with Advisory Heads, Unions and Associations, with school clusters, and with the Regional Schools Commissioner. Pastoral support to schools is also in place, together with regular briefings to parents and carers to support and reassure families that it is safe for all children and young people to come back to school.

3.7.4. A Children's Services communications strategy is supporting the regular dissemination of reliable positive messages to parents and our staff.

3.7.5 Bury, alongside Greater Manchester represented professional concerns on the announcement of the national A Level results. Central Government has now reverted to teacher and lecturer assessment grades to provide a fairer reflection of our young people's attainment in Bury. Detailed analysis of the results is awaited. GCSE results will now also be based on teacher assessment.

3.8 **EVENTS**

- 3.8.1 The Council has formed a Safety Advisory Group with full partnership representation including Emergency Services, to provide advice to individuals and organisations planning a public events or public gatherings. Risk management and safety of the public at an event remains the responsibility of the event organiser, but experience from other Local Authorities has shown that early consultation with professionals can significantly increase safety and speed up the planning process.
- 3.8.2 The role of the Group will be to re-iterate the latest national guidelines (including local conditions) and strengthen the emphasis on gathering contact details including ensuring Covid-19 risk assessments are in place where required. It is proposed that all events over the next few months will be considered by the Safety Advisory Group, escalating to the Local Outbreak Board as required.

3.9 **BUSINESS CONTINUITY**

- 3.9.1 Further to the update in the July Cabinet report outlining business continuity arrangements, a review of Civic Halls has taken place. Following the announcement from Government on 23 March 2020, the Longfield Suite, Prestwich; The Elizabethan Suite, Bury and Ramsbottom Civic Hall have been closed. Staff working in Civic Halls have been deployed to work in the Community Hubs, schools catering and cleaning and to support the Markets Team with social distancing and market operations.
- 3.9.2 The nature of the Civic Halls business makes it extremely difficult to comply with social distancing for events such as dancing, wellness classes, weddings, parties, meetings and conferences. The maximum number of people allowed to congregate is 30 and this will result in many events and activities being non-viable.
- 3.9.3 The Executive Director Operations has considered the options for this service over the next 6 months and recommends the temporary closure of the Longfield Suite, Prestwich; Ramsbottom Civic Hall and the Elizabethan Suite, Bury for a maximum of 4 months until January 2021, dependent upon operational and social distancing restrictions. This will allow the Civic Halls Team to find alternatives for events currently booked, allow for larger high profile events to consider alternative formats and allow for planning of a re-opening marketing and operational plan in the New Year.
- 3.9.4 Staff would continue to be deployed to work in the Community Hubs, schools catering and cleaning and to support the Markets Team with social distancing and market operations. The estimated full year net loss for all Civic venues is circa £530k, which includes the 3 months that the Civic Halls have been closed since March 2020.
- 3.9.5 A review of the closures on a venue by venue basis will commence during September, with a consideration to open from October 2020, if feasible, to ensure flexibility relating to the varying guidance.

4.0 RECOVERY

- 4.1 The ten point plan of immediate priorities agreed at July Cabinet frames Bury's response to the pandemic, capturing actions to be delivered in the next 6 months to support the Council's ability to respond to the ongoing pandemic and to build resilience in the Borough for both now and in the future. This section of the report provides an update on progress of the ten point plan.



4.2 Summer provision for our children

- 4.2.1 A programme of summer activity has been developed to engage our most vulnerable children, many of whom have not been in school since spring.
- 4.2.2 The Department for Children and Young People have taken on a greater co-ordination role in respect of activities available to ensure information is provided and directed to our more vulnerable families as well as supporting access.
- 4.2.3 Work continues with the third sector and partners to ensure all activities are uploaded onto the Council's Bury Directory, within our 'Safe 4 Summer' link, which is accessible to professionals, parents and carers. This website is being updated daily with new activities and the Council's practitioners are scanning activities to look at how they might direct and support families they are working with to appropriate links. Full details of summer provision for children and young people can be accessed here:
<https://theburydirectory.co.uk/services/safe4summer-online-activities>
- 4.2.4 Targeted youth provision continues and 245 young people have attended 184 sessions during July. One-to-one mentoring support sessions are in place, with 38 young people taking part during July. 1200 activity kits have been delivered to our most vulnerable children in Bury. In light of current heightened restrictions, the Youth Service is now doing additional detached work with young people alongside Greater Manchester Police and Early Break 2 x weekdays, Fridays and over the weekend to support messaging to young people who are not in groups.

4.3 **No rough sleepers**

- 4.3.1 A Bed Every Night Phase 3 began on 1st July 2020 to provide wrap around support provision in the Borough. This secures 15 beds until the end of the financial year. This is supplemented by a further 10 beds via Stepping Stones. These 10 are currently secured until 30th September 2020, with a Next Steps revenue funding bid being submitted on the 20 August 2020 to extend these until the end of March 2021, thus securing a total of 25 beds for supported emergency accommodation for our rough sleepers. Since the impact of Covid-19 over 30 rough sleepers have been successfully moved from our emergency accommodation into either supported interim accommodation or longer term dispersed move on accommodation with support.
- 4.3.2 Consideration has taken place on the prospectus for Next Steps Accommodation Programme (NSAP) funding which outlines the Government's aspiration for an increased National portfolio of properties for rough sleepers. In the first phase 2020/21 there is a total of £266m with a mix of capital and revenue funding available. Sites and properties with support are being considered in consultation with Six Town Housing, Great Places and other Social Housing providers in the Borough to support and align with a collaborative bid with the Greater Manchester Combined Authority. A separate bid is also being submitted similar to each of the other GM Local Authorities to consider other longer term move on accommodation for capital funding. These bids are subject to approval by the Minister for Housing, Communities and Local Government.

4.4 **The Bury opportunity guarantee**

- 4.4.1 This priority centres on giving every Bury resident a guarantee that, through the Council Community Hubs and voluntary action co-ordinated by Bury Voluntary Community Faith Alliance (VCFA), they may access a personal opportunity to step towards recovery following Covid-19.
- 4.4.2 A Volunteering Strategy is being developed for the Borough, drawing upon the latest activity in Greater Manchester and the Voluntary, Community and Social Enterprise accord, as well as building upon experiences of recent months in terms of volunteer recruitment, retainment and recognition.
- 4.4.3 The end of July saw the launch of the State of the Sector call for evidence. This is a partnership piece of research led by 10GM working alongside Greater Manchester Centre for Voluntary Organisation (GMCVO), Bury VCFA, Stockport Council, Trafford Council and Wigan Council alongside Salford University. This will provide the Council with an independent assessment of the VCF sector in Bury with the deadline for evidence submission being the 25th September. Promotion of the survey will take place across Bury's networks during August and September to maximise local input.
- 4.4.4 Work continues on the Bury Equalities Review which was announced at Cabinet on 10th June this year, with the independent reviewer commencing interviews with community leaders following discussions with Council and CCG leadership. This is alongside desktop analysis of policies and strategic plans against the Equality Framework for Local Government and Equality Delivery System.

- 4.4.5 In relation to skills, an update including GMCA led analysis of the skills sector was presented to the Bury Health Employment and Skills Task Force (BHEAST), with the GMCA offering to facilitate a workshop discussion about the sector vacancies, skills and economic resilience. The data presented will also help determine the need to conduct/commission in order to set up a short, medium and long term plan for skills.
- 4.4.6 BHEAST are also working collaboratively to design a 'Youth Hub' in Bury to support young people to access multiple support channels. This is a Department for Work and Pensions (DWP) nationwide initiative that seeks to work in partnership with local authorities and is aimed at Universal Credit customers aged 18- 24.
- 4.4.7 A GM Virtual Apprenticeship Week took place in August, highlighting a series of virtual events for young people and opportunities to engage with employers and training providers.

4.5 **Anti-poverty strategy refresh**

- 4.5.1 A Steering Group is being finalised to refresh the Council's anti-poverty strategy and deliver specific interventions for Bury residents. This will include extending the proactive work already underway through the Council's Revenue and Benefits Team to support residents to navigate the benefits system and access swift and appropriate financial support and also ensuring full uptake of the Healthy Start food voucher scheme during the summer holiday period.
- 4.5.2 Activity is underway to pull together data from across the system so that this can be considered in its totality so that interventions can be prioritised.

4.6 **Year of Culture**

- 4.6.1 The Council has now created a catalogue of the cultural offer across all arts organisations; freelancers and independent artists. Contact has been made with event organisers who have had their plans altered or cancelled as a result of Coronavirus. In the vast majority of cases activity has been postponed for 12 months, with organisers citing ongoing uncertainties over gatherings and the intent to do not dilute their event(s) as to the decision to not reschedule for later this year. In addition, by postponing in their entirety most events have been able to keep deposits, sponsorship and funding.
- 4.6.2 A Safety Advisory Group has been established including full partnership representation including Emergency Services. See section 3.8 of this report for more information.

4.7 **Health and care recovery**

- 4.7.1 The health and care recovery programme has been reframed to become a comprehensive system wide recovery and transformation programme, reporting to the System Board on which all health and care partner organisations sit. The recovery and transformation programme builds on substantial programmes of work on for example urgent care, planned care, and has been extended to include the health and care element of the borough wide recovery and transformation programme for childrens.

- 4.7.2 An additional block of the recovery and transformation programme, around 'community services' has been added. This block recognises the component parts of recovery and transformation for community health and care services, including primary care, community nursing, active case management, end of life care, and learning disabilities, and seeks to understand their interdependence. The community block is co-led by the OCO and LCO – ensuring a consistent and single perspective on transformation in the system.
- 4.7.3 The current focus of work, in addition to the recovery of services, is to test the validity of the financial savings programmes associated with each block of work in the light of the changed circumstances following the pandemic.
- 4.7.4 A particular focus will be the implications of the 'phase 3' NHS planning guidance issued w/c 3/8/20. The focus of the guidance is to charge NHS services with recovering services to up to 90 and 100% of pre-COVID levels, and develop winter planning arrangements.
- 4.7.5 The Business Growth Hub has developed a fully funded Mental Health & Wellbeing Resources Toolkit for businesses across Greater Manchester which is being promoted through Bury Means Business.

4.8 **Backing Bury businesses**

- 4.8.1 The Government awarded the Council £169k as part of the Re-opening High Streets Safely Fund. A range of initiatives are proposed, including the recruitment of a dedicated Small or Medium sized Enterprise (SME) Covid-19 business advisor to support Bury businesses on how to reopen and stay open safely; expanding advertisements of safety measures through high impact posters and within the Your Bury magazine that reaches 60,000 households, in addition to running SME Resilience Clinics to provide structured safe advice and guidance across the townships of the Borough.
- 4.8.2 Continuing our partnership working with ADAB, a key VCSE organisation in the Borough, a Black, Asian, and minority ethnic (BAME) business advisor is working with Bury businesses to provide advice, information and practical support to be Covid-19 secure, for example, supporting businesses to complete and implement risk assessments. This activity has predominantly been with barbers and take-away businesses. Using the Re-opening High Streets Safely Fund, the Council looks to expand this in two ways; firstly to develop a best practice real life example of a safe takeaway/restaurant scenario and secondly to fund a dedicated Orthodox Jewish Business Support Officer.
- 4.8.3 Meetings of both the Bury Employment, Health and Skills Task Force and Bury Business Leadership Group took place during August and groups were updated on the promotional activity that Bury Means Business has been conducting to promote additional regional and national measures including funding mentoring opportunities from expert businesses coaches through People Plus, the Eat out to Help Out Scheme and the Safely Reopening Your Workplace Toolkit produced by the Business Growth Hub.

4.9 **Working well**

- 4.9.1 Working Well referrals have reduced due to Covid-19 restrictions and Department for Work and Pensions (DWP) staff are working at pace to prioritise the processing of claims. Over the course of the next 3 months all the Working Well suite of provision will again move to a position of priority.

- 4.9.2 Recent business engagement activity in the Borough has resulted in reaching a new cohort of customers for Working Well – Early Help and Enterprising You:
- Businesses that need support to remain in work or return to work have been referred to Working Well Early Hep.
 - Micro business including market traders have been referred to Enterprising You for small business support.
- 4.9.3 The Working Well Supportive Employment Service commenced on 1 August 2020, commissioned by the GMCA and co-designed by Bury and the other 9 local authorities to support residents with severe mental health illness, people with a learning disability and/or autism. This comprises an individual placement and support element of the service for people with severe mental illness, with referrals taken by telephone/videocall. There is an additional supported employment element of the service for people with a learning disability and/or autism, which has also started taking referrals from August.
- 4.9.4 Within the next month local communication and promotional material will be produced to showcase successes of the scheme in different neighbourhoods and enhance awareness across the broader VCSE sector.
- 4.10 **Economic recovery strategy**
- 4.10.1 Town Centre Recovery Boards have been established within each township in the Borough, and utilising the Re-opening High Streets Fund, bespoke local signage has been produced including billboard advertising across the Borough to encourage people to shop locally and maintain social distancing.
- 4.10.2 A session with Barclays, with whom Bury is part of their Thriving Local Economy Pilot took place in August, bringing together key colleagues from the Council, Bury Business Leadership Group with Barclays to discuss the impact of Covid-19 as part of planning for the next steps of the economic recovery strategy.
- 4.11 **Championing the Borough's key workers**
- 4.11.1 Proposals are being developed to maintain the campaign of thanks and recognition that has taken place in recent months, which has included Thank you Fridays, Team Bury thank you videos and the sharing of stories across all channels. We now have the challenge to retain high levels of engagement for the ongoing response and as such, we are refreshing our staff engagement plans, including an all-staff conference.
- 4.11.2 Bury Local Care Organisation (LCO) are circulating a "thankyou" to staff across all community based health and care services in the borough this week whilst Pennine Care are planning a 'Great big thank you' week in September to replace their annual staff awards.

4.11.3 The Council is supporting the Unison Covid-19 campaign as far as practicably possible to:

1. **Protect Care Workers Health** – Provide priority testing for care workers to limit the spread of disease to vulnerable patients and service users. Guarantee all essential training and personal protection equipment (PPE) to all frontline workers (e.g. goggles, masks, hand sanitisers, thermometers) in line with Public Health England guidance.

The Council will continue as it has been doing to fund additional PPE costs and provide PPE where this is not available. All of the Boroughs care providers currently report sufficient PPE and continue to use our supplies were they are let down by their own providers.

2. **Protect Care Workers Pay** – Ensure full normal pay for all those required by government guidance to self-isolate or who become ill because of COVID-19, in order to prevent unnecessary spread of infection. This includes all staff on zero-hour contracts, bank/relief contracts or multiple contracts.

The Council continues to support care providers to pay normal wage during illness or self-isolation, this is now a condition of the Infection Control Grant. Whilst contractual or legal mechanisms are not available to address this we continue to assertively encourage our providers to meet their obligations to their workforce. Monitored weekly currently 75% of our care providers are paying full wages in these circumstances, this is the highest in Greater Manchester, 3rd highest in the North West and 33rd highest in the whole of England; it continues to improve.

Since March, the Council has paid the direct payments or personal health budgets of personal assistants who have to self-isolate and it will continue to do so.

3. **Protect Care Workers Employment** – Ensure no-one is dismissed or laid-off for staying at home to care for themselves or their family. Absence due to Covid-19 should be excluded from absence management triggers.

The Council is not aware of any staff being dismissed or laid off due to having to care for themselves or their family. If a member of their household is ill with the virus the care worker must isolate for 14 days and in line with the requirements of the infection control grant is to be paid their normal wage.

4. **Protect Care Workers Families** – Carers leave on full-pay for workers caring for a dependent who has Covid-19 or for whom childcare is unavailable.

If a care worker has a child or dependent who has Covid-19 they must self-isolate for 14 days with their child or dependent and will be paid their normal wage, this is an obligation of the infection control grant.

The Council has made both school and nursery provision available to key workers throughout the pandemic and continues to do so. Child care has and remains available for all children in the Borough, except those with symptoms who must remain at home and be cared for by their parent or carer in line with Government guidance.

The Council has and will continue to support and protect our care workers in their role supporting our most frail and vulnerable residents during the pandemic. It will continue to work with care providers where evidence emerges that improvements in workforce protection are required and continue to support the sector, its workforce and the customers they care for.

5.0 CONCLUSION

- 5.1 Overall, the Council and partners have continued to oversee a significant and timely response to the pandemic as the situation has evolved. The response has benefited from the well-developed integration of local NHS and Local Government – Local Care Organisation (LCO) and One Commissioning Organisation, together with combined political and clinical leadership, which puts us at a significant advantage when supporting the people of Bury.

List of Background Papers:-

10 June 2020 and 29 July Cabinet reports.

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REPORT FOR DECISION



Agenda Item	

DECISION OF:	CABINET
DATE:	2 September 2020
SUBJECT:	Corporate Restructure Proposals – Corporate Core
REPORT FROM:	Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs & HR
CONTACT OFFICER:	Lynne Ridsdale, Deputy Chief Executive
SUMMARY:	This report proposes future structural accountabilities within the new Corporate Core Management Team. It includes specific changes to the following teams: • Procurement • business support • health and safety • Risk management • Communications • Democratic Services • Arts and culture including Adult Education • Community Safety • Legal Services • Social Development and Engagement The report also includes specific proposals to invest some of the resources provided within the 2020/21 budget through the establishment of a Delivery Unit and investment in performance and business analyst capability. The Human Resources and Appeals Panel (HRA) have power to submit recommendations to Cabinet on the overall departmental structure of the Authority and major restructuring within Departments/Division. There is no obligation to report on restructurings to the HRA as Cabinet have final authority in these matters.
OPTIONS & RECOMMENDED OPTION	The Council's Cabinet is asked to agree these proposals. Recommendations appear at the end of this report.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	The proposals accord with the policy framework

Statement by the S151 Officer: Financial Implications and Risk Considerations:	The 2020/21 budget included a commitment to strengthen corporate services where it was recognised that capacity issues existed. A recurring budget of £1m was reflected in the council's budget with an additional £0.5m from 2021/22 onwards, the proposals set out in this report establish the specific posts that are to be created and too be funded from this budget. The proposals can be contained within the funding already available.
Equality/Diversity implications:	EIA attached Any recruitment following the restructure will be in line with equality and diversity
Considered by Monitoring Officer:	The Council is required to designate a "statutory" scrutiny officer under the provisions of s9FB of the Local Government Act 2000. The scrutiny officer's role is: • To promote the role of the authority's overview and scrutiny committee(s); • To provide support to the authority's O&S function and to local councillors; • To provide guidance to members and officers of the council in relation to O&S's functions. Some councils have appointed a more senior officer to this role as this gives scrutiny a high profile at a corporate level. Others have taken the approach recommended in this report to establish a more junior officer as this: • Empowers those involved in scrutiny day-to-day with a statutory role and duty, which bolsters their visibility to the rest of the organisation; • Provides responsibility for providing advice and guidance on scrutiny with an officer with practical experience of scrutiny; • Recognises that the other statutory posts relate to corporate functions across the authority, where the scrutiny officer role relates specifically to the council's non-executive activity, which is usually supported by a team or individual. The Human Resources and Appeals Panel (HRA) have power to submit recommendations to Cabinet on the overall departmental structure of the Authority and major restructuring within Departments / Division. There is no obligation to report on restructurings to the HRA as Cabinet have final authority in these matters.
Wards Affected:	All

1. Purpose of Report

1.1. In 2018 the Council benefitted from a Local Government Association Peer Review. The Review provided a range of feedback, including highlighting a number of strategic and operation capacity gaps. Key recommendations included the need for an organisation development strategy to address workforce skills which would encompass:

- Coherent leadership behaviour with a consistent, performance culture
- Investment in financial skills and budget management
- Focus on improved IT skills and investment in digital infrastructure
- Stronger community engagement as part of the development of the Team Bury network
- Development of a community strategy with a corresponding focus on internal performance management and delivery, including the development of a Corporate Plan.

1.2 It was recommended that one of the key ways to make swift progress would be the establishment of a Corporate Core to co-ordinate activity and provide the professional skills to enable organisation development and the transformation required to deliver against the other recommendations within the Review.

1.3 In response, in a report to the HR and Appeals Panel of 13 January 2020, the Department of Corporate Core Services (DoCCS) was created. The following services were agreed to be in scope of the new department which will operate across Bury Council and the One Commissioning Organisation (OCO):

- Business support
- Communications and engagement including the Council's Contact Centre and former Social Development team
- Community safety – operational and strategic
- Health and safety including emergency planning
- CCG Governance
- Information Governance
- ICT
- Policy, Partnerships, Performance and Business Intelligence
- Human resources
- Legal and Democratic Services including data protection
- Risk management
- Procurement

1.4 Since the January report significant progress has been made by the new department in responding to the LGA recommendations and establishing a corporate approach across the Council and OCO partnership, as follows:

- The ICT transformation programme has progressed with all servers upgraded; devices rolled out and a Microsoft Enterprise Agreement implemented within the Council. The digital infrastructure is currently supporting all committee meetings on line and around 1000 remote system users each day
- The Bury strategy framework and plan is now being developed following multiple partnership engagement sessions
- Policy leadership was provided to the development and planning of the 2020/21 budget which has now been set. The budget included provision for an internal transformation programme, for which scoping has begun
- Work has begun to strengthen Council governance including a review of the Constitution and governance arrangements including procurement, audit and risk in conjunction with the strategic finance team

- A set of three strategic priorities were defined for 2019/20 and the first all-staff briefing sessions and Leadership Conference for all senior managers were held. Work is currently underway to conclude a Corporate Plan for 2020/21 which will provide an integrated delivery framework for the Council and the OCO.
- Facilitating an integrated emergency response to COVID-19 across the Council and OCO with integrated governance, communication and delivery via newly establish Community Hubs and emergency response infrastructure

1.5 Looking forward, the Council and OCO has an ambitious programme of delivery for the medium term which will require significant corporate leadership to deliver. This includes:

- Development and delivery of the budget strategy to support the Medium Term Financial Strategy, in the context of significant financial challenge as a result of economic pressures resulting from the pandemic. This work included the programme of savings required for 2020/21
- Delivery of an internal transformation programme to establish a high performing partnership and address internal capability gaps through a multi-year programme with defined workstreams including Governance; Organisation Development; the Digital Strategy and Financial Transformation
- The implementation of a single, best practice equalities strategy across the Council and OCO and fundamentally reviewing systems, skills and culture to ensure this is implemented meaningfully and that equalities is at the heart of future organisation strategy
- Implementation of the Bury 2030 strategy including a detailed delivery plan across the partnership and associated outcome measures. The work will include definition of common internal priorities across the Council and OCO, which will be proposed in a Corporate Plan to follow in the autumn
- A new basis for community engagement which maintains and develops the relationships and community capacity secured through the establishment of Community Hubs, as part of a new communications strategy
- The development of a neighbourhood model across the borough where residents are supported to define their own priorities; public service resources are targeted on an evidence-basis; voluntary and community sector capacity is maximised and staff are empowered to take an "asset based" approach to service provision

1.6 The Council recognised that investment in corporate skills and capacity would be required to respond fully to LGA Review and deliver the extent of future ambitions. Revenue and capital provision was therefore made in the 2020/21 budget to close skills and capability gaps that exist in the Corporate Core. Whilst the new leadership team has supported existing staff in IT; HR; performance and communications to make significant progress this year there remain capacity gaps in a number of these services and an outstanding skills gap in relation to strategic organisation development and programme management in particular.

1.7 In addition to closing key capacity gaps in accordance with external advice, investment in the corporate core is considered to be even more important in the present emergency context. The Core is playing a major part in the emergency command structure including leadership of the internal Silver response structure and co-ordination of Borough Gold; leadership of the five Community Hubs; significant communications activity to fulfil to the Council's statutory responsibility to "Warn and Inform" residents in a declared emergency situation, as well as delivering the internal infrastructure to keep staff safe and maintain productivity through remote working.

- 1.8 As we move into Recovery the Core team will be accountable for a number of community actions including:
- Development and programme managing the delivery of the recovery strategy, in addition to
 - a leadership role in delivering half of the community Recovery priorities identified to date:
 - the “opportunity guarantee” including voluntary sector recovery plan and the establishment of the neighbourhood model
 - the anti-poverty strategy, including direct hardship support and food poverty solutions
 - thanking key workers;
 - the Year of Culture delivery including supporting town centre recovery and
 - delivering the “no more rough sleepers” action in the context of temporary leadership of the Housing Needs and Options team
 - Community engagement and communications to fulfil the Council’s statutory duties under the Civil Contingencies act and to continue to support residents and influence behaviour to control infection levels
 - Leading the Council and OCO response as employers to the ongoing emergency including maintaining digital delivery and implementation of COVID secure ways of working
- 1.9 The Core will also play a major role in the co-ordination of the strategic response to already reported significant challenges to the Council and OCO finance position; this will require a policy-led budgetary response to all aspects of the resourcing position including internal capacity; traded and income-based services and management of front-line service demand.
- 1.10 All of these activities are in addition to statutory and planned service delivery and may only be achieved with the appropriate resources.
- 1.11 This report sets out structure proposals within the existing Corporate Core management teams to align resources with proposed priorities. The report also makes recommendations for additional investment in a proposed new “Delivery Unit” (Programme management office) and additional capacity in the corporate performance and communications teams. Recommendations for additional capacity will be drawn from the dedicated transformation funds which were provided from in the 2020/21 budget.

2.0 Proposed New Capacity

2.1 People and Programme Delivery

2.1.1 It is proposed that a new Assistant Director – People and Transformation (Anticipated Grade Band D) is created (see appendix 2.0), reporting to the Deputy Chief Executive (Corporate Core) and with responsibility for implementing the ambitious workforce change agenda. The postholder will be accountable for establishing and delivering an overarching internal transformation programme and delivery plans and leading the Council and OCO Delivery Unit and managing the Human Resources service, including:

- Developing the outline framework of an internal transformation programme which has been created by the Executive Team into a full programme and associated delivery plan, with responsibility for preparing regular updates for the delivery of the plan to Members. A summary of current plans is appended
- Production and management of the reports and tools to implement the plan including the business planning processes; update reports to Members and other stakeholders; the equalities strategy and underpinning process and policy
- Providing personal leadership of the development and implementation of a comprehensive organisation development plan which addresses
 - The cultural development of the Council and CCG partnership to establish a shared culture, values and ways of working
 - leadership development to develop a network of joint leadership at different tiers of the partnership and common systems and competencies for delivery
 - workforce skills including functional-specific skills, such as the major investment of finance skills for finance professionals and budget-holding managers; a “talent” strategy for the establishment of an apprenticeship and trainee strategy; workforce competencies/behaviours and a new joint staff induction model which all staff will be required to attend, to refresh their approach
- Management of the new proposed Delivery Unit, below
- Management of the Human Resources function to ensure the work of this team, including the HR strategy team which is responsible for workforce development, is aligned with the transformation strategy and there is congruence between the practical management of staff and future direction of the organisation

2.1.2 A Programme Management Office, known as the Delivery Unit, is proposed to produce, maintain and report detailed delivery plans on the Council and OCO delivery priorities which will include:

- The schedule of multi-million pound annual savings delivery plans across the Council and OCO
- The internal transformation programme which includes the work streams of Digital; Organisation Development; Financial Transformation and Governance
- The Borough emergency response and recovery plan, including the health and care Sustain and Recovery plan
- The schedule of individual departmental/OCO delivery priorities
- The strategic priorities to deliver the Council and OCO contribution to the 2030 plan
- The wider Borough 2030 programme plan

2.1.3 The Delivery Unit will be led by two Programme Managers which are already proposed/in post:

- A fixed term Programme Manager (Band A) for the OCO is in post until 2021
- The Programme Manager (Band A) post that was included in the Cabinet report of 10 June 2020

2.1.4 On the basis that the extent of the overall programme is now better defined it is proposed that these posts will require additional capacity. As such an additional two Project Managers (SM2) are proposed to create a team. The team may be further expanded over time with other similar posts which currently operate within the Council and the OCO. The intention is to create a corporate team with the resilience and capacity to establish and maintain a consistent and high quality programme-based approach to delivery across the Council and OCO partnership. The Delivery Unit will be accountable for:

- producing, maintaining and reporting on an overall annual delivery programme and detailed projects for all activity within it
- devising and assuring the delivery of a corporate business planning process which delivers the Corporate Plan; integrates organisation strategy; service plans and financial planning
- quarterly performance reports, in conjunction with the performance team (below) which track activity delivered and outcomes achieved
- formally project managing the delivery of individual major projects including the overall budget delivery programme and major individual service reviews
- an annual report to full Council.

2.1.5 It is anticipated that leadership of corporate equalities will also be within the new portfolio. The Council and OCO have commissioned an independent review of the approach to equalities as respective employers and service providers. The findings of this review will report back in the autumn and at this time capacity requirements to respond will be determined.

2.1.6 It is proposed that the two additional posts are funded from the dedicated transformation funds which was provided for in the 2020/21 budget. See the JD and proposed Structure at appendix 2.0 -2.2.

2.2 **Performance**

2.2.1 The majority of Council and CCG Performance services have been established as a corporate resource and, together, will now be referred to as the Strategic Performance & Intelligence Team. The team reports to the Chief Information Officer.

2.2.2 Looking forward there is significant scope to develop the business intelligence (BI) and analytical capabilities of this team, as a key enabler of the One Commissioning Organisation. Business intelligence may be defined as the collation of multiple data sources and systems into meaningful information, to drive decision making. This approach was demonstrated by the team during the emergency, with the creation and analysis of a number of high quality data sets including:

- Daily/weekly COVID dashboards as a basis for emergency command decision making
- A bespoke “early warning system” to inform the Local Outbreak Board by bringing together national and local intelligence
- Regular and swift analysis and response to government data sets and reporting requirements in relation to vulnerability

2.2.3 The vision is for the performance team to maintain their wider role and to develop, with the Delivery Unit, a “performance dashboard” which is reported on quarterly and tracks the impact and outcomes of the work of the Council and OCO, for example on Borough skills levels; health equality measures; economic indicators and cleanliness. Present resources only allow for statutory returns and reporting within departmental teams. Additional capacity is therefore required which, at this stage, is proposed as follows:

- A Head of Service to lead the new, extended team. This report recommends the creation of a new post within the Performance Function of Strategic Performance & Intelligence Manager (G17) to report into the CIO
- Two additional Strategic Planning & Development Analyst posts (G10) to lead on the rapid development of a new Corporate Performance Framework and underpinning outcome dashboards for each statutory and service teams to support the delivery of the Bury 2030, our new Corporate Plan and Budget Delivery Plans. These posts will report in to the Strategic Performance & Intelligence Manager proposed above, or their nominated intelligence lead
- Ongoing review of whether additional functions across the Council and the OCO should be included to support Children's Services, Early Help and Education

2.2.4 Job descriptions and structures are appended at Appendix 3.0 – 3.2.

2.2.5 It is proposed that the additional posts are funded from the dedicated transformation funds which were provided from in the 2020/21 budget.

2.3 Communications and Engagement

2.3.1 A single corporate communications team across the Council and CCG was established in 2019 and has been effective in delivering joined-up, reactive internal communications and targeted external campaigns to support particular priorities including some regeneration activities; particular health care campaigns and the present emergency.

2.3.2 Resourcing within the team is, however, insufficient to fully discharge the CCG's statutory obligations for service user engagement; to meet the Council's aspiration for two-way communications which achieve co-designed local priorities, or provide quality statutory consultation exercises particularly in the context of major plans during 2020/21. Furthermore, present resources are almost fully utilised in managing the COVID response, in accordance with the Council's statutory obligations under the Civil Contingencies Act; it is anticipated that the present capacity demand will continue for some time.

2.3.3 It is therefore proposed, subject to an equivalent decision from the CCG, that the Communications and Engagement structure is significantly strengthened to allow for a fundamental refresh and expansion of the Council and OCO communications and consultation strategy, including specific investment in digital communications. Proposals are set out below and have been validated through a benchmarking exercise to confirm the new structure would be comparable to other Greater Manchester districts.

2.3.4 Communications and marketing will operate on an account manager basis with three managers to support departments grouped around people, place and corporate.

- The current CCG Communications and Engagement Manager will be the Account Manager for the One Commissioning Organisation (OCO) and Children's Services (People). They will continue to be supported by the existing CCG Communication and Engagement Officer, whose post will increase from part-time to full-time. Greater capacity will be provided with an additional Communications and Marketing officer in this portfolio.
- The Council's existing Communications Manager will be responsible for BGI, and Operations (Place) and will continue to be supported by the current Communications and Marketing Officer, whose post remains unchanged. Greater capacity will be provided with an additional Communications and Marketing officer in this portfolio. The job description is available for inspection.

- An additional Communications Manager (G13) will lead the corporate core portfolio. Dedicated support for internal communications will be provided by the re-designation and appointment to the vacant post of Communication and Marketing Officer. The job description is available for inspection.
- The existing Organisation Change and Engagement Officer will report to the Communications Manager (Corporate) to ensure the staff engagement is aligned to internal communications.
- A new post, Digital and Media Officer (G9), will increase our digital and media offer reaching new audiences at relatively low cost. They will also manage and integrate our social media with more traditional communication channels, ensuring that we are proactive in our engagement. They will also provide support to the press office to increase our capacity in this area and ensure we are able to be more proactive. This post will be managed by the Press and Media Liaison Officer, who will be re-designated as Press and Media Liaison Manager (G13).

2.3.5 The output of this additional resource will be:

- An updated joint communications strategy across the Council and OCO partnership which is based on resident “voice”; user engagement and capacity to drive digital channels
- Capacity to maintain statutory “Warn and Inform” functions throughout the ongoing emergency and into Recovery
- Dedicated resources to drive particular organisation priorities and provide high quality stakeholder involvement
- Expanded capacity (including capacity proposals in section 3.7) to support high quality community consultation exercises with a clear joint narrative and interface with Greater Manchester as required. The consultation programme for 2020/21, for example, includes;
 - Bury 2030
 - Greater Manchester Spatial Framework (GMSF)
 - Greater Manchester Clean Air Plan (GMCAP)
 - GM Minimum Licensing Standards for taxis and private hire vehicles (MLS)

2.3.6 Job descriptions and proposed structure is appended at Appendix 4.0-4.5.

2.3.7 It is proposed that the additional posts are funded from the dedicated transformation funds which was provided for in the 2020/21 budget.

2.4 Democratic Services

2.4.1 Work is currently underway to strengthen Council governance, including a review of the constitution and underpinning delegation arrangements. An early conclusion of work to date is that there is a need to strengthen resources within Democratic Services to drive the focus on good governance and deliver the imminent Scrutiny Structure review in particular. Proposals are as follows:

- To replace the 30 hour Senior Democratic Services Officer (G10) post with a full time Principal Democratic Services Officer post (G12). This post holder will be responsible for the effective operation of the Council’s Executive; advise on procedure and ensure the efficient servicing of the Authority’s Cabinet as well as the Regulatory Committees, including managing the key decision forward plan, agendas and minutes
- To create a new Scrutiny Team Leader (G13) who will deputise for the head of service and lead the development and implementation of the new scrutiny structure. The post holder will be responsible for the drafting, production and monitoring of terms of reference, scrutiny review work, and the Scrutiny Annual Report. This post holder will

develop a democratic services digital offer as well as a strategy for wider public engagement in the democratic process as part of the wider strategy for enhanced community engagement.

2.4.2 Job descriptions and a proposed structure is appended at Appendix 5.0-5.2.

2.4.3 It is proposed that these posts are funded from the dedicated transformation funds which were provided from in the 2020/21 budget.

3. Departmental Leadership Arrangements

3.1 Corporate Core Leadership

3.1.1. The department is led by a Corporate Core Management Team (CCMT). Current and proposed structure charts are appended (Appendix 1.0).

3.1.2 All services / posts will slot into the department within the structure above, unless contrary proposals are made below. Appendix 1.1 -1.2 show these proposals.

3.1.3 A piece of externally facilitated team development is proposed for the Corporate Core Management Team, now established. A partner will be sourced who will:

- Work with the team to develop a common ethos, style and mutual trust
- Develop the partnership and hand-off points between the DoCCS team and Finance
- Provide individual coaching to management team members to align their approach with the team vision; to agree and support individual development plans
- Support the development of a detailed delivery plan to inform the 2020/21 Corporate Plan. With the benefit of resources proposed in this report this will include delivery of the following:
 - The Borough vision: Bury 2030 strategy complete and a high level vision; outcomes and delivery programme agreed to guide the Team Bury partnership, including the Council and the OCO, over the next ten years
 - a Corporate Plan agreed (to cover 20/21 pending agreement of the 2030 strategy and then a further three year plan for 2021-24) and underpinning departmental business planning processes established, with quarterly updates to Members.
 - A delivery programme for the budget strategy
 - Development and programme management of the emergency recovery strategy, including the initial ten point plan
 - a multi-year internal transformation programme with defined outcomes to address culture and skills; financial transformation; governance and digital strategy of the Council and OCO
 - An information governance strategy across the partnership
 - A new corporate business support function working to digital processes enabled through the roll out of MS 365
 - revised and significantly updated and expanded communication and consultation strategies based on community engagement and digital delivery and including, this year, consultation on Bury 2030 and the GM spatial framework; clean air plan and Minimum Licensing Standards for taxis and private hire vehicles (MLS)
 - An updated council constitution; Member development plan and training programme for implementation
 - A joint and more secure emergency planning and resilience function across the Council and OCO
 - A neighbourhood model established in each locality which brings together the existing integrated health and care teams; properly established Community Hubs;

the existing Children's Early Help teams and an equivalent function for adults. The teams will provide all-age early help and provide a targeted approach to public service to support early intervention and demand reduction

- An updated Housing Strategy and action plan including temporary leadership of associated functions across the wider Executive team

3.1.4 It is proposed that this support is funded from the dedicated transformation funds which were provided from in the 2020/21 budget.

3.1.5 The statutory post of Council Monitoring Officer (MO) is currently vacant. The MO is a key member of the Council's Executive Team and CCMT. The post has been reviewed prior to recruitment and the Job Description updated, attached. The post, which has been evaluated at Chief Officer Band E (£84 407-£92 276) has been re-positioned as Director of Law and Democratic Services in recognition of its functions and position in the organisation hierarchy. It is proposed that recruitment commences as a priority. The job description is attached at appendix 1.3.

3.2 Governance and Assurance

3.2.1. The post of Deputy Director Corporate Core was established and appointed to by the CCG, following formal consultation. An equivalent decision is required by the Council in order that the post can operate to a joint leadership mandate. It should be noted that the original portfolio for the post as agreed by the CCG is subject to some revision in these proposals. The currently proposed job description includes responsibility for joint risk management and CCG emergency resilience; as described in the sections below this report proposes the exclusion of these functions from this portfolio. The post will, however, remain the lead for CCG risk management and assume a proposed new lead on Information Governance across the Council and OCO.

3.2.2. The primary leadership function of this post is to progress joined-up working across the partnership by establishing common processes, procedures and ways of working across all governance functions which make best use of resources and establish a common approach to delivery.

3.2.3 The operational remit of the post is:

- CCG Governance; CCG Risk Management; Health and Safety; Corporate Affairs; Corporate Admin
- Patient Services
- CCG Information Governance
- CCG commissioned services: HR and OD; Equality, Diversity and Human Rights; Emergency Planning

3.2.4 In addition this role will lead on the production and oversight of the joint Corporate Plan and Information Governance strategy; the establishment of a joint Business Support function and strategy across the Council and OCO and accountability for the joint Health and Safety service across the partnership.

3.2.5 The post will be complementary to the function of the Council's Monitoring Officer; to better describe key functions it is proposed to refer to this role as Deputy Director Governance and Assurance. The proposed job description for this post is provided at the appendix 6.0.

3.3 Business Support

- 3.3.3 It is intended that, as far as practicable and subject to an equivalent CCG decision, all business support capacity across the Council and CCG will be brought together into a single central service within the Governance and Assurance division.
- 3.3.2 The management of business support as a single corporate service will be a significant change and opportunity for fundamental improvements in ways of working, which will be phased in as follows:
- Phase 1 – all posts immediately identified as generic business support capacity to become a corporate service.
 - Phase 2 – formal review of Executive support (which includes PAs, secretariat and other similar type roles providing support to the Executive team) as an early priority within the corporate transformation programme. This review, which will be undertaken in the context of the roll out of Microsoft Office 365 and therefore greater self-service by senior managers, will establish consistent executive support arrangements within available budget and to reflect best practice.
 - Phase 3 – wider review of the business administration requirements at corporate and departmental level to establish common, high quality processes across all common administrative functions and a single corporate team.
- 3.3.3 It is anticipated that external support will be required to deliver the review of executive and business support functions and that this will be an early priority for the corporate transformation programme. The costs will be met from the corporate transformation reserve. A separate report with detailed proposals for the new corporate service will be brought to the Council's Cabinet under separate cover.

3.4 Health and Safety

- 3.4.1 All Council Health and Safety teams will be brought together into a single corporate function which will also support the CCG (excluding GPs). At this stage the current Health and Safety Advisors in each of the Council's teams will simply be brought under the line management of the Council's Head of Health and Safety, as the most senior post, but a fuller restructure will follow in future.
- 3.4.2 The new service be launched with a refreshed health and safety policy which is listed separately on the agenda, together with the implementation of new consultative governance through a Corporate and Departmental Health and Safety Consultative Committees, to ensure appropriate focus and priority of these important statutory functions.
- 3.4.3 The founding principle of new arrangements is that managers are responsible for managing the health and safety of their staff with support from the corporate team, whose focus will be on training and support; maintenance of the policy framework; compliance and quality assurance; complex investigations; interface with the HSE and activity/compliance reporting.
- 3.4.4 The Council's Head of Health and Safety is currently also responsible for Emergency Planning. To secure capacity for this post to lead a wider health and safety delivery remit it is proposed that this responsibility is relinquished and moved to the Policy and Partnerships division as described below. An updated JD is appended. (See Appendix 7.0).

3.5 Information Governance

3.5.1 The establishment of an effective approach to Information Governance (IG) requires an overarching strategy which is underpinned through significant and demonstrable commitment across Bury Council and OCO.

3.5.2 The ambition is to have a single and joint approach, which will be reflected through a proactive and positive culture, to deliver robust Information Governance arrangements and practice across the Bury partnership of the CCG and Council. The responsibility for leading the delivery of this will, subject to agreement by both organisations, fall within the remit of the Deputy Director Governance and Assurance, who will be responsible for establishing and strengthening this area of work, which, for reference, includes managing complaints; information requests including Subject Access and Freedom of Information requests and compliance with relevant legislation including data protection, GDPR and Caldicott duties in health and social care. This will include:

- Compliance and continuous improvement with the Data Security and Protection Toolkit (DSPT) requirements
- Co-ordination of the statutory officers (SIROs; DPOs and Caldicott guardians for both organisations).
- Establishing the arrangements to ensure appropriate DPO provision for the CCG, including oversight of any agreed contract or line management where this is an employed post;
- Establishing and maintaining, through the DPOs, a high-quality Information Governance Framework, supported by a suite of robust procedures, which meet GDPR and Data Protection requirements
- Ensuring the skills and culture of Council and CCG colleagues reflects the requirements of effective IG
- Developing and directing the network of IG champions
- Managing information requests (FOIA and SARs) within timescale and to a high standard, through the network of chief officers and CCG heads of service as required;
- Devising the processes and corporate analysis for complaints to ensure timely response and lessons learned in respect to all complaints through line management of the Council's Customer Complaints Officer.

3.5.3 In order to ensure that a whole system approach is adopted, significant engagement from statutory officers will be required. This approach will be supported through the wider transformation programme and business support review in particular, with detailed proposals regarding policy and capacity changes to establish a high-quality function brought forward once developed.

3.6 Community Safety including Emergency Preparedness & Response

Operational Community Safety

3.6.1 The Operational Community Safety Team provide 24/7 security and response for all Council buildings, a number of schools and colleges and other clients. The team deliver patrols of the borough and a reactive response service. The Control Room monitors our CCTV network and provides out of hours call handling for Bury and Rochdale Councils.

3.6.2 A restructure of the service is required as a result of a number of vacancies including the recent retirement of the Head of Service and Operations & Development Manager. It is proposed to take this opportunity to expand the remit of the team to include Emergency Planning for both the Council and CCG through the existing models within each organisation

but providing consistent management across the organisations. The proposed arrangements are that:

- The Operational Community Safety Team be renamed as the Emergency Response & Resilience Team.
- Two new posts are to be created within the service to provide a permeant replacement for the Head of Service and Operations & Development Manager and to reflect the additional responsibilities being assigned to the Services:
 - Operations & Emergency Response Manager (G12): This post will have the lead responsibility for the Control Room and Emergency Response and will be filled through a recruitment process, ring-fenced to the service in the first instance. Once an appointment has been made to this post the resulting vacancy will be left unfilled until a full review of income from traded services has been undertaken to allow for flexibility should additional resources be required to deliver these services. This post will be funded from the previous Operations & Development Manager Post.
 - As part of these changes it is proposed that the post of Health, Safety and Resilience Co-ordinator (Grade 11) be moved from the Health & Safety Team to report into the new post of Operations & Emergency Response Manager (G12)
 - Operations, Safety & Resilience Manager (G11): This post will have the lead responsibility for the Community Response Team and external security contractors. To fund this the post of Operations Supervisor - Community Response (G9) will be deleted and the current post holder assimilated to the new Operations, Safety & Resilience Manager as a suitable alternative. The gap will be funded from within the current budget.
- The Forward Incident Officer (FIO) function is currently fulfilled by Building Control officers as part of their statutory on-call responsibilities, but staff feedback indicates this does not provide resilience should building control and emergency planning functions be called on at the same time. It is therefore proposed that the Emergency Response & Resilience Team will provide 24/7 Forward Incident Officer (FIO) cover as part of the Council's Emergency Planning rota and building control staff will no longer be asked to fulfil the FIO function. The Operations & Emergency Response Manager will be responsible for sourcing FIO cover should extenuating circumstances require it.
- The functions and line management of the post of Service Business Manager (G9) will continue unchanged at this time but will be included in the corporate Business Support service described in section 3.3
- The current post of the Assistant Business Manager (G7) is to be deleted and a new post will be created which includes additional Emergency Response responsibilities as part of the new Emergency Control Structure in a new post of Safety and Resilience Assistant (G8). It is proposed that the current Assistant Business Manager is assimilated to this post as a suitable alternative on the basis that their substantive role will be deleted. The gap will be funded from within the current budget.

3.6.3 These proposals are fully costed and fall within the current service budget due to existing vacancies. Job descriptions and proposed structure is appended (Appendix 8.0-8.3)

Strategic Community Safety

3.6.4 It is recommended that the Strategic Community Safety Partnership Team reports into the new Assistant Director of Public Service Reform as part of establishing the Neighbourhood Model. There are no changes proposed to current structure. The new reporting line is shown in Appendix 1.1.

3.7 Arts and Culture and Adult Learning

- 3.7.1 The strength of Bury's arts and culture offer was due to be celebrated this year with our status as GM Town of Culture. Due to the impact of COVID-19 the majority of the programme has been post-phoned until 2021 and it is vital that we have the right resource in place to make this a key part of our Recovery.
- 3.7.2 The Borough culture offer is intended to be at the heart of the community response within Bury 2030, as a vehicle for driving resident engagement, aspiration and social connectivity. It is therefore proposed that the Arts and Museums and Adult Education services are both moved to the portfolio of the new Assistant Director of Public Service Reform, as part of the new neighbourhood delivery model.
- 3.7.3 Once an appointment has been made to the Assistant Director of Public Service Reform a full review of the Arts and Culture Service will be undertaken to ensure that it is sustainable and appropriately structured to maximise the opportunities of the Town of Culture and to embed arts and cultural service at the heart of our recovery planning (new reporting lines are shown in appendix 1.1).

3.8 Social Development and Engagement Team

- 3.8.1 The Social Development and Engagement Team has been realigned as part of the emergency response across different corporate teams. It is proposed that these arrangements are formalised through this report, as follows:

- the relationship with and funding for the communities and VCFA as a strategic partner to deliver the Bury Strategy will be managed by the Strategic Partnerships Manager, with support from the post of Programme Support Assistant. These roles will be key to the Community Hub model and as such will operate under the direction of the proposed Director of Transformation (Communities) and, substantively, operate within the portfolio of the Assistant Director of Public Service Reform.
- the Bury Directory will be moved to the Public Health Team, who will be responsible for ensuring statutory functions continue to be discharged to meet adult and children's social care requirements and that it underpins health improvements such as social prescribing and quality of life.

The following posts which manage the Bury Directory will move across the Public Health: The Social Development Manager NHS Band 6; The Bury Directory Development Officer (G10), Family Information Service Officer (G8) and Carers Engagement Co-ordinator (G8) and Social Development Assistant (G5). The Self Care Development Officer (G10) has also migrated to PH, an arrangement which is confirmed through these proposals.

- the Communications and Engagement team will assume responsibility for community consultation including through the One Community portal. It is proposed that the Community Engagement Manager (G13) reports to the Head of Communications and becomes the Consultation and Engagement Manager developing involvement and engagement to improve service delivery; the Armed Forces covenant and management of the Census activity. The Customer Engagement Co-ordinator (G8) will also move to the corporate consultation function and continue to be responsible for statutory and corporate consultation,
- The Neighbourhood Engagement Co-ordinators (x2) (G11) will become part of the future Community Hub model. A structure report for the Hubs will follow; in the meantime these posts will report direct to the Director of Transformation (Communities). The Neighbourhood Programmes clerical assistant will also move with the team.

3.9 Strategic Partnerships

- 3.9.1 It is proposed that the newly created Strategic Partnerships Team, comprising a Strategic Partnerships Manager (G17) and Co-Ordinator post (G15), is deployed into the Community Hubs team. The team remains substantively within the CIO portfolio, accountable to the Assistant Director Public Service Reform, but will be included in the short term structure for the Community Hubs for the next 12 months, which will be brought forward by the proposed Director of Transformation (Communities).
- 3.9.2 The proposal is made on the basis that relationships with the voluntary sector and VCFA specifically, which are a major focus for the team, will now be led by the Community Hubs - which were not in existence when the last restructure established the team. Furthermore, the SPM is taking a leading role in the 2020 Town of Culture delivery and development of a Borough Culture Strategy, which intersects well with the community engagement and social wellbeing remit of the Hub network. See structure at appendix 9.0.

3.10 Legal Services

- 3.10.1 As an in-house legal service, Bury Legal Services provide advice and representation to various internal and external 'client' departments and organisations. One such client is Children and Young People. This includes advice on and the conduct of court proceedings on behalf of Bury Council to enable the Council to fulfil their statutory child protection duties.
- 3.10.2 It was identified some time ago that consideration should be given as to how a reduction in expenditure on barrister's fees for advocacy in those proceedings could be achieved. As a result, a trial of one of the current legal team, a solicitor, acting up into the role of an in-house advocate was set up in January 2019. Instead of instructing outside counsel, the in-house advocate would cover as many contested hearings on behalf of the Council as possible. This has so far identified a saving of approximately £120,000.
- 3.10.3 It is now proposed that a permanent full time In-House Childcare Advocate (G15) post be established, as this will enable the Legal Department to offer a bespoke service to the Client Department with increased efficiency and cost effectiveness. The budget for this will be transferred from Children's Services to Legal Services. The current and proposed structures are appended at Appendix 10.0-10.1.

3.11 Housing Services

- 3.11.1 The Council is underway with a number of strategic reviews which will inform the future capacity requirements for housing services. The post of Director of Housing is also vacant and recruitment is paused pending clarity on future function, as follows:
- The conclusion of the Housing Services review will be agreed in early autumn
 - The delivery model for the council's development plan is being determined
 - The Housing Strategy is in final draft and will be agreed in autumn as part of wider Bury 2030 proposals
- 3.11.2 Leadership of housing functions is being managed temporarily across different departments according to specialism. This report confirms these interim arrangements which are:
- The Joint Chief Finance Officer is managing the development work and determination of the delivery vehicle
 - Specialist supported housing needs are managed by the OCO
 - The Business Growth and Infrastructure department manage the relationship with the private rented sector, currently largely with an enforcement focus through the Urban Renewal Team
 - The Finance function leads on management of the Housing Revenue Account

- The Corporate Core is managing strategic housing functions through two temporary direct reports to the Deputy Chief Executive (Corporate Core):
 - the Housing Needs and Options Service, including leadership of the “No rough sleepers” priority within the emergency recovery 10 Point Plan through local and GM “A Bed Every Night” initiatives
 - the Principal Strategy Officer who is leading on the relationship and performance management with Six Town Housing.

3.11.3 The Chief Executive is personally leading on the development of the housing strategy, which will address the functions described above as well as wider issues such as affordable housing; carbon neutrality and the strategic engagement of Registered Providers as well as direct housing provision. The Principal Strategy officer will also support this work, specifically the management of the consultation exercise and development of an action plan.

3.11.4 A substantive structure will be determined through a review of all resources, when strategy is concluded.

3.12 Human Resources

3.12.1 A corporate Human Resources function was established in September 2019, to bring together all capacity and secure cost reductions of c£400 000. Under these proposals the Head of HR will report to the proposed Assistant Director of People and Transformation but will continue to be the Council’s professional lead for all aspects of the policy framework and a member of the Corporate Core Management Team. The new Assistant Director will however support the ongoing service engagement plan and development of a people strategy in the context of wider strategic planning.

3.12.2 Investment is being made in the new structure including a review of all transactional processes as part of the implementation of an upgraded HR/Payroll system and a refresh of the HR policy framework to improve easy application. In support of the improved policy and process work the following structural changes are proposed:

- to amend the posts of MIS Officer (G7) and Systems Support Officer (G6) within the People Analytics Team to Systems Administrators Grade 7/8 due to the work being of the same nature. This will create three Systems Administrators.
- A post of Senior Systems Administrator (G10) will be created and ring-fenced to the 3 Systems Administrators within People Analytics Team, and the post of the successful applicant will be deleted.

3.12.4 All costs will be contained within existing service budgets through re-direction of vacancy underspends. A fuller post implementation review of the new service structure will follow once the policy and transactional review work is complete. Job descriptions and structures are appended at appendix 11.0 – 11.3.

4.0 Functions Proposed to Transfer to Finance

4.1 The Department of Corporate Core Services and Finance are two separate functions but designed to work closely together as a single “corporate Core”. In this wider team context it is proposed that two functions currently managed within the DoCCS would be better aligned with services managed by the Finance service, on the basis of use of resources and functional parity.

4.2 It is proposed:

- The procurement service moves under the leadership of the new Assistant Director Finance post to ensure alignment of procurement strategy and spend with the wider financial planning and governance functions
- Responsibility for Council risk management, discharged by the Head of Risk Management, is moved to the finance service; leadership of CCG risk management will remain with the Deputy Director Governance and Assurance. Initial thinking was to integrate risk management across the two organisations as a key aspect of partnership governance however analysis undertaken as part of the Annual Governance Statement indicated that more investment was required in the Council's risk register before a partnership approach could be supported. Council risk management will therefore be led by the Director of Financial Transformation but the arrangement, including future scope for a joint risk register, will be subject to a planned review of new arrangements in February 2021.
- The Head of Risk Management will transfer on the current job description and be included in the restructure of finance services; the finance restructure process will also address arrangements for leadership of residual functions which will remain in the DoCCS including business continuity planning.

5. Funding Implications

- 5.1 The cost of the proposals is £595 855. When the Council's budget for 2020/21 was set it was recognised that additional capacity in some of the core services needed strengthening and to reflect this, £1m was built into the budget with a further £0.5m in 2021/22. The proposals set out in the report will be funded from his budget and therefore are budgeted for and within the expectations that were set when the 2020/21 budget was finalised and agreed by Full Council in February 2020.

Proposal	Funding Gap (inc. on costs)
Assistant Director – People and Transformation (Band D)	£102,339
Programme Manager (Band A)	£0
2 x Project Managers (SM2)	£66,726
	£66,726
People & Transformation Total:	
Strategic Performance & Intelligence Manager (G17)	£60,525
2 x Strategic Planning & Development Analyst posts (G10)	£37,421
	£37,421
Performance Total	
Press and Media Liaison Manager (re-grade) (G13)	£3,786
Digital and Media Officer (G9)	£35,506
Communications and Marketing Officer (G9)	£8,600
Communications Manager (G13)	£51,039
2 x Communications and Marketing Officer (G9)	£35,506
	£0
Communications and engagement officer (NHS band 4) (increased hours)	£0
Communications and Engagement Total:	
Operations & Emergency Response Manager (G12)	£0
Operations, Safety & Resilience Manager (G11)	£0
Safety and Resilience Assistant (G8)	£0
Emergency Response and Resilience Total:	£0
Director of Law and Democratic Services	£26,000
Principal Democratic Services Officer (G12)	£15,100
Scrutiny Team Leader (G13)	£49,204
Democratic Services Total:	£0
In-House Childcare Advocate (G15)	£0
Legal Services Total:	£0
Senior Systems Administrator (G10)	£0
HR Total:	£0
Total Costs of Proposals	£595,899

5.2 Consultation Next Steps

- 5.2.1 The changes proposed are made as the basis for consultation. A formal consultation meeting will be called and a period of 30 days allowed to take feedback on the proposals and discuss details with affected staff and the Trades Unions, following which the relevant processes will be followed to establish and appoint to new teams and posts within the agreed structure.

- 5.2.2 The proposals will also be presented to the CCG Remuneration Committee for equivalent agreement and to lead consultation with CCG employed staff.

6.0 Recommendations

- 6.1. The Council's Cabinet to agree the following recommendations:

- Note the progress being made in the establishment and delivery of a new corporate core and endorse the proposed leadership remit of the Corporate Core Management Team
- To approve the proposals for the establishment of a Delivery Unit including a new Assistant Director of People and Transformation
- To approve the proposal for additional posts with the Strategic Performance & Intelligence Function for the Council and OCO
- To approve the expansion of the Communications and Engagement Team across the Council and OCO
- To approve the joint accountabilities of the CCG Post of Deputy Director Governance and Assurance, which will include line management of Council teams
- To approve the next phases of the Business Support review
- To endorse the corporate management of all Health and Safety capacity
- To approve a full review of the Information Governance function across the Council and OCO
- To approve the expansion of the Assistant Director of Public Service Reform remit to include line management of the Arts and Museum, the Adult Education Service and the Strategic Community Safety Team
- To approve the new operational Community Safety Team and associated changes in name, roles and grades
- To approve the creation of the In-House Childcare Advocate post with Legal Services
- To approve the changes in Democratic Services structure, specifically the changes to the Principal Officer role and new post of Scrutiny Team leader
- To approve the changes in line management for the Social Development and Engagement Team
- To approve the proposed changes within the HR Systems Administration Team
- To note the interim leadership arrangements for housing services
- To approve the transfer of functions from the Corporate Core to Finance

1. Supporting Information

New structure diagrams

2. List of background papers other than published works or those disclosing exempt or confidential information.

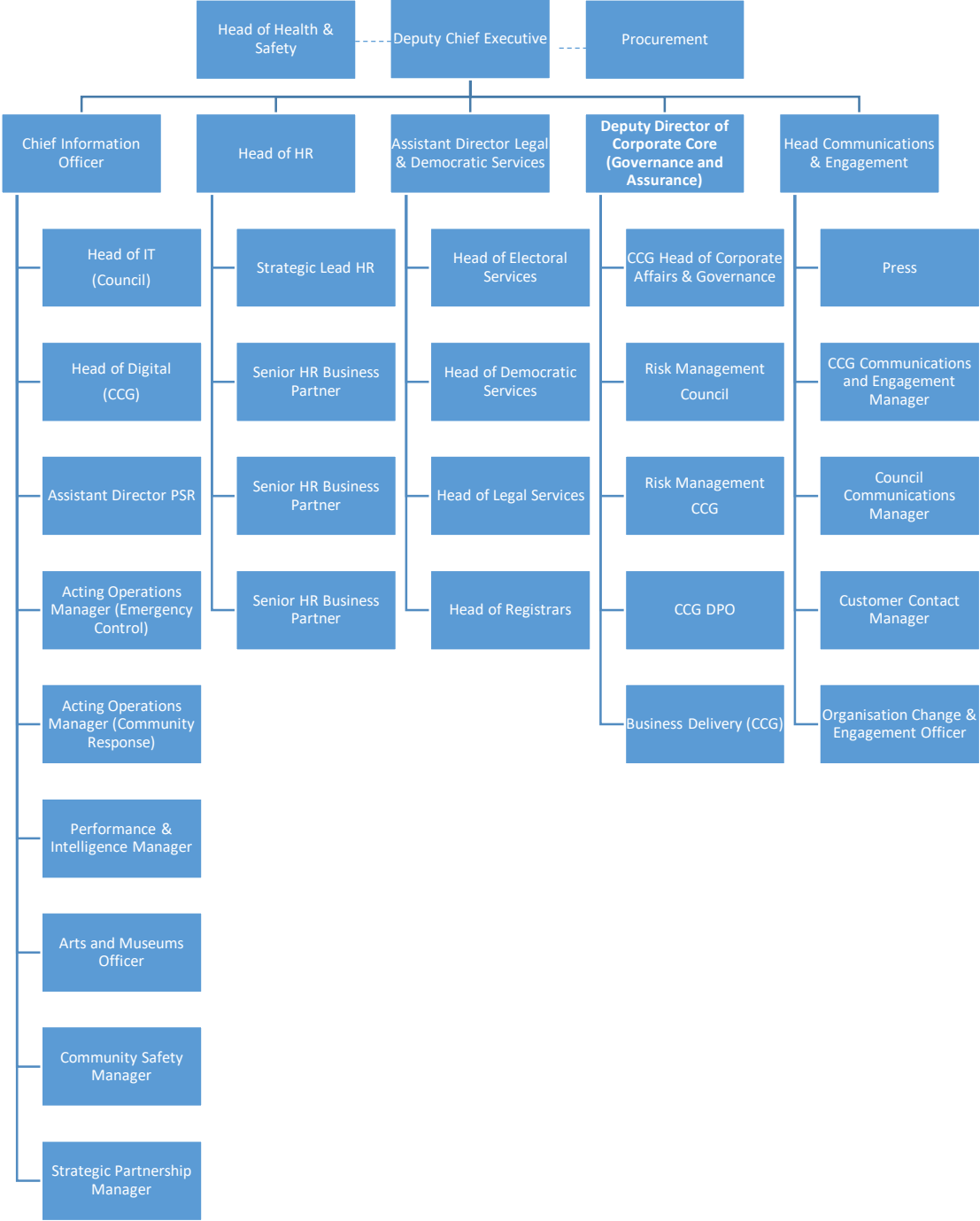
HRA Report – SLT Restructure, 7 September 2018

HRA Report – Senior Management Capacity, 24 April 2019

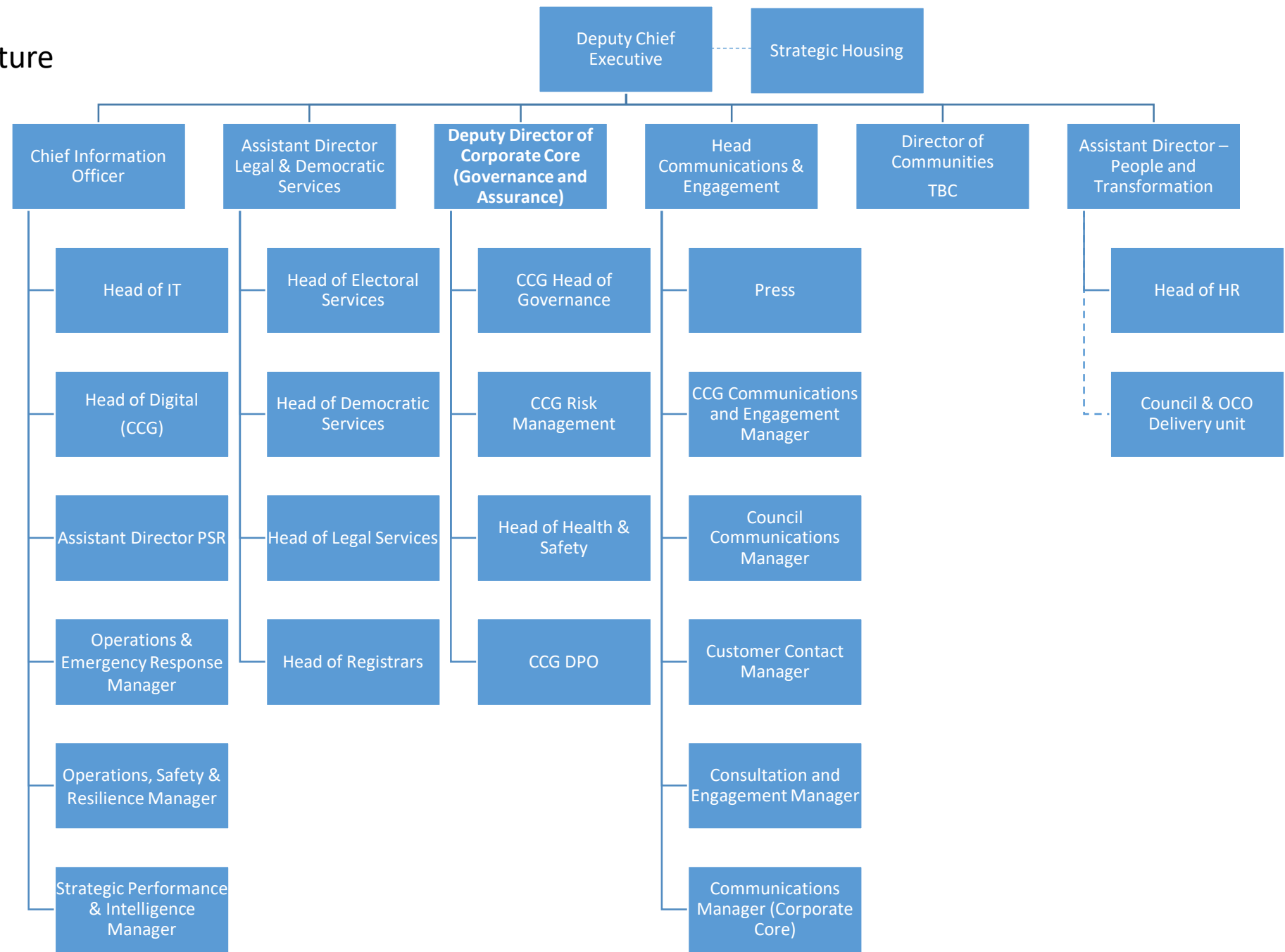
3. Published documents referred to in compiling this report.

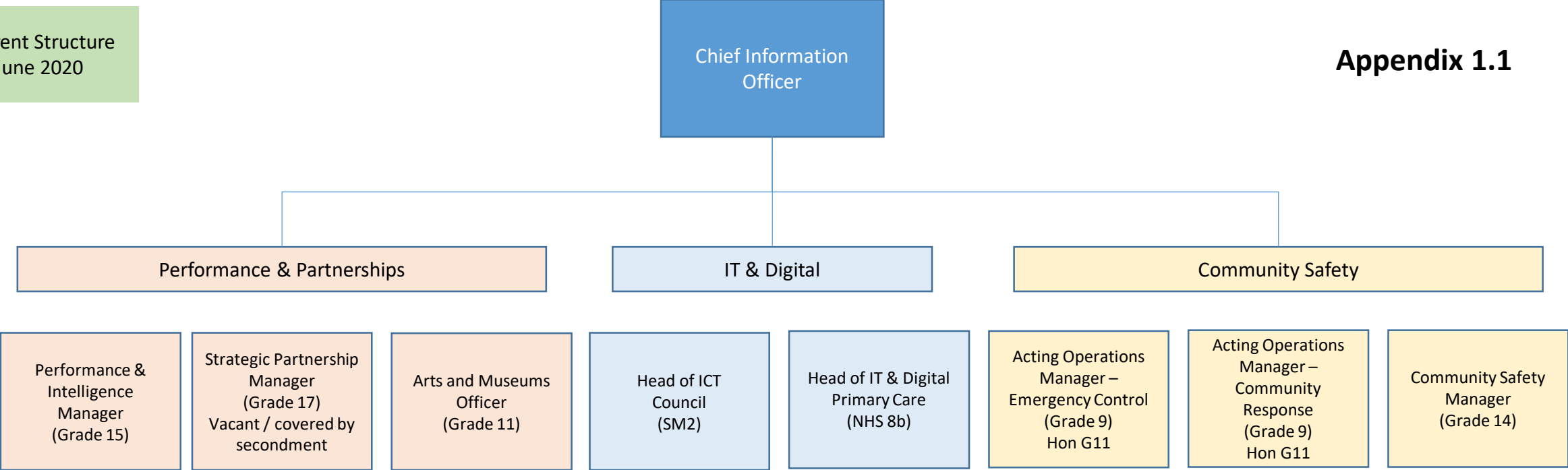
Equality Impact Assessment

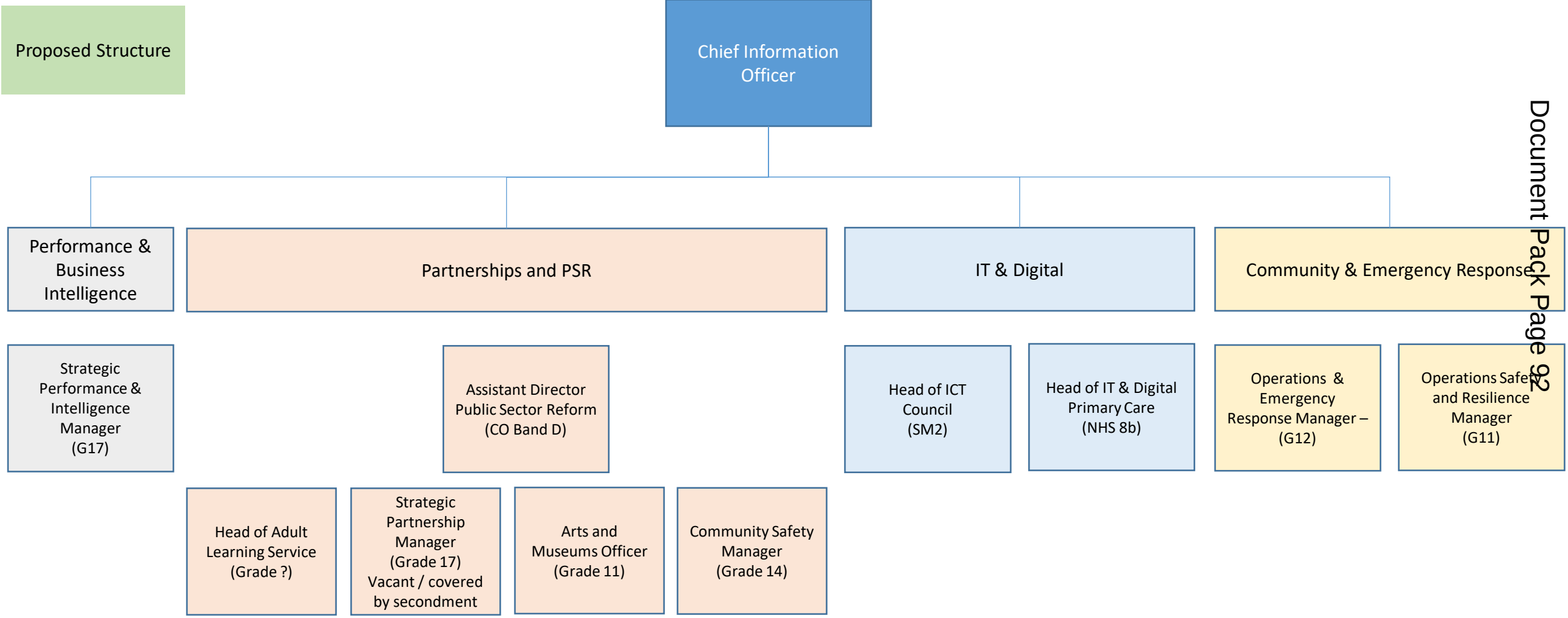
Corporate Core
Current Structure



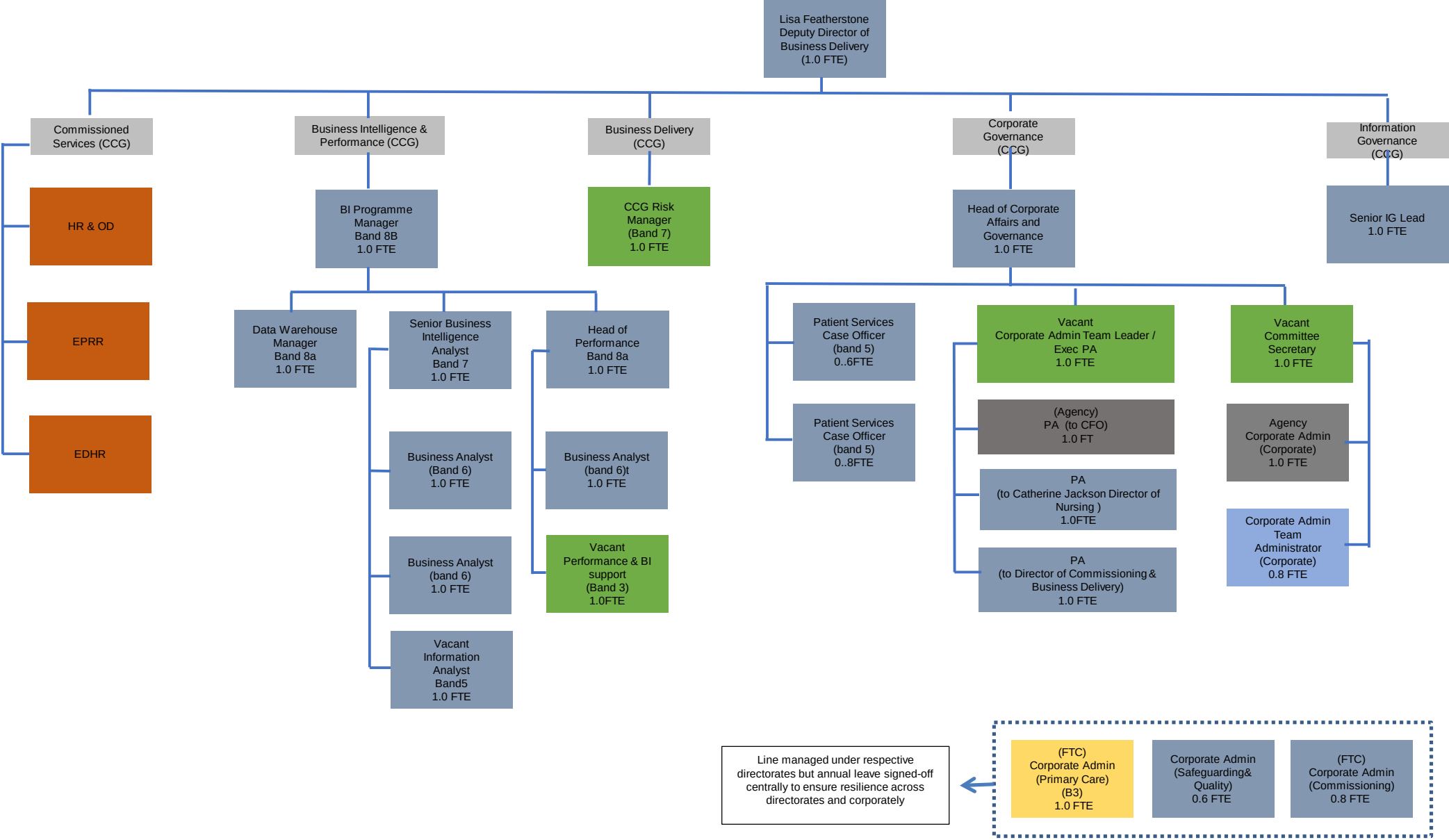
Corporate Core
Proposed Structure



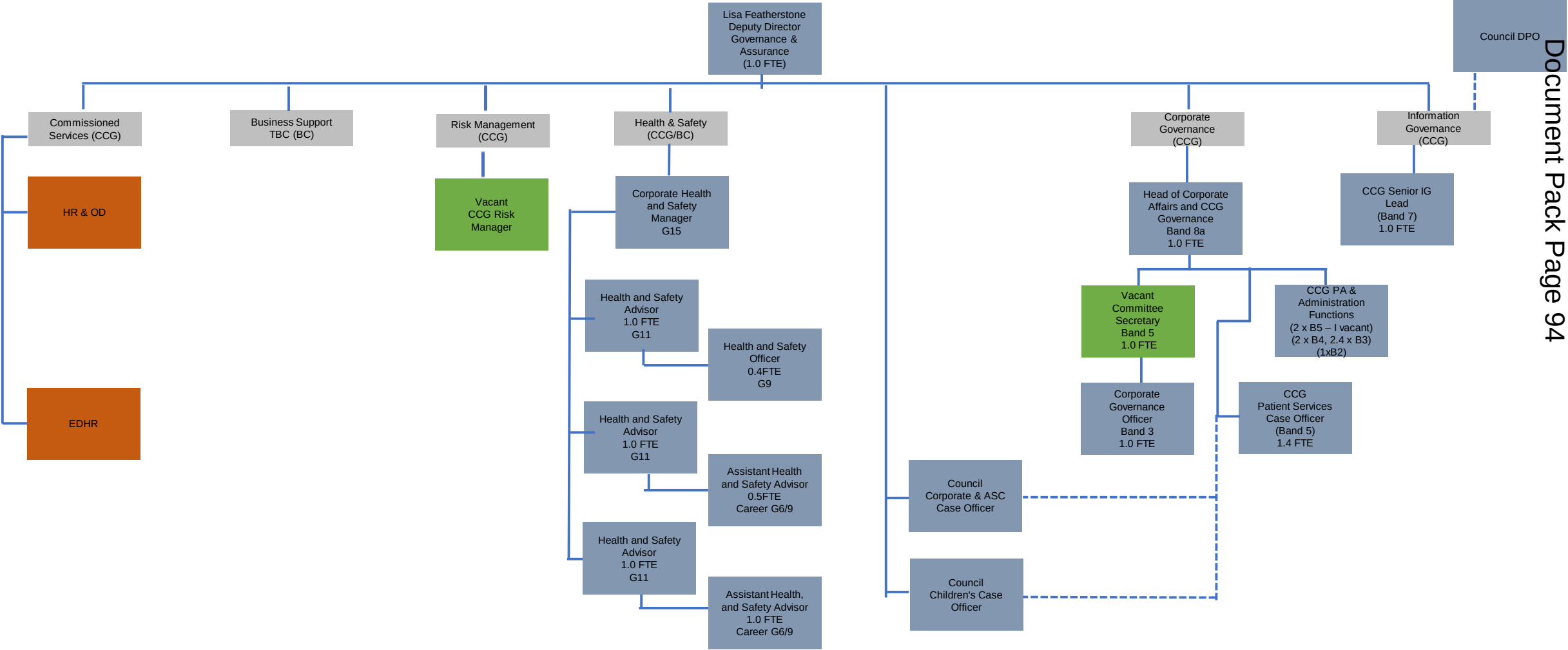




Deputy Director – Business Delivery



Deputy Director – Governance and Assurance (Interim - Proposal)



BURY METROPOLITAN BOROUGH COUNCIL**JOB DESCRIPTION**

Post Title: DIRECTOR OF LAW AND DEMOCRATIC SERVICES	
Department: Chief Executive's	Establishment / Post No:
Division / Section: Deputy Chief Executive's Division Legal & Democratic Services Section	Post Grade:
Location: Town Hall, Bury	Post Hours: 37 hours subject to service requirements
Special Conditions of Service: The postholder is required to regularly attend meetings during out of hours periods. The postholder will act as the Deputy Returning Officer. Authorised car user.	
Purpose and Objectives of Post: 1. To ensure that the Council has effective corporate governance arrangements in place through the leadership and management of corporate functions such as Legal services, Democratic and Governance, Elections, and Information Governance including Freedom of Information and GDPR. 2. To act as the Council's Solicitor and principal legal adviser and discharge the statutory duties of the Monitoring Officer, ensuring that the Council fulfils its lawful obligations, statutory duties, and performs its functions and activities in accordance with the law and the principles of good governance. 3. The post holder will be a member of the Council's Executive/ Strategic Management Team.	
Accountable to: Deputy Chief Executive and to Members of the Council as a whole and within the context of the Executive (Cabinet and Leader) decision making processes in place.	
Immediately Responsible to: Deputy Chief Executive; to deputise for the Deputy Chief Executive in respect of areas of responsibilities.	
Immediately Responsible for: Head of Registration; Head of Legal Services; Head of Elections; Head of Democratic Services	
Relationships: (Internal and External) • All employees of the Department Officers • Executive Directors and other Senior • Members of the Council • MPs, MEPs • District Auditor and Local Government Ombudsman • Clerk to the Justices • Law Society • Solicitors and Counsel • Press and Media • Chief Executive's Department Management Team	

Control of Resources:

Financial:	Control of Divisional revenue/capital budgets for Legal; Democratic Services; Registration & Elections
Personnel:	Control, discipline, training and deployment of all employees within the Service; Legal Services (24 employees), Democratic Services (10 employees), Registration & Elections, (13 employees).
Equipment:	Responsibility for all equipment used by the Service
Health, Safety & Welfare:	Responsible for the Health, Safety and Welfare of all employees of the Service

Duties/Responsibilities:

1.0 Corporate Management

- 1.1 To undertake the full range of statutory duties and responsibilities associated with the Monitoring Officer role; ensure the Council and its officers act lawfully and that the Council has an ethical framework so as to maintain high standards of conduct.
- 1.2. To ensure that governance and probity arrangements are in place for the Council's complaints and information functions and have responsibility for Local Government Ombudsman complaints on behalf of the Council.
- 1.3 To provide the Council, Cabinet, Committees, Members and Officers with support and advice on democratic, governance and legal matters. To report to and attend as required meetings of the Council, Cabinet, Scrutiny Panels and Committees in order to ensure timely decision making processes in compliance with the Council's Constitution.
- 1.4 To ensure that the Council's Constitution operates effectively and is regularly reviewed and updated to reflect changes in the law and best practice.
- 1.5 To ensure the efficient and effective administration of the Council's member level decision making processes and ensure that elected members are appropriately supported in fulfilling their responsibilities with particular emphasis on their executive, representative and leadership roles.
- 1.6 To be responsible for complex legal matters, identifying potential areas of risk and liability and advise on solution focussed strategies. Ensure the Council has adequate legal provision, advice and support.
- 1.7 To lead and oversee the Council's responsibilities in relation to data management and securing, including GDPR and Freedom of Information.
- 1.8 To ensure the effective delivery of electoral registration and functions and the conduct of Parliamentary, and local government elections and referenda.
- 1.9 As directed, to represent the Council at European, national and regional levels, working in partnership with internal and external stakeholders.
- 1.10 To liaise with and develop effective corporate working with other Departments of the Authority with regard to developments which will affect the future work programmes within Legal and Democratic Services.
- 1.11 As appropriate, to represent the Authority on outside bodies and advise on the Authority's proper role and function on these bodies ie Combined Authority.
- 1.12 To contribute towards and participate in the Authority's emergency planning arrangements.

2.0 Performance

- 2.1 To ensure effective performance management arrangements are in place within Legal and Democratic Services to achieve the Council's corporate aims and compliance with statutory and locally agreed performance indicators.
- 2.2 To ensure that systems are in place to manage, develop, monitor, evaluate and review performance within Legal and Democratic Services and deliver services against agreed targets, service standards, Service Level Agreements, performance indicators and budgets.

3.0 Service Delivery

- 3.1 With reference to the provision of Legal and Democratic Services to ensure the provision of timely and appropriate professional advice to Elected Members and between designated service areas to secure service provision in accordance with current legislation.
- 3.2 Within agreed budgets to develop policies, plans and priorities for Legal and Democratic Services; to monitor progress against these and to institute remedial action as necessary to ensure that they can be achieved.
- 3.3 To report to the Executive (Cabinet and Leader) and appropriate Scrutiny committees of the Council on all aspects of the Department's services.
- 3.4 To undertake, on behalf of the Council, all matters delegated to the Assistant Director of Legal and Democratic Services/Monitoring Officer.
- 3.5 To ensure that the following roles are effectively performed on behalf of the Council:
 - Electoral Registration
 - Proper Officer for Registration of Births, Deaths and Marriages
 - Registrar of Land Charges
 - Safety at Sports Grounds Licensing Officer ?

3.6 To act as the corporate lead for the Local Government Ombudsman and Freedom of Information response frameworks; training and development of FOI Champions and links to the Information Commissioner.

3.7 To act as the Council's Deputy Returning Officer.

4.0 Resource Management / Co-ordination

- 4.1 To participate in the appointment, training, development and appraisal of the Division's senior management team; reviewing individual and service objectives.
- 4.2 To ensure that effective mechanisms are in place within the Division to lead, motivate and develop the performance of employees within designated service areas.
- 4.3 To ensure effective employee relations by regular consultation with the appropriate trade unions.
- 4.4 To ensure the health, safety and welfare of all employees within the Division.
- 4.5 To deal with media enquiries in liaison with the Authority's press office.
- 4.6 To provide equality of opportunity in the delivery of services and employment practices.
- 4.7 To lead, facilitate and manage organisational and cultural change across the Department and ensure effective service integration and joint working, within and across traditional departmental boundaries.

- 4.8 To represent the Council at local, regional and national forums as appropriate.
- 4.9 Act in accordance with the principles set out in the Employee Code of Conduct and the Council's Values, recognising the duty of all public-sector employees to discharge public functions reasonably and according to the law.
- 4.10 Comply with the Leadership and Management Behaviours in order to contribute to the achievement of the Council's strategic aims and objectives.

5.0 Dimensions

- 5.1 Accountability for the Legal and Corporate Governance budget c.£5m total expenditure.
- 5.2 As a member of the Senior Management team, the role has an influence over the whole Council budget ie. budget strategy, savings and pressures. Council Gross Revenue Expenditure is £34m.

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: Oct 10
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor / Manager:	Sign:	Date:

Post Title: Assistant Director of People and Transformation	
Department: Corporate Core Services	Post No:
Division/Section: Corporate Core	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:	
Purpose and Objectives of Post: Working across the Council and One Commissioning Organisation (OCO) this post will be accountable for establishing and delivering an overarching internal transformation programme to embed a high performance culture; better assurance of focussed delivery; quality leadership and management and a common set of values and behaviours across the Council and OCO partnership. The post holder will lead and develop a new Programme Management Office (the “Delivery Unit”); the Human Resources Service and a new Equalities function. They will be personally responsible for designing and implementing an Organisation Development strategy which addresses workforce culture, skills and behaviours to align internal ways of working with the vision for Bury 2030 The role will focus on, but not be limited to, four areas of responsibility: 1. Developing the outline framework of an internal transformation programme which has been created by the Executive Team into a full programme and associated delivery plan, with responsibility for preparing regular updates for the delivery of the plan to Members 2. Production and management of the reports and tools to implement the plan including the business planning processes; update reports to Members and other stakeholders; the equalities strategy and underpinning process and policy 3. Providing personal leadership of the development and implementation of a comprehensive organisation development plan which addresses ○ The cultural development of the Council and CCG partnership to establish a shared culture, values and ways of working ○ leadership development to develop a network of joint leadership at different tiers of the partnership and common systems and competencies for delivery ○ workforce skills including functional-specific skills, such as the major investment of finance skills for finance professionals and budget-holding managers; a “talent” strategy for the establishment of an apprenticeship and trainee strategy; workforce competencies/behaviours and a new joint staff induction model which all staff will be required to attend, to refresh their approach 4. Establishment and management of the new proposed Delivery Unit 5. Management of the Human Resources function to ensure the work of this team, including the HR strategy team which is responsible for workforce development, is aligned with the transformation strategy and there is congruence between the practical management of staff and future direction of the organisation	
Accountable to: Deputy Chief Executive (Corporate Core)	

Immediately Responsible to: Deputy Chief Executive (Corporate Core)
Immediately Responsible for: new Delivery Unit; HR Service; Equalities Officer (TBC)
Relationships: (Internal and External) 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 Lead Officers within the Team Bury Partnership, GMCA, regional and national bodies and agencies Corporate Core Management Team
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 Delivery Unit 1. To establish and lead the new team including clear accountabilities; team building; systems and processes 2. To produce, maintain and report on an overall annual delivery programme and detailed projects for all activity within it which delivers the multi-million-pound budget strategy; delivery of the Corporate Plan and internal transformation 3. devising and assuring the delivery of a corporate business planning process which delivers the Corporate Plan; integrates organisation strategy; service plans and financial planning 4. quarterly performance reports, in conjunction with the performance team (below) which track activity delivered and outcomes achieved 5. formally project managing the delivery of individual major projects including the overall budget delivery programme and major individual service reviews 6. an annual report to full Council. Human Resources 7. Accountable for the provision of a high quality Human Resources function which is a direct enabler of organisation transformation 8. Direct a service improvement programme for the HR service to address policies, processes and staff skills and engagement 9. Ensure the Organisation Development Strategy is complementary to and enabled by HR strategy work 10. Oversee and support the management of constructive employee relations Organisation Development 11. Personally accountable for the development and implementation of an Organisation Strategy and plan which addresses workforce skills, behaviours and culture. The OD

strategy will be a key workstream within the internal transformation programme and enabler of the Bury 2030 vision and public service reform strategy specifically

12. Manage the delivery of the OD strategy through the co-ordination of internal resources within, for example, the Council's HR service and Communications and Engagement team; the co-ordination of managers; commissioning of external capacity where applicable and engagement across Greater Manchester
13. Personally leading and delivery OD interventions including facilitation; leadership development and the production and presentation of materials

Equalities

14. Leadership of a new equalities strategy at the heart of an internal transformation plan, including management of a specialist officer (TBC)

Corporate Leadership

15. 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.
16. Supporting the Executive Director in supporting and advising councillors and senior officers issues affecting council wide policy, strategy and commissioning.

Resource Management:

17. To lead, motivate, direct, manage and develop staff ensuring strategic and operational priorities and work plans are delivered.
18. To ensure effective service integration and joint working across the Council and CCG working within and across traditional departmental boundaries.
19. As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.
20. 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 CIPD qualified, 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 experience of large-scale project and programme management	✓	
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 and influencing change at a senior level	✓	
A proven track record of personally designing and implementing Organisation Development interventions and able to demonstrate the impact (eg cost savings; risk mitigation or progression of tangible organisation strategy)	✓	
Evidence of leading innovative transformational change that delivers improved outcomes	✓	
Demonstrable understanding of Bury and it's challenges	✓	
Up to date knowledge of equalities legislation and good practice in the public sector	✓	
Proven experience of leading teams with relevant specialisms in a large and complex organisation	✓	

JOB DESCRIPTION

Post Title: Project Manager			
Department: Corporate Core	Post No:		
Division / Section: The Delivery Unit	Post Grade: SM2		
Location: Town Hall, Bury, or any location within the Borough	Post Hours: 37 – Flexible working scheme		
Special Conditions of Service: The post holder may be required to attend meetings or events outside of normal working hours. Extended flexi time scheme is in operation. Ability to travel inside and outside the borough for which expenses will be payable.			
Purpose and Objectives of Post: • To act as lead expert in respect of project management for the Department. • To lead in the design, delivery and implementation of high value, lengthy, complex projects and programmes through planning, design, development, implementation, evaluation and stakeholder management, across the Department, which contribute both to the improvement of the environment, and to the wellbeing of people in the Borough. • To lead project teams from across the Department and Council, to deliver major service reviews, service redesign, new programmes, workforce transformation, allocating work and undertaking evaluations and appraisals. • To maximise external funding and inward investment into the Department. • To manage and lead the day to day operation of the business support function for the Department, ensuring a high standard of service delivery is maintained at all times. • Identify and implement new models of working and lead on commissioning new services as required.			
Accountable to: Assistant Director (People and Transformation)			
Immediately Responsible to: the Programme Manager			
Immediately Responsible for: Project Teams from across the Department and Council			
Relationships: (Internal and External) <table border="0"> <tr> <td style="vertical-align: top;"> Internal: Leader of the Council / Elected Members Joint Executive Team Departmental Leadership Team Chief/Senior Officers of the Council Council employees Trade Unions </td> <td style="vertical-align: top;"> External: Members of the public Representatives of other Local Authorities Local Government Association / GMCA Government Departments External Auditors Press / Media Suppliers of goods and services Funding bodies Third party providers </td> </tr> </table>		Internal: Leader of the Council / Elected Members Joint Executive Team Departmental Leadership Team Chief/Senior Officers of the Council Council employees Trade Unions	External: Members of the public Representatives of other Local Authorities Local Government Association / GMCA Government Departments External Auditors Press / Media Suppliers of goods and services Funding bodies Third party providers
Internal: Leader of the Council / Elected Members Joint Executive Team Departmental Leadership Team Chief/Senior Officers of the Council Council employees Trade Unions	External: Members of the public Representatives of other Local Authorities Local Government Association / GMCA Government Departments External Auditors Press / Media Suppliers of goods and services Funding bodies Third party providers		

Control of Resources:

Finances:	Accountable for expenditure, external funding grants & bids, and generating income in totality over £5m
Personnel:	Supervision of a team, and resources delegated to deliver projects
Health & Safety:	Awareness and compliance with Health and Safety Regulations. Implement health and safety procedures, risk assessments and project continuity plans.
Equipment:	Security of equipment, computer data and software equipment

Duties/Responsibilities:**Strategic Projects: -**

1. To act as lead expert in respect of project management and business support for the Department.
2. To lead in the design, delivery and implementation of high value, lengthy, complex projects and programmes through planning, design, development, implementation, evaluation and stakeholder management.
3. To lead project teams from across the Department and Council, to deliver major service reviews, service redesign, new programmes, workforce transformation, allocating work and undertaking evaluations and appraisals.
4. Determine the scope of work, plan and develop the programmes of work, allocate, account and monitoring relevant budgets, ensure project management and risk management systems are in place, draw up timescales and milestones, identify appropriate resources and interdependencies between work streams and identify and liaising with key stakeholders.
5. Lead and project manage strategic service review (such as the leisure facilities review) as well as oversee the implementation of recommendations including; decommissioning services, commissioning new services, supporting new development opportunities, and the design and development of new assets/buildings, and high value developments.
6. Ensure project and programmes are delivered on time, to a high standard, driving efficiencies, maximising budgets, and achieving high levels of performance delivery.
7. Monitor and evaluate the progress of projects, provide reports and updates to the Assistant Directors, Executive Director and Joint Executive Team.
8. Ensure appropriate governance systems/processes are in place for each project/programme.
9. Identify and issues, opportunities and areas of risk across all projects and programmes and ensure these are communicated to appropriate parties and stakeholders.
10. Provide support, advice and guidance to members of the project teams and all stakeholders.
11. Via the Council's procurement processes, engage and commission third parties where required.
12. Lead, negotiate, manage and monitor the commissioning of external contracts and specifications with thirds party providers.
13. Create public consultation and communication programmes and material, effectively managing opposition and 'buy-in' to projects of programmes of work.
14. Produce reports, presentations and executive summaries for all projects and programmes in line with due governance and approval processes for JET, HRA, Cabinet, Scrutiny etc.

Organisational Review / Design: -

1. To lead project teams to deliver major service redesign.
2. To undertake objective service and function reviews, analysing the current position, developing creative solutions and strategies for the future to develop services to meet specific outcomes, budget savings and timescales.
3. To design and deliver robust and achievable business and recovery plans including performance and monitoring frameworks for submission to relevant governance groups.
4. To develop and implement robust specific business cases and plans in conjunction with Head of Service and Service Managers that will achieve budget savings and income growth.

5. To develop and implement business plans that are evidence based to ensure effectiveness of actions and return on investment.
6. In conjunction with Head of Services, develop alternative options to generate income and profitability.
7. To maximise investment with regard to the long term future into service and seek opportunities for growth and investment and externally funded projects.
8. To objectively challenge existing ways of working in order to develop alternative and transformed ways of working.
9. Work across a range of work streams and partners to develop new and innovative ways of delivering the Departments Services.
10. To promote a culture of innovation and change that rises to the financial challenges of the Council.
11. To lead and implement staffing and service function reviews as well as staffing restructures in conjunction with Head of Service and Service Managers and business plans.
12. To lead on behaviour change strategies across the Department.
13. In conjunction with service managers to develop robust and effective customer retention strategies and systems as well as implement performance management relating to customer retention.
14. To ensure data is captured and reported in a robust and succinct way, whilst ensuring the data is challenged to address the steps that need to be taken and why.
15. Utilising large volumes of data (including customer data), monitoring performance and data reporting etc.
16. To ensure proper consultation and stakeholder involvement and engagement at all levels of providers.

External Funding and Finance: -

1. ~~To support the External Funding & Projects Officer~~ research and prepare strategies for external funding and compile external funding bids.
2. Financial management of major projects including budget control, monitoring, reporting, drawing down grants and re-aligning project budgets as required.
3. Proactive research into external and partnership funding opportunities at a local and national level.
4. Maximise external funding and inward investment into the Department.
5. Implement inward investment schemes and long term plans for income generation.
6. Develop robust business cases and grant applications as well as demonstrating return on investment.
7. Implement service and budget recovery plans and lead on delivering savings options.

Executive / PA support to the Department: -

1. Lead and support in establishing and implementing departmental governance, strategies and business support.
2. Manage and lead the day to day operation of the support function for the Department, ensuring a high standard of service delivery is maintained at all times.
3. Assist the development and implementation of a Departmental 3 year strategy and plan.
4. Develop, implement and maintain effective forward planning and programming systems to ensure the co-ordination of all of the Executive teams work and priorities.
5. Develop, implement and maintain effective monitoring systems to support the Executive Team and the delivery of key objectives.

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6. Produce clear reports and presentations on behalf of the Assistant Chief Executive Assistant Directors and Programme Managers ,to a wide range of audiences, including Joint Executive Team, Elected Members, and external stakeholders, including audiences in GM.
7. Support the ~~Executive Assistant~~ Business Support in drafting and overseeing correspondence from Members, MPs, the public and other stakeholders.

Managerial: -

1. To lead project teams from across the Department and Council, to deliver major service reviews, service redesign, new programmes, workforce transformation, allocating work and undertaking evaluations and appraisals.
2. To effectively line manage a team, ensuring: -
 - Office cover is provided
 - Workload is allocated and monitored
 - Performance is monitored via one to one's, employee reviews, and the identification of training needs with support being provided both on the job and via internal/external courses
 - Annual leave is appropriately managed in line with service requirements
 - All matters relating to absence, conduct and capability to be managed via Bury Council's policies and procedures.
 - To develop and implement a service plan and forward plan.
 - To provide support in establishing the departmental Health and Safety policy as well as departmental Health and Safety procedures.
 - To ensure Health and Safety procedures, risk register and continuity planning are bedded into specific project plans.

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).

- 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.

Health and Wellbeing -As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.

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

HEAD OF STRATEGIC PROJECTS

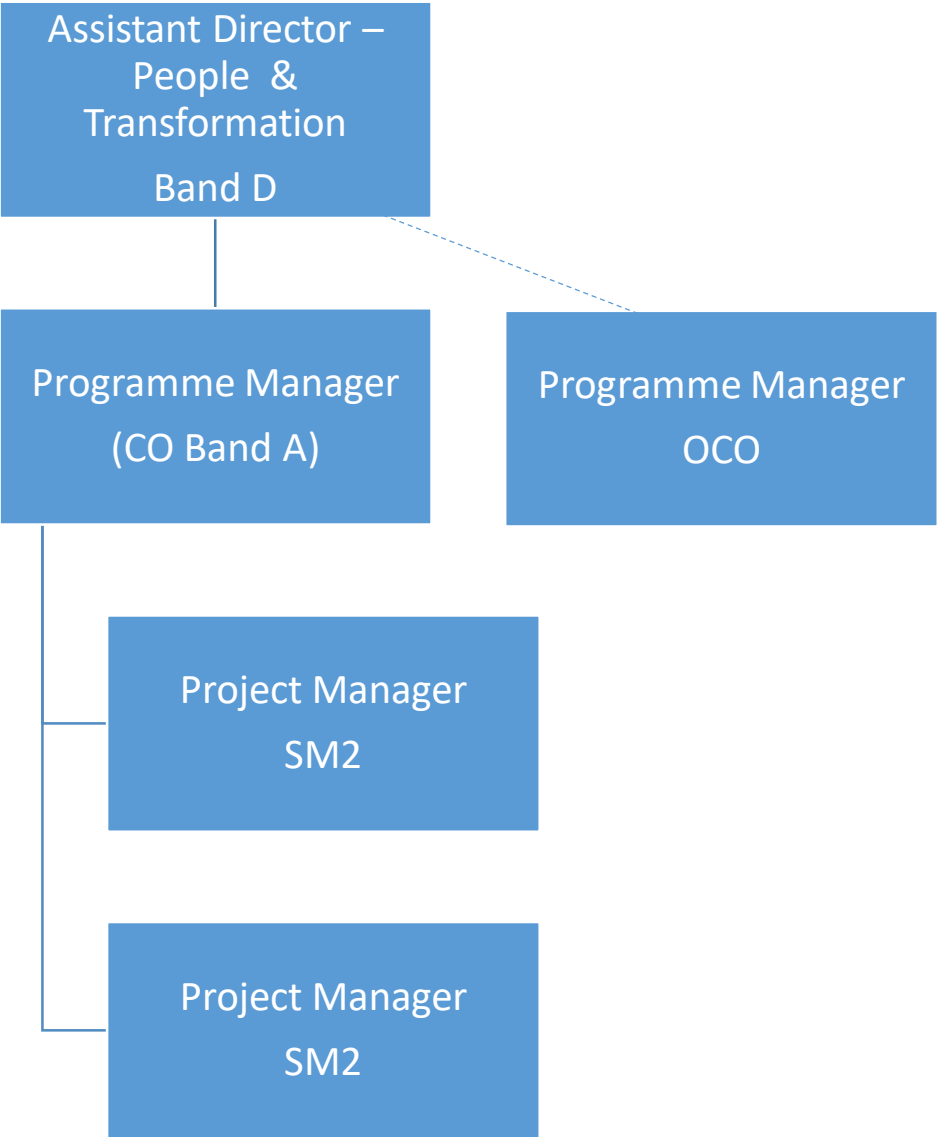
SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
Degree level qualification, or equivalent	√	
Project Management qualification at Practitioner level	√	
Extensive and proven experience of successfully managing and delivering a wide range of complex and high value projects, within a diverse workload, to a structured project management process	√	
Extensive knowledge of project management methodologies and techniques	√	
Experience of accounting for budgets, monitoring spend and providing financial and statistical information to others	√	
Strong communication and interpersonal skills to initiate and develop positive and effective working relationships, both internal and external, influencing and negotiating with others	√	
Experience of working closely with stakeholders, developing working relationships and partnerships to deliver excellent services	√	
Organisational skills to work under high pressure to complete tasks, projects and work plans to conflicting deadlines without direct line management, re-prioritising own work, and that of teams	√	
Ability to contribute to and develop strategies and translate them into effective operational plans	√	
Analytical skills to interpret complex information and situations, draw conclusions and make recommendations for action	√	
Initiative to work independently, working imaginatively and creatively to solve a range of problems to work through risks and make decisions and/or recommendations as appropriate, where a solution may not be immediately obvious	√	
Ability to produce high quality, accurate and precise documents to very tight deadlines.	√	

The short-listing criteria listed plus the following:

ASSESSMENT METHOD	CRITERIA
Test/Assessment	Production of high quality work and use of all aspects of Microsoft Office
Interview	Ability to line manage teams of dispersed staff
Interview	Excellent organisational skills and the ability to identify and manage priorities and adapt to changing circumstances and demands
Interview	Knowledge and understanding of the handling of confidential and sensitive information and the General Data Protection Regulations / Freedom of Information Act

Proposed Structure
Delivery Unit

Appendix 2.2



JOB DESCRIPTION

Post Title: Strategic Performance & Intelligence Manager	
Department: Corporate Core	Post No:
Division/Section: Information – Strategic Performance & Intelligence	Post Grade: 17 (provisional, subject to moderation)
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: • Responsibility for developing and overseeing the implementation of an integrated Performance Management Framework to monitor the delivery of Bury 2030, our Community Strategy. • Lead the delivery of an effective performance and intelligence functions across the Council, CCG and OCO through developing and implementing appropriate programme of work to provide insightful management information, research and data analysis. • To establish, develop and lead an effective partnership approach to performance across the wider Bury system in order to commission and deliver shared needs assessments and create ownership of partnership evaluations and intelligence. • To share best practice in the development and delivery of Performance & Intelligence through active participation I local, regional and national networks, representing Bury as a advocate of evidence-based policy and decision making. • Strategic leadership for the Performance & Intelligence function, including oversight of the delivery of statutory reports, key performance indicators and partnership reporting requirements as appropriate. • To be a visible leader within the Corporate Core, working alongside peers to deliver a Performance & Intelligence functions which compliments and challenges wider policy development and business planning processes.	
Accountable to: Deputy Chief Executive (Corporate Core)	

Immediately Responsible to: Chief Information Officer

Immediately Responsible for:

Performance & Intelligence Manager (1 x FTE, Grade 15)

Head of Business Intelligence (1.0 FTE, Band 8b)

Relationships:

Internal – Leader of the Council, Deputy Leader of the Council, Elected Members, Chief Executive, Joint Executive Team, Senior Managers, Departmental and wider corporate colleagues, Employee Groups (eg BAME), Trade Unions.

External – Members of the public, Employees of other Local Authorities, Public Sector Reform Partners locally and regionally including police, fire, housing, education, VCFA and sector plus cultural organisations. GMCA and GM Health and Social Care Partnership, Bury CCG and Bury LCO. National public sector bodies, think tanks and academia.

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

Control of Resources:

Proactive management of workforce within direct control and matrix management to ensure efficient deployment of capacity and capability to meet required objectives.

Effective use of ICT/ digital equipment and systems.

Responsible for effective management of budgets including the securing and managing of one-off grants and funding, such as GM schemes or specific Government initiatives and delivery of agreed outcomes

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

1. Establish and lead an effective strategic performance and intelligence function for the Council, CCG and OCO to provide insight, co-ordinate research and drive consistency and quality in Bury policies, strategies and plans.
2. Provide strategic leadership of the production of performance and intelligence frameworks and products, ensuring appropriate challenge and insight to deliver meaningful, data-driven analysis. This should provide assurance that activity is linked to the delivery of outcomes and that impact is understood and owned across the public sector partnership.
3. Accountability for finalising and assuring delivery of the Bury 2030 Performance Management Framework, including the leading the design, development and evaluation of appropriate key performance indicators, joint strategic needs assessments and ad hoc insight products as required.
4. Strategic lead on designing and delivery statutory reports and statistical returns on behalf of the Council and CCG, including oversight of reporting national outcome frameworks and performance tables. Leadership of the relationship with GMCA and the GM H&SCP to provide appropriate insight and intelligence from the Bury system as required.
5. Accountability for the development and delivery of the Performance & Intelligence programme of work across Bury, articulating and delivering a shared data management strategy to underpin the delivery of meaningful and insightful data and analytics.
6. Oversight and leadership of performance and intelligence deliverables within external inspection regimes to provide appropriate resource and analysis as required.
7. Lead relations with partners and stakeholder across the Bury system to develop a shared understanding of performance through co-designed research and evaluation projects and collaborate work on integrated data sets and reporting through working closely with Information Governance and Digital functions across the partnership.
8. Develop performance and intelligence products which take account of national, regional and local policy and position Bury within the best-practice standards for the production of research and data analysis. This will include developing a high-performance culture and working with officers and members to understand and challenge the use of data and analytics.
9. Strategic lead for our data management strategy as integral part of the Performance & Intelligence functions. In particular accountability for developing and assuring delivering of a data warehousing function. This will involve close working with colleagues in Public Sector Reform, IT/Digital, Information Governance and senior managers from across the Council, CCG and OCO particularly Public Health and Social functions.
10. Lead the engagement of staff from across the Council, CCG and OCO in the development of Performance & Intelligence products to create shared ownership of products for use by Elected Members and System leaders in Scrutiny, Governance and Oversight functions.
11. Initiate and secure links between the organisation with research partners including academia, policy groups and think tanks'.
12. Actively develop partnerships, relationships and activities that foster collaboration, trust and support for the effective delivery of services. This includes building and maintaining strong working relations with:

and make sure they have the support in developing and implementing performance frameworks and ensuring effective use.

- b. Colleagues across regional partnerships to keep abreast of latest developments and feed Bury's views into these.
- c. Local partner leads across 'Team Bury' to ensure synergy in the development and implementation of performance and intelligence programmes of work, aligned to the GM Unified Public Services Plan and wider devolution agenda.
- d. External partners whether delivering specific projects, such as the evaluations, national oversight programmes and statistical returns.
- e. Regulatory bodies in order to understand the data requirements of inspections regimes includes Ofsted and the CQC.

13. Prepare and present reports to Corporate Core Management Board and portfolio meetings; produce papers for Cabinet and Council Committees, such as Overview and Scrutiny and Audit Committee; and produce reports and briefings for Partnership Boards on policy developments. Also to Chair appropriate internal groups and meetings across the Team Bury partnership including on performance and intelligence.

14. Represent Bury on regional/national best practice groups

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:



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	✓	
Expert knowledge of approaches to performance management with demonstrable experience of leading a multi-disciplinary team of insight professionals		
Expert knowledge of the public sector reform agenda, especially in relation to Greater Manchester and experience of leading developments in this manner	✓	
Extensive experience in the research, analysis and development of performance and intelligence work programmes and data management functions	✓	
Evidence of extensively working effectively and collaboratively with a diverse range of professionals and partners, across organisational boundaries, with a proven track record of in delivering change and improvement		✓
Evidence of leading innovative transformational change that delivers improved outcomes.	✓	
Experience of leading a diverse service area with complex and competing priorities, whilst supporting and developing employees	✓	
Excellent organisational and planning skills with proven ability to manage projects and programmes	✓	
Experience in developing, implementing and evaluating robust strategic performance management frameworks and providing leadership on these	✓	
Experience of identifying opportunities and presenting creative and innovative ideas	✓	
Strong and extensive experience of working across the public sector, particularly within Health & Social Care settings		✓
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	✓	
Proven analytical and problem solving capabilities	✓	
Demonstrable understanding of Bury and its challenges	✓	
Knowledge of programme and project methodologies and with proven ability to manage projects and programmes	✓	

JOB DESCRIPTION

Post Title: Strategic Planning and Development Analyst	
Department: Communities & Wellbeing	Establishment/Post No:
Division/ Section: Strategic Development Unit Strategy, Procurement & Finance	Post Grade: 10
Location: Town Hall	Post Hours: 37 Hours
Special Conditions of Service: Car User Allowance Occasional attendance at evening meetings will be required	
Purpose and Objectives of Post: The post holder will work as part of Strategic Development Unit in order to carry out high level strategic business and data intelligence analysis. The post holder will also play a key role in the development and commissioning of services for the department that reflects the direction of travel of the transformation/commissioning strategy and the financial strategy, to ensure financial business plans are produced to transform the department of Communities and Wellbeing in their delivery and commissioning of services. Will provide a high level of initiative and drive to take projects forward and undertake this with minimum supervision. Will take responsibility as directed by the line manager to undertake analytical data and process large amounts of complex data and information into easy-read version to ensure that the data is understandable for a range of audiences. Will undertake analysis of the demographic changes of Adult client group, forecasting the client groups in terms of number characteristics and potential costs in order to monitor and deliver the transformation agenda within the cost-effective analysis.	
Accountable to: Assistant Director of Strategy, Procurement & Finance Head of Strategy & Development	
Immediately Responsible to: Strategic Planning & Development Manager	
Immediately Responsible for: None	

Relationships: (Internal and External): • All employees of the Department • All Directors and Chief Officers of the Council • Council Members • Executive Member/ Opposition Spokesperson - Health & Wellbeing • Other local authorities, Government Departments, Statutory Voluntary and Private Sector Agencies involved in the provision of social care services for Adults, Health Authority, Health Trusts and PCT. • Representatives from outside bodies • Press, Radio, etc • Service user & carer representative groups
Control of Resources: Responsible for equipment and materials used
Duties/Responsibilities: The post holder : To undertake analysis on specific areas identified as a priority from the JSNA and produce business plan to drive quality, efficiency and improve productivity within commissioning and provider services. To work within the Strategic Development Unit to support the team in the delivery of effective and efficient performance and data intelligence functions for the wider department. Support the work of public health and social care to meet the needs of the wider needs of the department. The post holder will contribute to the shared data resources to inform the JSNA for Bury. This will involve influencing and negotiating a clear plan of development and delivery across other teams work, including the Strategic Development Unit in order to achieve across partnership agreed requirements. To maintain a focus through any business redesign and financial business planning where the key aim is to improve the quality of services to the customer in a cost-effective way. To critically analyse the current delivery and operation of the services including process mapping existing processes. To identify and work closely with relevant representative from within the Strategic Development Unit to gather requirements, develop a detailed understanding of the key drivers to the service and how they contribute to the delivery of the department's priority objectives and values. To establish and maintain good working relationships and effective communication with departmental staff in relation to service redesign. To prepare a project plan detailing all activities required to deliver the redesign and development of services to cost and quality standards as agreed with appropriate senior

manager, ensuring co-ordination with partners involved and identifying options for the use of new technological solutions or integration with existing systems if appropriate.

As directed by the line manager, research existing commissioning processes, and examine the market potential for change and development in terms of quality cost and productivity.

Undertake analysis of the impact on existing services/market in light of self-directed support and individualised budgets and its long term effect on the financial strategy.

As directed by the line manager, review the effectiveness of the financial strategy in specific areas to ensure compliance with the efficiency agenda of business redesign and budget spend.

Will have a lead role in contributing to the implementation of the three key strategies within adult care services, which will promote the wellbeing and independence of adults, but will also ensure the efficiency and value for money agenda is addressed.

In conjunction with the Head of Strategy & Development will establish priorities to develop business cases within Communities and Wellbeing.

Will produce clear and accurate reports on technically complex information in relation to any service areas within adult care services that is identified as a priority.

Will provide highly specialised advice to service providers and commissioners in relation to complex information and data collation.

Will work with a wide range of organisations and individuals to ensure that the transformational and financial strategies are operationalised.

To interrogate performance and data intelligence in order to effectively contribute to strategic developments / priorities within the department.

Will have a lead responsibility in accessing and analysing national, regional and local data relevant to services

Will ensure that through research and findings that the legislation requirements and best practice is adopted in any financial business case.

Will take lead responsibility to undertake analytical and process large amounts of complex data and information into easy read to ensure the data is understandable for a range of audiences.

Will provide a high level of initiative and drive to take projects forward and to undertake this with minimum supervision.

Must have a high level of proficiency in modelling costs and benefits and analysing large datasets and budgets.

Where required, the post holder will take a lead in conjunction with the line manager and the Head of Strategy & Development on understanding the market, both in financial modelling

terms and the statistical methods to development of social policy.

Will work with the Senior Management Team to ensure the model of the business analytical approach is adopted in practice in all transformation changes.

Contribute to the development of the departmental plan and performance of Communities & Wellbeing.

To maintain up-to-date knowledge and evidence and research findings relating to any service provision and commissioned service within Communities & Wellbeing.

To ensure all work is developed using evidenced based practice and is thoroughly monitored and evaluated.

To work alongside partners, other departments and the Corporate Centre to communicate complex information and deliver transformation changes.

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.

Corporate Responsibilities:

1. To contribute to the overall management of the department and the council through contributions to corporate activities, e.g. working groups, organising events.
2. To support the Emergency Planning Welfare Team and respond to emergencies as required.
3. To perform any other duties as may be required commensurate with the salary and the grade.

Limits of Authority:

Within the framework of Council and Departmental policies and instructions, and subject to the overriding authority of his/her line manager, the officer holding this post is authorised to undertake all duties appertaining to the areas of work outlined above.

Organisational Competencies:

Customer Care - To continually review, develop and improve systems, processes and services in support of the Council's pursuit of excellence in service delivery. To recognise the value of its people as a resource.

Valuing Diversity - To be responsible for contributions to the achievement of the Authority's Valuing Diversity Policy, both in your work and through the implementation of action plans. To provide a supportive open environment where all employees have the opportunity to reach their full potential. To ensure that the Elected Members are encouraged to share in and reflect policy in their work.

Developing Self and Others – To use processes and put processes in place to generate a learning environment. To focus on the strengths and requirements of all individuals and enable them to further their skills and knowledge. To actively pursue your own development. To be self-aware and role model continuous self-development.

To ensure that appropriate management or organisational representatives are informed of; any apparent cases of serious or imminent danger, situations which present a significant risk to health or safety, and any shortcomings in departmental and/ or organisational arrangements.

Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties should 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 by Post Holder:	Sign:	Date:
Agreed correct by Supervisor / Manager:	Sign:	Date:



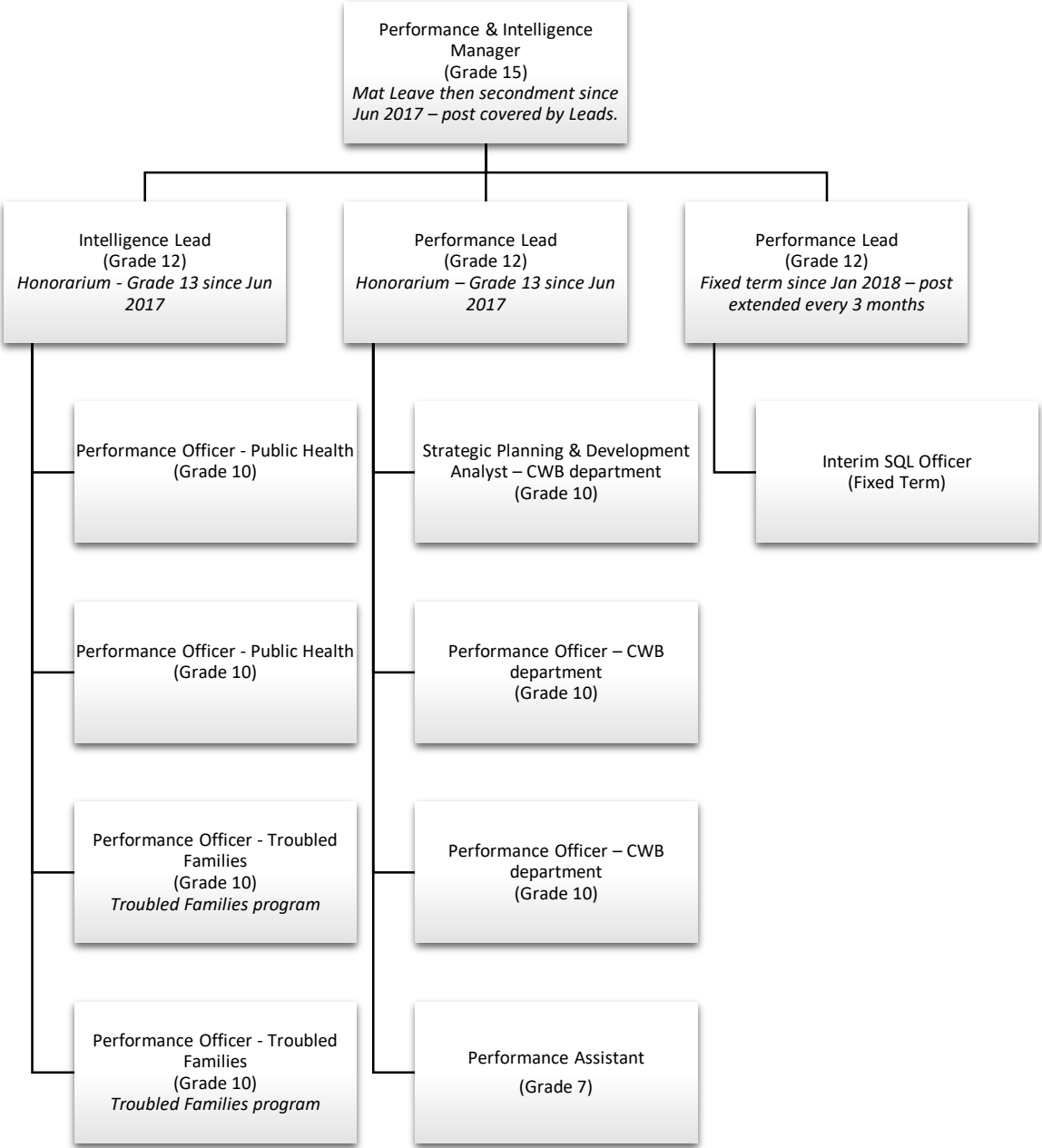
**Communities & Wellbeing
Strategic Planning and Development Analyst – Person Specification**

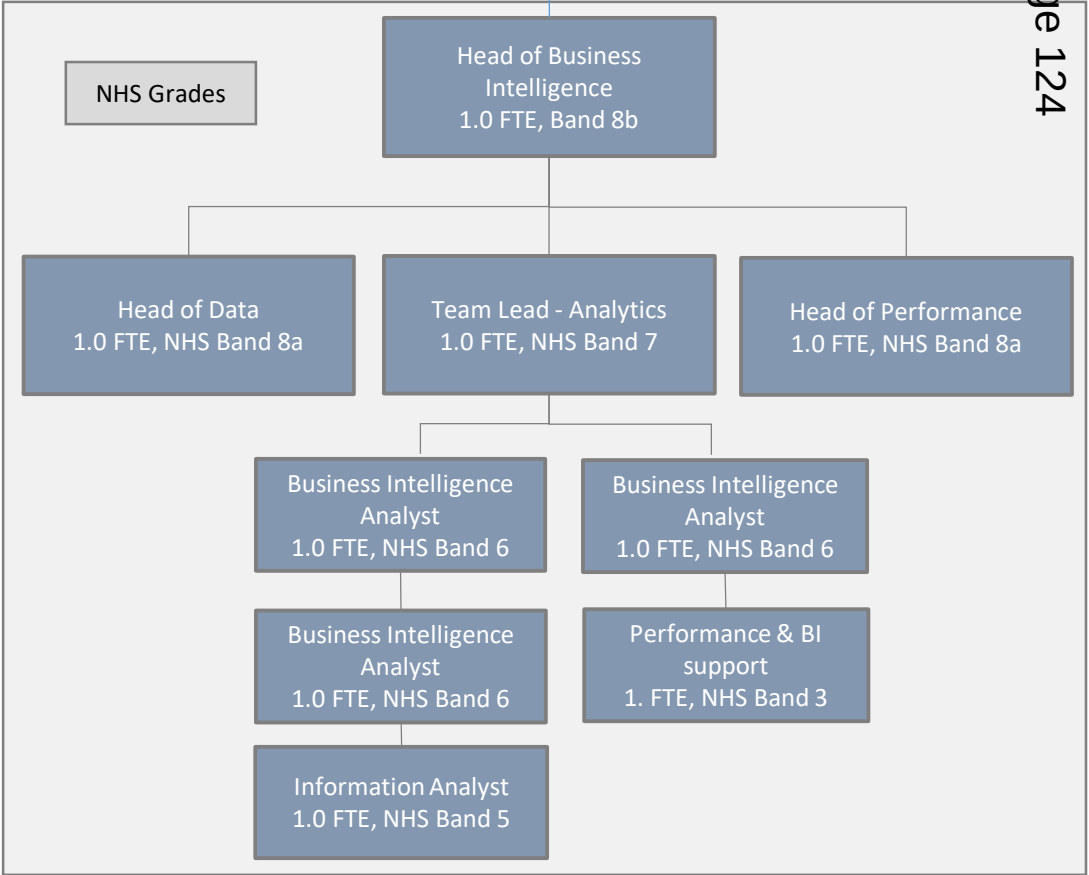
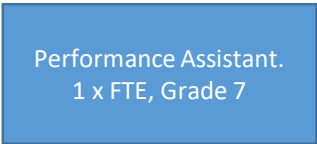
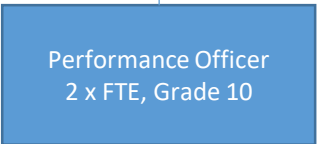
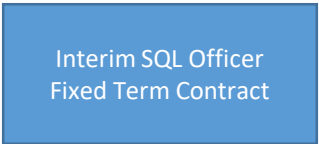
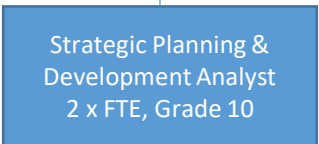
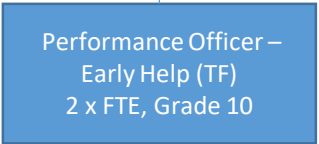
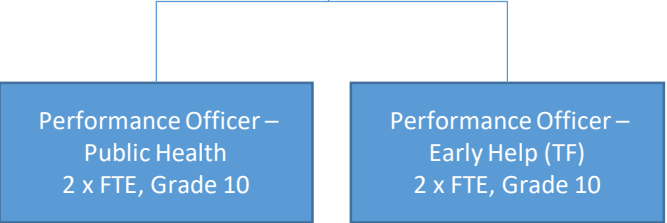
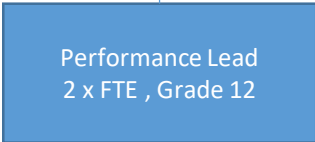
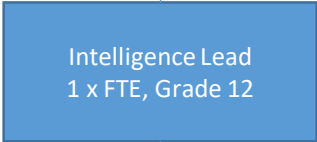
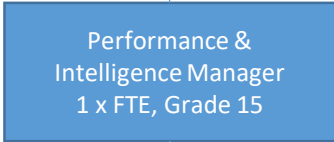
SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
Knowledge		
Knowledge and understanding of the role of economic, financial and statistical methods in the development of economic and/ or social policy.	✓	
Experience of applying cost benefit analysis to the development of specific projects.	✓	
Knowledge and understanding of the role and application of performance management systems.		✓
Knowledge and experience of using large data sets to analyse issues relating to the development of economic and/ or social policy.	✓	
Knowledge and experience of using the methods of economic/ social policy research.	✓	
Knowledge and understanding of the role of project management in the development and implementation of economic/ social policy.		✓
Knowledge and understanding of the strategic direction of national policy in adult social care.		✓
Knowledge and understanding of the legislative requirements and best practice affecting the service.		✓
Skills		
Evidence of ability to think analytically and process large amounts of complex data and information.		
Evidence of a high level of initiative and drive		

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS

The short-listing criteria listed plus the following:

ASSESSMENT METHOD	CRITERIA
Interview	Understanding of the Social Care and Health market
Interview	Knowledge of current trends in delivery of services and how to measure outcomes
Interview	Excellent communication skills and an ability to analyse complex information
Interview	Experience of developing support networks
Interview	Excellent time management skills and an ability to manage conflicting priorities
Interview	An ability to influence partners to deliver joint priorities and objectives
Interview	An ability to apply data analysis, national and local priorities into practical plans and strategies
Interview	Knowledge and understanding of the Transformation Agenda for Social Care
Interview	Knowledge and understanding of Personalisation Agenda





JOB DESCRIPTION



Post Title: Press and Media Liaison Manager	
Department: Corporate Core	Post No: N/A
Division / Section: Corporate Communications	Post Grade: TBA
Location: Town Hall, Knowsley Street, Bury, BL9 0SW	Post Hours: 37 hours per week Monday to Friday (Flexitime scheme in operation)
Special Conditions of Service: Attend at meetings as required including occasional evening meetings.	
Purpose and Objectives of Post: 1. To improve awareness, understanding and public perception of the Council by providing professional and proactive communications and PR advice. 2. To act as the main point of contact and guidance for media activity. 3. To lead and manage the press and media service. 4. To take the lead for digital communications, including social media and video content, through line management of the Digital and Media Officer 5. To participate in multi-agency communications meetings (PCT, Police, Fire Service, Colleges) to create and maintain a consistent approach to borough wide communications and Team Bury matters. 6. Frequent liaison with Elected Members.	
Accountable to: Deputy Chief Executive	
Immediately Responsible to: Head of Communications, Engagement and Marketing	
Immediately Responsible for: Digital and Media Officer	
Relationships: (Internal and External) Internal: Chief Executive, Executive Directors, Senior Officers and all other council staff and elected members of the council. This particularly involves the Leader of the Council, Deputy Leader of the Council, Senior Elected Members, Leaders of the opposition groups, the Cabinet, Scrutiny Chairs and Township Forum Chairs, directorate communications representatives. External: Media – local, regional, national and specialist press and broadcast media. Other local authorities, Government Departments, MPs, MEPs, Police, Fire Service, PCT, Colleges, schools and other external Partners, members of the public, graphics, print and design, external suppliers.	

Control of Resources:

Finance: Responsible for press/media budget £6k

Equipment: Personal Computer, other materials/equipment

Duties / Responsibilities:

1. To manage the press office and its resources.
2. To act as principal liaison officer for communication in the event of an emergency for the Chief Executive and the Press.
3. To facilitate smooth running of elections including staging, backdrops, press packs, handouts on the night and co-ordination of press passes. This also includes candidate and MP liaison and pre-election work.
4. To oversee media training and facilitate training within Council departments and Team Bury as required.
5. To manage digital communications, including social media and video content, by managing the Digital and Media Officer.
6. Work closely with colleagues in departments to provide professional advice on a range of communications, media and public relations issues.
7. Contribute to the development and implementation of an integrated, council-wide communications strategy and lead on the development and delivery of the Council's media strategy.
8. Maintain a responsive and professional, proactive and reactive press office. Ensure relationships are established and built upon with key contacts, and evaluating opportunities for out-of-hours arrangements.
9. Support the planning and development of and delivery of campaigns and promotional activities for corporate and Council-wide issues, ensuring a high, positive profile for all publicity and appropriate links to the Council's stated priorities.
10. Assume copywriting, editorial and production responsibility for a range of corporate publications, key documents and customer-focused information.
11. To manage the Council's reputation and crisis PR issues, including participation in emergency planning and business continuity activities where appropriate.
12. Specific responsibility for developing, editing, managing and maintaining a news service in different mediums.

Safeguarding:

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.

Equality Diversity and Inclusion:

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.

Health and Safety:

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:

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
Educated to degree level, equivalent qualification or relevant experience.	√	
Experience of proactive and reactive media relations delivery	√	
Experience of providing media handling strategies in response to reputation or crisis management situations		
Experience of working in a politically sensitive environment	√	
The ability to write clear and compelling copy in different voices and for a variety of audiences to tight deadlines	√	
Management skills to oversee the day-to-day work of team members	√	
Interpersonal skills including the ability to network, influence and negotiate with a range of people including those at a senior level and external partners	√	
Ability to co-ordinate a busy workload with conflicting priorities and prioritise own work and that of team members as appropriate	√	
Ability to develop and maintain positive relationships with members, officers and partner organisations	√	
Ability to promote a positive image of the council and the borough through proactive communications	√	
Awareness of the issues facing local government and the workings of the council and its services	√	

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS

The shortlisting criteria listed plus the following:

ASSESSMENT METHOD	CRITERIA
Interview - test	Excellent writing skills with the ability to produce clear and engaging copy

BURY METROPOLITAN BOROUGH COUNCIL

JOB DESCRIPTION

Post Title: Communications Manager (corporate)	
Department: Corporate Core	Establishment/Post No:
Division/Section: Communications	Post Grade: Grade 13
Location: Town Hall, Knowsley Street, Bury	Post Hours: 37hours in accordance with the Council's flexi-time scheme.
Purpose and Objectives of Post: Working as part of the communications and engagement team, the postholder will lead a small team of specialists who will delivery corporate communications and staff engagement. They will design and deliver the internal communications strategy ensuring that it supports our organisational development objectives and creates an empowered, engaged, sustained workforce Communications support for the successful implementation of high profile service transformation and change programmes will also be a key part of this role. The postholder will be responsible for corporate publications and also lead and manage communications and marketing campaigns for the Department of Corporate Core Services.	
Accountable to: Deputy Chief Executive	
Immediately Responsible to: Head of Communications, Engagement and Marketing	
Immediately Responsible for: communications and marketing officer (internal), Organisational Change and Engagement Officer	
Special Conditions of Service: None	
Relationships: Internal: Directors, Borough Officers, Service Heads/managers, ICT, Officers of the Council, Elected Members, Press & Media Relations Officer	External: Members of the public, representatives of other local authorities, local authority associations, government departments, suppliers of goods and services, MP's, press/media.
Control of Resources: Health & Safety: Responsible for enforcing best practice in respect of the working environment of the Communications Team and individual responsibility as defined in Health & Safety Regulations. Personnel: Ensure the appropriate development, training and recruitment of communications staff and manage the workload. Equipment: Ensure the effective use, maintenance, storage and provision of all equipment and materials utilised by the Section. Financial: Responsible for budgets appertaining to the section.	

Duties & Responsibilities:

- Delivery of a strategic, two-way internal communications approach that keeps staff engaged and informed. Ensure that staff feel valued, involved with and share an understanding of the organisation's vision, values and behaviours.
- Take the lead on designing and delivering staff engagement mechanisms for the Chief Executive and Exec Directors.
- To be responsible for staff reward and recognition initiatives including the annual staff awards
- To develop the intranet as a key internal communications and engagement tool in conjunction with the web team
- To develop the contribution of internal communication to OD, culture change and the current service transformation and change programmes within the organisation
- Provide an account manager role, taking the lead for all communications projects and campaigns required for the corporate core department
- To liaise with senior managers and elected members on a day-to-day basis on sensitive matters and major campaigns, providing appropriate communications advice.
- To manage corporate publications ensuring that they reflect brand values
- To convene editorial boards for key publications consisting of political representation, as appropriate, plus relevant key officers, working closely with the Head of Service.
- To co-ordinate the work of the team in researching, copywriting and sub-editing copy for publications, communications and campaigns.
- Implementing and maintaining a consistent house style. Monitoring and giving advice on house style and plain language. Provide relevant checklists, guidance, templates and other tools relevant in this area to support production and publication of information
- To ensure compliance with legal and corporate standards governing publicity, information and presentation of material.
- To monitor and evaluate the success of communications activity. To take responsibility for measuring and meeting KPIs in this area of work.
- Deputise for the Head of Communications, Engagement and Marketing as appropriate.

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.

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

Department of Corporate Core Services
Communications Manager (Corporate)

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
Educated to degree level, equivalent qualification or relevant experience.	√	
Experience of developing, implementing and evaluating internal communications strategies, plans and activities	√	
Experience of working in a politically sensitive environment	√	
The ability to write clear and compelling copy in different voices and for a variety of audiences to tight deadlines	√	
Management skills to oversee the day-to-day work of team members	√	
Interpersonal skills including the ability to network, influence and negotiate with a range of people including those at a senior level and external partners	√	
Ability to co-ordinate a busy workload with conflicting priorities and prioritise own work and that of team members as appropriate	√	
Ability to develop and maintain positive relationships with members, officers and partner organisations	√	
Ability to promote a positive image of the council and the borough through proactive communications	√	
Ability to run projects from inception to completion	√	
Awareness of the issues facing local government and the workings of the council and its services	√	

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS

The shortlisting criteria listed plus the following:

ASSESSMENT METHOD	CRITERIA
Interview - test	Excellent writing skills with the ability to produce clear and engaging copy



JOB DESCRIPTION

Post Title: Customer Contact Manager	
Department: Corporate Core	Post No:
Division / Section: Communications, Marketing and Engagement	Post Grade: Grade
Location: 7 Whittaker Street Radcliffe	Post Hours: 37 hours per week (Monday to Friday) Extended Flexi scheme in operation.
Special Conditions of Service: Occasionally may be required to work outside normal office hours and/or away from the office.	
Purpose and Objectives of Post: To provide strategic leadership and management of customer contact providing direction and solutions to service development. To operate effectively in a fast moving environment and ensure the service is committed to continuous improvement and responsiveness to stakeholders to ensure equality of access and excellence in service delivery. To provide the lead role to the council in relation to customer contact and to actively promote and advise on all areas of policy. To remain abreast of legislative developments ensuring the service is provided in accordance with current legislation, guidance and best practice, developing appropriate policies and working practices. To develop the Contact Centre, working with service managers in developing cost effective process re-design and promote the delivery of services through a range of access channels. Ensure vulnerable customers have the help and assistance necessary to engage with the council. To actively contribute to the organisational objectives and strategies for digital services, acting as an advocate of the service, identifying, researching and taking advantage of developments in technology to improve service efficiency. To manage the delivery of a proactive face to face customer contact and payment collection service for the council including internal and external stakeholders, promoting digital assist and self-service options for the council.	

To manage and develop the corporate complaints system, policy and procedures. To manage and direct managers and staff in accordance with agreed objectives and strategies designing work programmes and allocating resources to ensure targets are met.
Accountable to: Deputy Chief Executive (Corporate Core)
Immediately Responsible to: Head of Communications, Marketing and Engagement
Immediately Responsible for: Customer Contact Team Managers and Whittaker Street Receptionist Immediately responsible for the following services Whittaker Street reception area Contact centre (including CCG PAL's) Members casework Complaints system Monitoring and Logging FOI's, SAR's, EIR's Channel Shift
Relationships: Internal Council Officers Elected Members of the council Trade Union Representatives Executive Directors/members of SLT External Members of the public/Businesses/their representatives Suppliers of goods and services Staff from other councils Police/Fire Landlords/Housing Associations/Six Town Housing Members of Parliament System providers Citizens Advice Services Vulnerable customers Local Government Ombudsman Professional bodies
Control of Resources: Internal Systems and Equipment Any as relevant to the service are e.g. Firmstep, Complaints, call recording; to ensure appropriate use of these systems, laptops, computers, data and IT equipment. Health and Safety

To ensure the Health & Safety of staff and members of the public in public reception areas.

Resources

Monitor staffing levels across the various teams, using resources efficiently.

Data

Ensure lawful use of data and Data protection and GDPR guidelines are followed.

Duties/Responsibilities:

1. To provide strategic leadership and management for customer contact providing direction and solutions to develop the service.
2. To lead and develop the provision of a front line service including collection of payments from customers, departments within the council and partners.
3. To manage all contacts and ensure processes are in place to handle and monitor complaints, correspondence, telephone enquiries, web, face to face, social media and email enquiries.
4. Contribute to the overall service plan and set objectives that link to the councils aims and priorities, develop work plans to deliver this and further develop customer contact.
5. Ensure the service achieves or exceeds its priorities and targets including national indicators in particular relating to avoidable contact and channel shift.
6. Contribute significantly to the delivery of council services through a variety of appropriate access channels, deliver efficiencies by ensuring customer migrate to more cost effective channels, particularly self service.
7. To take a lead role for customer service standards across the council.
8. Determine the priorities for the service and allocate resources to these priorities, ensuring they are in line with the strategic plan.
9. Identify and develop innovative ways of providing information and services to customers and clients.
10. Project manage the expansion of the contact centre and the migration of services into the contact centre. Be proactive in identifying relevant services to incorporate in line with council objectives.
11. To ensure the service is focussed on maximising income to the council.
12. Ensure that services are delivered and developed to support those most vulnerable in the borough.
13. Responsible for all matters relating to recruitment, disciplinary, capability performance management, managing attendance and grievance across own areas of responsibility.
14. Regularly review and evaluate all service areas within responsibility to ensure they remain fit for purpose by identifying and implementing efficiency savings on an ongoing basis.
15. Be responsive to sudden changes in legislation or procedures and priorities in order to urgently assess service implications and requirements.
16. Effectively plan and manage resources to ensure the Contact Centre has sufficient staffing, using experience to take account of anticipated peaks and troughs of demand, including seasonal variation, recovery timetable and time of the day/day of the week.
17. Manage and report on complaints, data access requests, freedom of information requests, IER's are logged, monitored and responded to within timescales.
18. Responsible for members casework and ensure queries as responded to within timescales and the service is further developed to provide efficient support.

- 19.Ensure there are effective processes and management information systems in place to maximise and monitor the overall performance of the contact centre. Ensuring quality assurance processes are in place to deliver a high standards of customer service.
- 20.Develop and implement actions to address deficiencies, including improvement plans, staff training and adaptations to processes.
- 21.To ensure the service is delivered in accordance with legislation, guidance and accepted good practice, including the development of appropriate policies and working procedures.
- 22.To develop, manage and monitor service level agreements through effective liaison with service areas.
- 23.Identify new areas of business, and engage with appropriate service managers to recommend centralised delivery of frontline services. Define and deliver the scope of works and redesign of business processes, including promoting the use of and developing processes to migrate customers to more cost effective channels, e.g. self-service.
- 24.Pro-actively work with colleagues to improve service delivery and make amendments to business processes whilst promoting channel shift, using experience of customer behaviour to advise on the suitability of self service.
- 25.Develop and manage the Council's complaints policy taking a lead role to ensure sound and effective procedures are in place. Provide support and guidance in relation to the procedures and report on and learn from complaints.
- 26.Responsible for making a considerable contribution to the development, deployment and effective use of all relevant (current and future) systems integral to the business of the Contact Centre, including the web. Be aware of CRM and contact centre technology and be proactive in developing new technology.
- 27.Develop effective working relationships and liaison with internal and external stakeholders involved or impacted by the service. To ensure these relationships make a positive contribution and that opportunities for partnership working are maximised.
- 28.Effectively chair any meetings within own service area of responsibility ensuring key deliverables and full participation.
- 29.Report to and participate in relevant corporate groups as required delivering key reports and information as required.
- 30.Represent the council at any relevant external forums such as GMCA groups and equivalent.
- 31.To actively participate in the service management team to ensure the service works effectively together, as required participate and lead of behalf of the service.
- 32.Have a good working knowledge of the diverse range of services handled via the Contact Centre, including their priorities and targets.
- 33.Promoting a culture of customer service excellence and continuous improvement across the contact centre.
- 34.To identify training opportunities to ensure own Continuous Professional Development.
- 35.Ensure staff have regular team meetings, 1-2-1s and annual employee reviews. Contribute to the identification of staff continuous professional development.

Safeguarding:

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.

Equality Diversity and Inclusion:

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.

Health and Safety:

The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.

Health and Wellbeing

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: February 2020
Agreed correct by Post holder:	Sign:	Date:
Agreed correct by Supervisor / Manager:	Sign:	Date:

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
Relevant degree or equivalent experience in a customer facing leadership role	X	
Experience of providing strategic leadership and management at a senior level for customer contact providing direction and solutions to develop the service		
Experience of building a customer service function including the development and delivery of appropriate systems integral to the business including the web	X	
Experience of working with service managers to develop cost effective process re-design and promote the delivery of services through a range of access channels	X	
A good working knowledge of the diverse range of services handled via the Contact Centre, including their priorities and targets.	X	
Ability to create a performance driven culture to ensure a high level of service is being provided and staff are engaged	X	
Knowledge of customer behaviour and experience of using this to prompt channel shift to improve service delivery	X	
Leadership skills with the ability to motivate team leaders to create high performing teams	X	
Strong relationship builder with the ability to influence and persuade a range of audiences	X	
Able to interpret and apply data from a variety of sources and make meaningful judgements to support performance management	X	
Ability to remain calm under pressure, use initiative and make decisions	X	
Excellent interpersonal/communication skills with a variety of media and colleagues at all levels	X	
Previous experience of supporting change		X

• Previous experience of managing a staff rota system		X

JOB DESCRIPTION

Post Title: Communications and Marketing Officer	
Department: Communities and Wellbeing	Post No: 9
Division / Section: Communications Team	Post Grade: TBC
Location: Bury Town Hall or any other base within the Borough as required	Post Hours: 37
Special Conditions of Service: - Extended flexi time scheme in operation. - The nature of this post is generally predictable but may occasionally require the post holder to work flexibly and outside of normal working hours to meet service requirements. - Ability to travel inside and outside the Borough for which expenses will be payable in accordance with the Council's conditions of service. - Carry colleagues and services users as passengers where required. - To obtain and maintain the necessary clearances as maybe required from time to time to use and share sensitive, secure or protected data.	
Purpose and Objectives of Post: - To plan and put into action multi-channel internal and external marketing campaigns. - To ensure that all marketing and communications activity supports the borough and council objectives. - To support the Communications Manager in the communications work associated with the wider council and Greater Manchester devolution.	
Accountable to: Deputy Chief Executive	
Immediately Responsible to: Communications Manager	
Immediately Responsible for: N/A	

Relationships: (Internal and External)

- All staff within the department, including senior management
- Managers and staff in other departments
- Members of the public and customers
- User led organisations, partner organisations and community/voluntary groups
- Elected Members, MPs and representative bodies
- External organisations including partner agencies, other local authorities, and related agencies
- Media

Control of Resources:

- Effective use of ICT equipment and systems
- Other resources delegated to the post holder to support and deliver projects
- Maintain adequate stocks of stationery and consumables.

Duties / Responsibilities:

1. Work with services and project leads to develop and deliver communication and marketing plans and toolkits that support service and council objectives.
2. Create and execute inventive and effective campaigns across the full range of offline and online communication channels.
3. Write clear, consistent and engaging copy for a variety of audiences and for the full range of online and offline communication channels. (eg e-newsletters, social media, blogs, website, print, press releases, communications to all households).
4. As a member of the web strategy group maintain and develop the Council's digital channels (eg corporate website, sub-sites, intranet, social media) in order to drive channel shift, inspire behaviour change and promote self help and care.
5. Develop the council's corporate website and improve customer journeys to maximise successful resolution of tasks and to meet and exceed the requirements of the annual SOCITM Better Connected assessment.
6. To advise services on communication and marketing activities and principles.
7. Ensure adherence with Bury Council's corporate identity, advising and guiding others as necessary, to maintain authenticity and protect and enhance the reputation of the council.
8. Create imaginative and eye-catching designs/artwork to use across a wide range of new and traditional marketing channels to appeal to a diverse range of audiences.
9. Research, report on, and make recommendations, on innovative internal and external communication and marketing methods to achieve ongoing improvement.
10. Deliver new and original ways of presenting content and increasing engagement.
11. Work with service teams and partners to develop communication and marketing plans in response to customer behaviour and demand.

- 12.Utilise electronic communication methods as a means of cutting costs in areas such as print.
- 13.Support the Communications Manager with internal and external Greater Manchester Devolution communications and deputise at Greater Manchester meetings.
- 14.To be an active member of Bury Council's Emergency Communications Cadre to provide the council's communications response (on a best endeavours basis) in the event of major and out of hours emergencies.
- 15.Deputise and provide cover for the Press and Media officer to ensure the ongoing protection of the council's reputation, provide timely responses to media enquiries and issue well-timed pro-active PR.
- 16.Conduct research and evaluation of communications and marketing activities to ensure objectives are met and value for money is obtained.
- 17.Liaise with external contractors and specialist suppliers in relation to graphic design, printing, exhibitions, photography, promotions, publishing, signage and outdoor media to ensure effective delivery of communication and marketing projects.
- 18.Responsibility for day-to-day buying decisions, within procurement rules and spending limits.
- 19.Support the communications manager with managing communications and activity specific budgets.
- 20.Establish and maintain positive working relationships to ensure effective partnership working and communications and marketing activity that supports the objectives of the council and partner agencies.
- 21.Regularly plan and schedule social media content.
- 22.Support the development of databases for ongoing CRM Strategy.
- 23.Create presentation slides for communication projects and briefings.
- 24.Attend and participate in supervision sessions, team meetings and employee reviews to contribute to the identification of your training and development needs and the development annual service plans.
- 25.Attend training and development activities as identified as relevant to your role including mandatory training and refresher training to maintain your own Continuing Professional Development.
- 26.To adhere to the appropriate procedures, policies and values of the Council and department.

- 27.Keep up to date with policy, improvement techniques, current practice and relevant legislation. Assess the implications of change and advise the Communications Manager as appropriate.
- 28.Keep up to date with policy, improvement techniques, current practice and relevant legislation. Assess the implications of change and advise the Communications Manager as appropriate.
- 29.Represent the Department at internal and external meetings and provide reports and briefings as required by the Communications Manager.
- 30.Operate safely within the workplace and have due regard to personal responsibilities under Health and Safety legislation.
- 31.Encourage information sharing internally and with other Council departments, partners and external organisations in accordance with data protection guidelines and national, corporate and departmental policies on confidentiality and the management of shared information.

- 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.
- **Health and Wellbeing** -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:



**CORPORATE CORE DEPARTMENT
COMMUNICATIONS AND MARKETING OFFICER**

CORE BEHAVIOURS FOR THE POST (Please tick those relevant)			
Commercial Thinking & Analysis		Planning	✓
Customer Service	✓	Developing Self & Others	
Delivering Results	✓	Teams, Networking & Partnerships	✓
Values, Ethics & Diversity		Adapting to Change	✓
Delivering a Quality Service(Continuous Improvement)	✓		

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
Educated to degree level, equivalent qualification or experience in a relevant subject. <i>(All certificates to be checked at interview)</i>	✓	
Proven, relevant experience in a communications and marketing role.	✓	
Communications/marketing qualification and/or evidence of ongoing professional development	✓	
High level copy writing skills and good ability to translate complex information into informative, readable and, where necessary, inspiring material	✓	
Knowledge of relevant legislation and policies	✓	
Experience of digital content management and development, including social networking/media,e-marketing, websites, etc.	✓	
Track record of creativity in communicating messages and marketing goods or services. This should demonstrate analytical skills, progressive approaches to marketing and/or behaviour change campaigns and the ability to find innovative solutions to problems	✓	
Experience of creating artwork for digital platforms and print production.	✓	
Experience of managing artwork and print production and effective supplier management		✓
Ability to multi-task, prioritise, manage own workload, meet deadlines and make decisions	✓	
Commitment and experience of partnership working		✓
Proficient in Microsoft Office and a good level of experience of creative software eg Quark Xpress and Adobe Creative Cloud applications (Photoshop InDesign, Illustrator,etc).	✓	
Experience of working with press and media. This should demonstrate ability to respond to media enquiries and write press releases.		✓

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS**The shortlisting criteria listed plus the following:**

ASSESSMENT METHOD	CRITERIA
Interview	Constructive approach to time management
Interview	Flexible and able to respond quickly and positively to change
Interview	Team player with good inter-personal and networking skills and the ability to build rapport with others
Interview	Sound negotiating and inter-personal skills
Interview	Understanding of Greater Manchester Devolution and the challenges facing local government
Interview	Experience of working with confidential information in a discrete and sensitive manner

BURY METROPOLITAN BOROUGH COUNCIL

JOB DESCRIPTION

Post Title: Digital Communications and Media Officer	
Department: Corporate Core	Establishment / Post No:
Division / Section: Communications and Engagement	Post Grade: 9
Location Town Hall	Post Hours: 37
Special Conditions of Service: - Occasional attendance at evening meetings and events as required. - Flexi time scheme - Car allowance payable where applicable in accordance with the authority's policies - Completion of relevant professional qualification with appropriate support. Maintenance of continuing professional development as relevant to the role.	
Purpose and Objectives of Post: Working as part of the communications and engagement team, the Digital Communications and Media Officer is responsible for maintaining and improving the council's digital and social media channels. They will also support the press office with proactive and reactive communications, deputising for the Press and Media Liaison Manager in their absence. A key part of this role is to develop engaging content for the organisation's digital channels, including its website and existing social media channels. The postholder is also expected to produce regular analytics to monitor success, make recommendations for improvements and update senior leaders and colleagues on the performance of the council's digital channels.	
Accountable to: Deputy Chief Executive	
Immediately Responsible to: Press and Media Liaison Manager	
Immediately Responsible for:	
Relationships: Internal Employees of the Council Councillors Trade Union Representatives	External Members of the Public Partner organisations
Control of Resources: Physical: Personal Computer (laptop), mobile telephone Financial: allocated budgets for digital projects	

Professional responsibilities

- Create channel-specific content for the council's social media channels targeting our key stakeholders
- Monitor and moderate the council's social media channels
- Create rich media assets for our digital channels, including infographics, gifs and videos
- Monitor and produce analytics reports on digital performance providing commentary on failures, success and learnings to senior management and making strategic recommendations for improvement
- Evaluate the effectiveness of digital communications channels, ensuring usability and accessibility to the full range of council stakeholders
- Use existing tools, such as Google Analytics and SEO tools, to increase the impact of our digital communications
- write and upload customer focused content onto our website for campaigns and work programmes
- To keep on top of new and innovative ways to present our digital content – proposing ways that the council could continue to develop its content in line with changes in digital trends and audience preferences
- Contribute to wider communications, marketing and engagement projects through the delivery of digital assets
- To create and issue proactive media and reactive media responses, liaising with councillors and senior officers as appropriate
- To deputise for the Press and Media Liaison Manager in their absence, providing a full PR function for the organisation
- To communicate in an appropriate, professional, open and accurate manner, respecting confidential information in line with the authority's policies.
- To promote excellent standards of customer service within the team in accordance with Corporate standards

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

Department of Corporate Core Services

Digital Communications and Media Officer

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
• Degree (or equivalent) in a relevant subject or equivalent	X	
• Good knowledge of current key and emerging social media platforms	X	
• A good knowledge of digital analytics and the interpretation of these	X	
• Excellent writing skills with the ability to produce clear and engaging copy	X	
• Experience of writing and editing content for the web and social media in line with relevant best practices	X	
• Experience of working with content management systems	X	
• Experience of managing social media channels, understanding how they work and how to write and plan relevant content for the different channels	X	
• Experience of creating innovative and engaging assets for digital and social media platforms	X	
• Experience of responding to media enquiries and creating proactive media	X	
• Excellent interpersonal skills and the confidence to work with and communicate effectively with people at all levels both inside and outside the organisation	X	
• Ability to organise daily work demands and prioritise competing priorities	X	
• The ability to work under pressure and to tight deadlines	X	
• Ability to create a content management plan		X
• Graphic design skills and the ability to use image creation and manipulation software e.g InDesign		X
• Knowledge of Google analytics and SEO tools		X
• Good knowledge of website content management systems (Umbraco, Wordpress or similar)		X

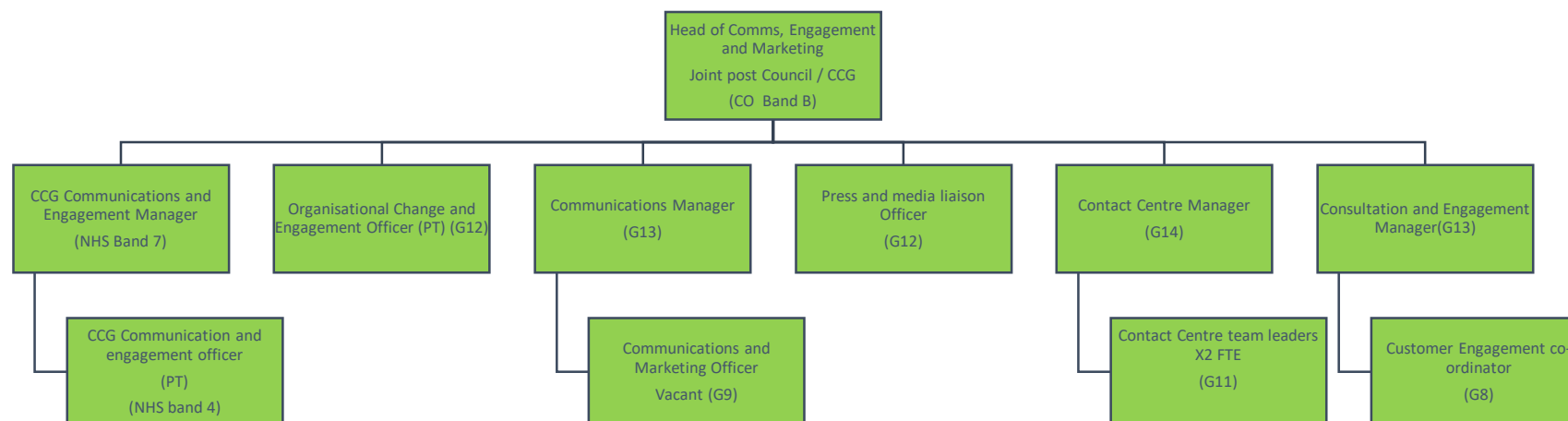
• Experience of the development of digital channels		X

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS

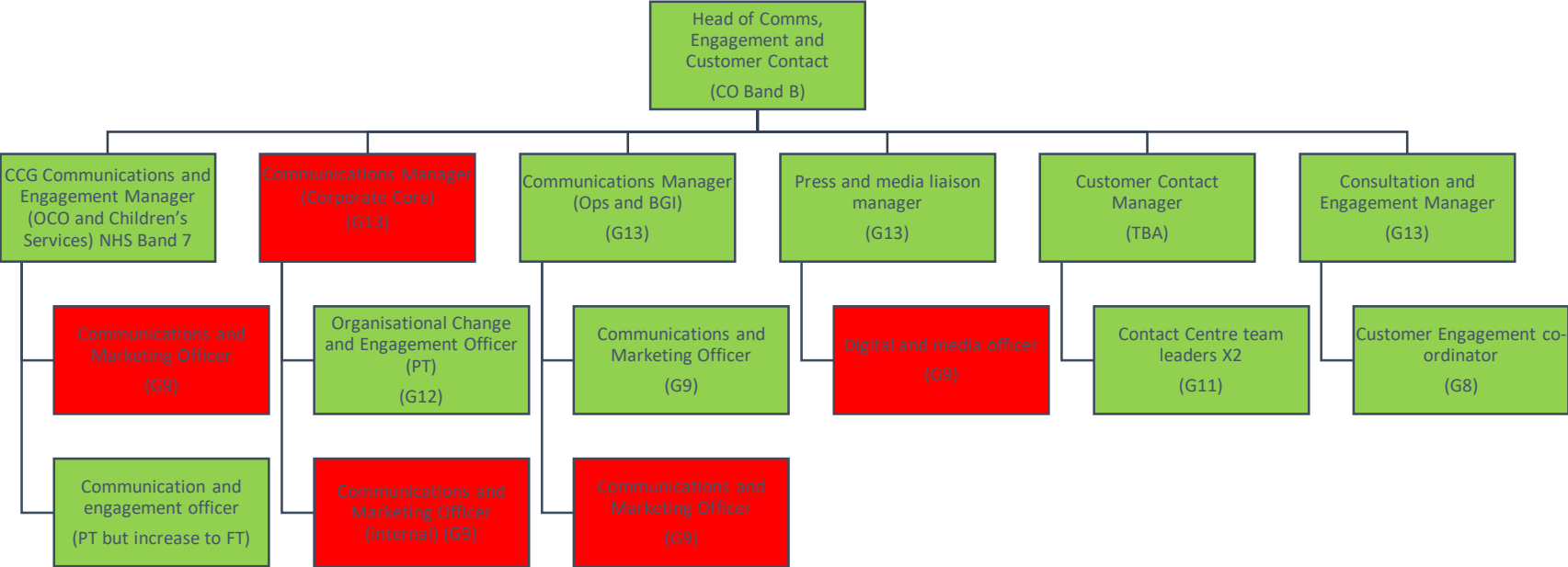
The short-listing criteria listed plus the following:

ASSESSMENT METHOD	CRITERIA
Interview - test	• Excellent writing skills with the ability to produce clear and engaging copy

Communications, Engagement and Marketing Structure – current



Proposed structure – June 2020



JOB DESCRIPTION



Post Title: Principal Democratic Services Officer	
Department: Resource and Regulation	Post No:
Division / Section: Legal and Democratic Services	Post Grade: Grade 12
Location: Town Hall, Bury	Post Hours: 37
Special Conditions of Service: Flexi-time scheme in operation Regular attendance at evening meetings	
Purpose and Objectives of Post: (1) To ensure the efficient and effective operation of the Authority's decision making process at all levels. The service areas and Committees specified may change at the discretion of the Democratic Services Manager. (2) To advise on procedure and ensure the efficient servicing of the Authority's meetings of the Cabinet (as the Council's executive body), including managing the key decision forward plan, agendas and minutes. (3) To advise on procedure and ensure the efficient servicing all of the Councils' regulatory committees. (4) To ensure the efficient servicing of the East Lancashire Trust Board/Executive Committee. (5) To line Manage posts as specified by the Democratic Services Manager. 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.	
Accountable to: Assistant Director -Legal and Democratic Services	
Immediately Responsible to: Democratic Services Manager	

Immediately Responsible for: Democratic Services Officer

Relationships: (Internal and External)

Internal

Democratic Services Manager
Chief Officers
All Officers in Democratic Services
Officers throughout the Authority
Committee Chairs
Elected Members
Co-opted Committee Members

External

Members of Parliament
Government Departments
Local Government Association
Officers and Members of Outside Bodies
Officers of other Local Authorities
Officers and Members of other Public Authorities and Joint Authorities
Press
Complainants
Members of the Public

Control of Resources: authorising payment for sundries?

Equipment: Computer equipment and Modern.gov facility

Duties / Responsibilities:

1. Ensure effective and efficient operation of the Authority's political decision making function and compliance with the Council's Constitution, standards and legislative requirements.
2. Work closely with members and chief officers in the provision and development of political administrative arrangements for the co-ordination and delivery of the Council's business.
2. To deputise for the Democratic Services Manger where necessary.
3. To assist in formulating and to be responsible for implementing and monitoring the forthcoming work programme for the Council's Executive, and maintain the Key Decision forward plan.
4. Convene meetings, prepare the agenda and attend on behalf of the Chief Executive/Assistant Director - Legal and Democratic Services those Committees, Sub-Committees, JCCs, Appeal/Review Boards, Working Groups and other bodies, as assigned to the postholder.
5. Provide advice on procedure and as necessary at meetings of Committees and other bodies attended on behalf of the Chief Executive/Assistant Director - Legal and Democratic Services.
6. Prepare reports for and Minutes arising from the meetings of Committees, Sub-Committees, JCCs, Appeal/Review Boards and Working Groups.
7. Prepare and distribute action Minutes to ensure appropriate action is taken by the relevant Chief Officer to implement decisions.
8. Respond, as appropriate, to questions raised by members of the public at meetings of Committees, Sub-Committees, Appeal/Review Board and other public meetings.

9.	Deal with correspondence and issues arising from Committees, Sub-Committees, Appeal/Review Boards and Working Groups.
10.	Deal with correspondence and general issues arising from the general administrative functions of the Section.
11.	Maintain schedules of matters arising from meetings to ensure their consideration, as appropriate, at other Committees and Sub-Committees.
12.	Convene and chair pre-agenda meetings of appropriate Directors and other Officers to co-ordinate the preparation of agenda and reports
13.	Provide advice, briefing notes and assistance, as required, to Elected Members, Directors/ Officers, Chairs of Committees and Sub-Committees.
14.	Prepare written suggested answers to questions raised in accordance with the Council Procedure Rules at Council Meetings, to assist Chairs to respond.
15.	Initiate and develop policy issues and undertake project assignments as required by the Democratic Services Manager.
16.	Help ensure compliance with Health and Safety Guidelines and Instructions as set out in the Health and Safety Policy including the maintenance of the accident/incident reporting procedure.
17.	Maintain various registers and lists as allocated by the Democratic Services Manager.
18.	Provide assistance to the Democratic Services Manager, as appropriate, in connection with the annual appointments procedure for Committees, other internal groups and outside bodies.
19.	Undertake a lead co-ordination and development role for specific activities determined by the Democratic Services Manager currently including Education Appeals Co-ordination, Member Services Co-ordination and Development, Computer Systems Development and Democratic Services Co-ordination.

Safeguarding:

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.

Equality Diversity and Inclusion:

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.

Health and Safety:

The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.

Health and Wellbeing:

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: J Gallagher	Date: 06.02.20
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor / Manager:	Sign:	Date:

BURY COUNCIL
JOB DESCRIPTION



Post Title: Scrutiny Team Leader	
Department: Corporate Core	Establishment / Post No:
Division / Section: Legal and Democratic Services	Post Grade: Subject to job evaluation
Location: Town Hall, Bury	Post Hours: 37
Special Conditions of Service: Flexi-time scheme in operation Regular attendance at evening meetings	
Purpose and Objectives of Post: (1) To ensure the efficient and effective operation of the Authority's decision making process at all levels within the service areas and for the Committees specified by the Democratic Services Manager. The service areas and Committees specified may change at the discretion of the Democratic Services Manager. (2) To ensure the efficient and effective operation of the Authority's Scrutiny Function. (3) To be responsible for the drafting, production and monitoring of terms of reference, scrutiny review work, and the Scrutiny Annual Report. (4) To support and advise the Statutory Joint Overview and Scrutiny Committees in collaboration with the appropriate local authorities, primarily in regard to the services provided by the Pennine Acute Hospitals NHS Trust. (5) To assist the Democratic Services Manager in providing effective development and training for members of the Committees. (6) To represent the Chief Executive/Director of Legal and Democratic Services as appropriate at meetings of bodies allocated to the post holder. (7) To undertake project assignments on specific activities as determined by the Head of Democratic Services. (8) To act as deputy to the Head of Democratic Services and to deputise in his/her absence.	
Accountable to: Assistant Director of Legal and Democratic Services	
Immediately Responsible to: Democratic Services Manager	

Immediately Responsible for:

Responsible for all staff in the Section in the absence of the Head of Democratic Services
Senior Democratic Services Officer
Education Appeals Officer

Relationships: (Internal and External)

Internal

Head of Democratic Services
Chief Officers
All Officers within Democratic Services
Officers throughout the Authority
Leader and Deputy Leader of the Council
Executive Members
Chairs of Scrutiny Committees, Panels and Boards
Elected Members
Co-opted Members

External

Members of Parliament
Government Departments
Local Government Association
Officers and Members of Outside Bodies
Officers of other Local Authorities
Officers and Members of other Public Authorities and Joint Authorities
Press
Complainants
Members of the Public

Control of Resources:

Personnel

In the absence of the Head of Democratic Services other staff in the Section

Equipment

Computer terminal
Printer

Health and Safety

Help ensure compliance with Health and Safety guidelines and instructions as set out in the Health and Safety policy.

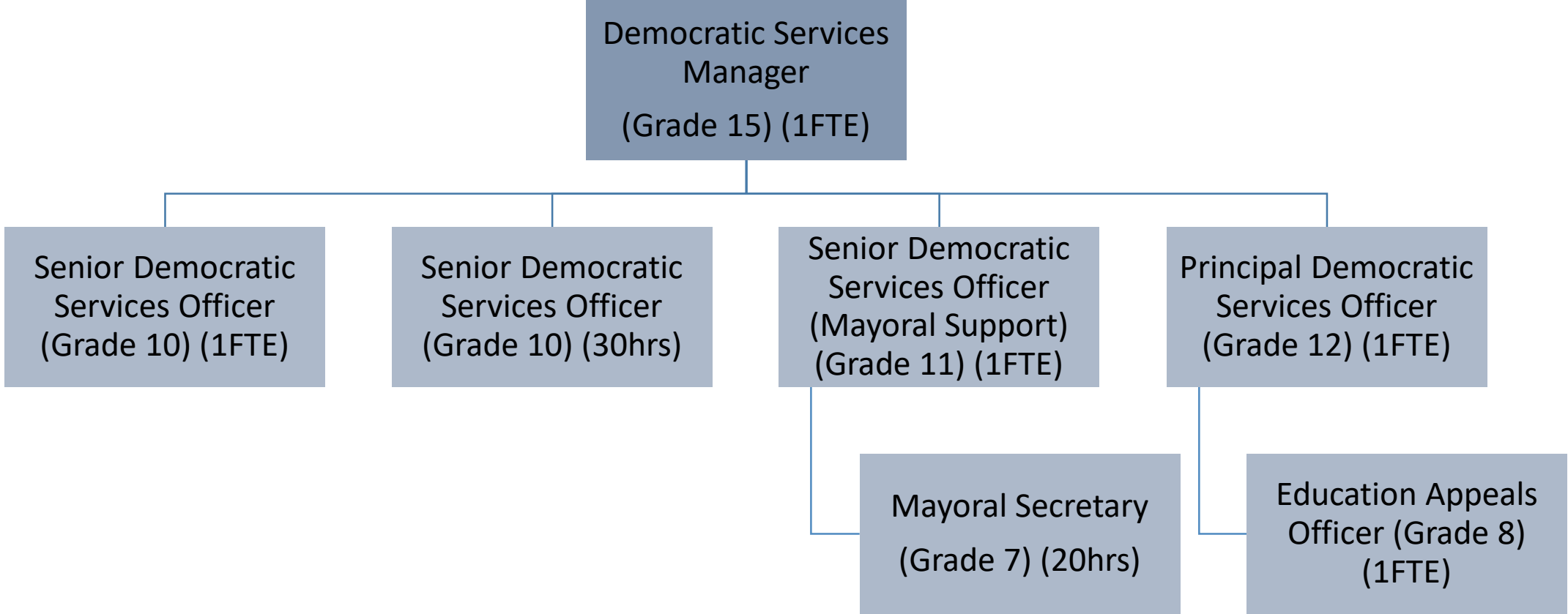
Duties / Responsibilities:

1. Maintaining awareness of changes in legislation, policy and practice in respect of the scrutiny function.
2. Assisting the overview and scrutiny committees in Bury with a range of support activities, to include work programming, advice, research, project planning and report writing.
3. Liaising with appropriate Officers within the Authority to ensure the provision of relevant information to the Overview and Scrutiny Committees.
4. Liaising with external organisations in terms of their information provision to the Overview and Scrutiny Committees, (to include briefing witnesses and other providers of evidence).
5. Assisting Members with the drafting of Scrutiny reports.
6. Contributing to training for Members and Officers.
7. Draft the Annual Scrutiny Report
8. Working closely with Democratic Services Officers to ensure overall support to the scrutiny function.
9. Assisting the Assistant Director, Legal and Democratic Services in the development and implementation of the scrutiny function.
10. Assisting the Assistant Director, Legal and Democratic and Services in delivering the scrutiny work programme, monitoring and reporting on the effectiveness of the scrutiny function
11. Initiate and develop policy issues and undertake project assignments as required by the Democratic Services Manager.
12. Undertake a lead co-ordination and development role for specific activities determined by the Democratic Services Manager currently including Education Appeals Co-ordination, Member Services Co-ordination and Development, Computer Systems Development and Democratic Services Co-ordination.
13. Provide advice, briefing notes and assistance, as required, to Elected Members, Directors/ Officers, Chairs of Committees and Sub-Committees.
14. Prepare written suggested answers to questions raised in accordance with the Council Procedure Rules at Council Meetings, to assist Chairs to respond.
15. Help ensure compliance with Health and Safety Guidelines and Instructions as set out in the Health and Safety Policy including the maintenance of the accident/incident reporting procedure.
16. Maintain various registers and lists as allocated by the Democratic Services Manager.
17. Provide assistance to the Democratic Services Manager, as appropriate, in connection with the annual appointments procedure for Committees, other internal groups and outside bodies.
18. Undertake a lead co-ordination and development role for specific activities determined by the Democratic Services Manager currently including Education Appeals Co-ordination, Member Services Co-ordination and Development, Computer Systems Development and Democratic Services Co-ordination.

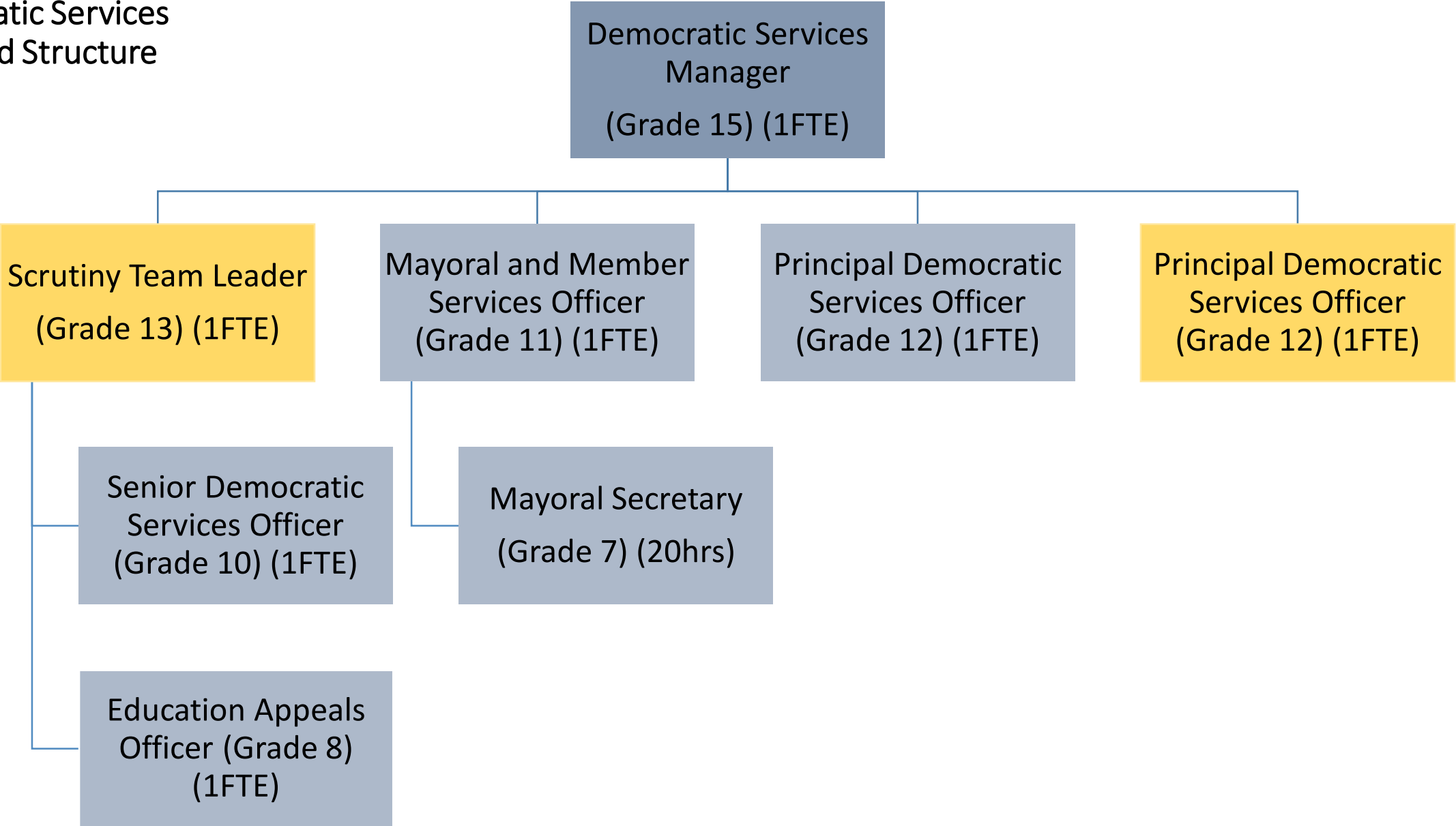
Any other duties of an equal nature appropriate to the post as may be determined by the Director/Chief Officer.
(See paragraph 203 of Supplemental Conditions of Service)

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

Democratic Services
Current Structure



Democratic Services
Proposed Structure



Job Description

Job reference	
Job Title	Deputy Director of Corporate Core (Governance and Assurance)
Team	Corporate Core
Band	8C
Responsible to	Deputy Chief Executive (Corporate Core)
Accountable to	
Location/base	Bury campus, however the postholder will be required to travel and work across any number of locations/bases to meet the needs of the role

Job Purpose

The Deputy Director of Corporate Core a joint role working across NHS Bury CCG and Bury Council under its single five departmental structure and will provide corporate leadership across a wide and varied portfolio and will work closely with the CCG Accountable Officer in ensuring the CCG deliver against its Statutory Duties through robust governance and Assurance Framework arrangements whilst being directly accountable to the Deputy Chief Executive (Corporate Core) and supporting with the on-going operational delivery across the CCG and Council structure in line with the strategic intent.

They will ensure high-quality delivery of strategic and operational goals, CCG governance and programme activity. The role has three main functions:

- To lead a portfolio of individual responsibilities on behalf of the Deputy Chief Executive (Corporate Core), providing effective leadership and support to all staff within the team;
- To contribute to the wider corporate leadership of the CCG and Council including the operational support to and performance management of departments across the CCG and Council; and
- To ensure the integrity of the CCG's governance structure is maintained and works effectively, including appropriate governance support is in place to plan work of the CCG through the most appropriate channels

The postholder will

- act independently, taking timely and at times, highly significant decisions to ensure the operational delivery for the CCG and Council, driving change and improvement by supporting and influencing across the single five departmental structure;
- be key in supporting the CCG to achieve its aims and be responsible for maintaining the highest levels of corporate governance through ensuring the highest standards of probity according to statutory and legislative requirements that relate to corporate matters, interpreting how they relate to the business of the CCG;
- be responsible for the troubleshooting and leading the planning for delivery of key programmes of work, including leading major strategic projects for the Deputy Chief Executive (Corporate Core) or Accountable Officer across the CCG and Council and wider health economy as required;
- lead service developments and policy reviews in areas impacted by key performance issues;
- oversee the delivery of the on-going agenda in respect to CCG corporate governance, statutory requirements, CCG risk management, joint health and safety, joint information governance, and operational delivery of local arrangements to enable efficient and effective decision making;
- lead on the corporate development and management of the internal infrastructure to ensure that the CCG and Council develop as high performing organisations;
- manage budgets in respect to the CCG Board, Clinical Directors and other associated CCG corporate functions, including identification and delivery against cost saving plans in each of the areas as required;
- support system-wide partnership working and contribute to the assurance of the CCG and Council.

- To ensure the integrity of the CCG governance structure is maintained and works effectively, including appropriate governance support is in place to plan work of the CCG through the most appropriate channels
 - o This post is accountable for all CCG governance compliance –Accountable directly to CAO for this aspect of work
 - o Responsible for the SCB Business Unit to drive and manage SCB business, in consultation with Council democratic service
 - o Key member of corporate core leadership team responsible for establishing, leading and managing new set of joint “back office” provision and new standards of culture and delivery

Key Working Relationships

The post holder will work collaboratively through the development of sustainable and effective relationships with a range of internal and external stakeholder, including but not limited to:

- members of the Joint Executive Team;
- the CCG Membership, Clinical Directors and Clinical Leads;
- Lay Members;
- Elected Members;
- Staff Side (Union) representatives and full-time officials;
- Bury's Voluntary, Community and Faith Alliance (VCFA) and other third sector organisations as required;
- Patients, residents and members of the public;
- Healthwatch;
- Greater Manchester Health and Social Care Partnership;
- Local Care Organisation.

Communication

The post holder will be required to:

- establish excellent communication with internal and external stakeholders through regular contact and interaction;
- engage with internal and external stakeholders over sensitive, highly complex, contentious and confidential issues;
- use a wide range of communication skills to convey sensitive, highly complex, contentious and confidential issues, overcoming hostile reactions to the topic of information to a range of audiences;
- develop and maintain productive relationships using effective proactive communication mechanisms to appropriately influence the planning, management and delivery against key work areas and programmes;
- sustain effective working relationships with the Executive Directors, Directors, lead clinicians, elected members and other senior management post-holders ensuring that the operational requirements of the CCG and Council are effectively managed and co-ordinated
- be pro-active in promoting the CCG and Council vision, values and behaviours, acting as a senior role model, supporting corporate initiatives and exhibiting agreed values in all interactions;
- have responsibility for briefing on key work areas and other highly complex and contentious matters as well as contributing to strategic level developments across the department and wider departments;
- prepare written strategic reports and briefings on a regular basis which are high-quality and relevant to meet the needs of work areas and programmes. as required. taking into account the need to articulate operational and professional issues clearly to a diverse audience.

Analytical and Judgement Skills

The post holder will be required to:

- Think strategic, anticipating and resolving problems before they arise;
- Make judgements involving highly complex facts or situations which require interpretation and comparison of a range of options;

- Take decisions on difficult and contentious issues where there may be a number of courses of action;
- Collate as required, qualitative and quantitative information and lead appropriate analysis to develop robust business cases and contribute to programmes of work;
- Analyse, interpret and present data to highlight issues, risks and support decision making, highlighting exceptions and risks to ensure that appropriate mitigating action can be taken;
- Prepare reports summarising status on issues, appraising outcomes, and providing progress reports for a range of audiences, including the Executive Management Team and Boards.

Planning and Organising

The post holder will be required to:

- Plans and organise a broad range of highly complex activities, across health and social care systems formulating and adjusting plans to reflect changing circumstances;
- Define and manage processes, initiate the creation of planning documents;
- Management of the Deputy Chief Executive's (Corporate Core) business plan ensuring delivery against key objectives for the department and liaising with other Directors and leads within the Corporate Core Department;
- working proactively with Directors and Chief Officers / Department Leads to support the development of robust departmental business delivery plans, ensure they are fit for purpose and through a system of review and evaluation are being implemented in a timely way;
- Lead operational management from a corporate perspective, acting as a mediator and where necessary, decision-maker between departments on organisational wide issues with cross-department implications, and ensuring timely and effective resolution of such cross-department issues;
- Regularly monitor and review plans and identify areas that require adjustment for changes in local need and in response to changes in national policy guidance;
- Develops plans that seize opportunities, mitigate threats and deliver against the CCG's strategic objectives;
- Monitor the performance against agreed objectives taking corrective action when performance is not in accordance with performance plan;
- Responsible for delivery of corporate projects with implications for the wider health and economy, as required by the Deputy Chief Executive (Corporate Core)
- providing leadership and direction to support effective agenda planning and administration of Board, committee and sub-committee meetings;
- lead on the development and delivery of the CCG's Strategic Objectives, ensuring that they are clearly defined to inform the business planning and organisational objective setting process;
- contribute to the development and delivery of the departments business objectives, ensuring that these objectives are aligned to the strategic objectives and achieved in accordance with the agreed values;
- challenging existing systems and processes, ensuring that progressive solutions, which take into account models of best practice and best use of resources, are incorporated and rolled out accordingly;
- Participate in the CCG on-call rota, taking full corporate responsibility.
- To contribute to the wider corporate leadership of the CCG and Council including the operational support to and performance management of departments across the CCG and Council; and
- Responsible for producing and subsequently owning joint corporate plan across council and CCG including co-design of joint strategic priorities across the two organisations from non-exec level (CCG GB and Council Cabinet) and engagement and development of detail through leadership network of 100 managers across two organisations
- Deputy to Director of Corporate Core Services for corporate core business and ED Strategic Commissioning for any matters of CCG/NHS Governance

Strategy/Policy/Service Development and Implementation

The Post Holder will be required to strategically lead the following specific portfolio and programmes of work:

Corporate Governance and Risk Management (CCG)

- Develop and ensure the integrity of the CCG governance structure is maintained and works effectively, including appropriate governance support is in place to plan work of the CCG through the most appropriate channels;
- Provide independent expert advice and support to the Accountable Officer, CCG Chair, Governing Body and CCG Membership, on all matters relating to CCG statutory and legislative compliance and interpretation;
- lead on the CCG's Governance Framework, including the CCG Constitution, and supporting Scheme of Reservation and Delegation and Committee Handbook to ensure compliance with Statutory Legislation, Regulation and guidance;
- Actively and continuously improve the CCG governance function ensuring that it provides an efficient, LEAN and value-added service that reflects high performance and best practice;
- ensure the delivery of the smooth operation of the formal decision-making and reporting arrangements, including organising all sub-committee meetings, timely production and distribution of agendas, minutes and papers;
- Review and oversee arrangements to ensure all formal meetings and sub-committee of the Governing Body are properly constituted with clear terms of reference, membership and record keeping;
- lead on the production of the CCG's Annual Report and AGM in accordance with Statutory Requirements;
- lead on the production of the CCG's Annual Governance Statement on behalf of the Accountable Officer
- lead, on behalf of the Accountable Officer, the development and on-going management of the CCG Governing Body Assurance Framework and identification and management of Strategic / Principal risks to delivery;
- Ensure that all long-term strategic plans are incorporated into the GBAF and that progress against milestones and actions is effectively monitored and reported to the Governing Body or appropriate Committee;
- Ensure the standing committees of the Governing Body are properly constituted with clear terms of reference, and that meetings are conducted in compliance with these;
- lead on the arrangements for managing Conflicts of Interest;
- regularly review all CCG corporate risks identified through the Risk Management Framework, providing feedback and challenge to ensure the required reporting and mitigating actions are adhered to;
- develop and implement effective systems for recording and monitoring CCG governance and risk information and to provide reports across the range of committees;
- promote a culture within the CCG where governance and risk management are seen to be everyone's responsibility;
- lead on the Risk Management Strategy and arrangements across the CCG ensuring that a proactive approach in respect to identification, assessment, mitigation and management of risk is taken.

Business Support

- Lead on the development of a corporate Business Support Unit to oversee the effective management of the strategic decision-making body, and the provision of administrative support to the wider Governance structure;
- Manage the Business Support function once established, as accountable lead across the Council and CCG

Health and Safety Management (joint)

- Provide strategic oversight in respect to all Health and Safety matters, including compliance with the Health and Safety at Work Act and other statutory requirements across the CCG and Council;
- Ensure compliance with all health and safety related standards from external programmes and ensure the required policies and procedures are in place and capable of providing robust evidence and continuing improvement;

- Ensure that a rolling programme of Health and Safety assessments is in place in accordance with Legal and Statutory obligations, including maintaining records for the purposes of audit trails;
- Ensure appropriate arrangements are in place for the thorough investigation of Health and Safety related incidents.

Information Governance (joint)

- Provide strategic oversight in respect to the Information Governance agenda, including compliance with the Data Protection and Security Toolkit and other statutory requirements across the CCG and Council;
- Ensure compliance with all Information Governance standards to support both effective and compliant internal processes and working across partners and external programmes through the provision of appropriate strategies, policies and procedures
- Ensure an Information Governance development programme is in place that raises awareness and challenges compliance in accordance with legal and statutory obligations;
- Lead on the development of operational services in respect to Subject Access and Freedom of Information request
- Ensure an appropriate Data Protection Officer provision is in place, which meets the needs of the health and care system, and may include undertaking the role, providing subject matter expertise as required

General

- Lead on the development of an Organisational Development strategy in a health and care setting;
- Take the lead for high profile organisation wide projects on behalf of the Deputy Chief Executive (Corporate Core)
- translate corporate, local and national strategies into clear objectives and action plans and lead the implementation of these plans;
- maintain a good knowledge of emerging policies in respect to areas of responsibility and wider NHS and Local Government policy to inform thinking and development of strategy accordingly;
- Advise the Deputy Chief Executive (Corporate Core) on new practice / developments required to achieve corporate and Divisional objectives, implementing these as appropriate.
- interpret and implement national guidance and policies for implementation across the CCG and Council, providing advice to the Deputy Chief Executive (corporate core) and other Executives / departmental teams as necessary;
- proposing and drafting changes to, and implementation and interpretation of policies, guidelines and service level agreements (SLA's) which may impact on services for the CCG or Council;

Responsibilities for physical and financial resources

The Post Holder will be required to:

- Act as budget holder for a number of specific corporate budgets;
- Constantly strive for value for money and greater efficiency in the use of these budgets and to ensure that they operate in recurrent financial balance year on year;
- Ensure relevant corporate contracts are kept under review, evaluating in respect to value for money and ensuring compliance with contractual terms and conditions;
- Support the identification and delivery of cost improvement and QIPP schemes;
- Act in a way that is compliant with Standing Orders, Standing Financial Instructions and Scheme of Reservation and Delegation;
- Be an authorised signatory for all expenditure within their portfolio
- ensure the optimum use of resources, including the establishment and maintenance of effective management processes to ensure effective financial control

Leadership/Management and Human Resource Management

The Post Holder will:

- Lead, line manage, motivate and develop staff so as to maintain the highest level of staff morale and to create a climate which embodies the organisations values and where staff feel empowered

and accountable for service improvement at local level so that they are able to deliver against corporate, team and individual objectives

- be responsible for the day-to-day line management of staff management matters;
- undertake appraisal for own direct reports and ensure an effective staff appraisal process is implemented, and ensure that training and development needs are identified and met appropriately;
- continually review the skill mix to ensure this reflects the demands and to implement skill mix, staff deployment/changes as appropriate;
- forge positive working relationships, and work in a matrix / network management style to achieve the objectives of the CCG and Council, department and teams;
- recruit as necessary and performance manage a team that delivers a range of tasks within a matrix structure in a new and challenging environment;
- lead on the effective planning in respect to CCG Governing Body appointments, including management of Terms of Office in line with legislative requirements and regulations.
- be the intelligent commissioner in respect to the GMSS HR & LD, EDHR Level Agreements and oversee the work programmes;
- support opportunities for talent to be developed across the CCG and Council to ensure continuity and a clear succession planning process;
- promote a culture of lifelong learning;
- prioritise own time to be available to coach and mentor others;
- role model leadership behaviours, challenging inappropriate behaviour and recognise and value appropriate behaviour, consistent with agreed values.
- To lead a portfolio of individual responsibilities on behalf of the Deputy Chief Executive (Corporate Core), providing effective leadership and support to all staff within the team;
 - o CCG Risk management and CCG, CCG committees and statutory boards (the SCB; CCG GB;)
 - o Joint corporate lead on complaints, FOIA and SARs requests – co-ordinating network of c30 staff to ensure consistent governance across two organisations including managing relationship with relevant regulatory functions including ICO; LG Ombudsman and NHS??
 - o Responsible for business support provision across the two organisation including completing a review to agree new ways of working, structures, budget and delivery mechanisms (better use of digital; user self-service; shared capacity). Team of c100 staff across two organistaions
 - o Management of joint health and safety provision and associated teams – CCG commissioned service and Council team of 4 FTE plus network of c30 “champions”. To include mandatory training; risk assessment; incident reporting and interface with HSE
 - o Representing Corporate Core at joint Corporate Landlord meeting to manage provision across buildings network of c100 sites – specific lead on health and safety

Information resources

The Post Holder will be required to:

- analyse, interpret and present data to highlight issues, risks and support decision making;
- Use highly complex data to develop corporate plans;
- Highlight exceptions and risks emerging from the corporate programme, ensuring mitigating action can be taken to keep the programme on track;
- responsible for leading on transformation and adherence to the principles of information governance.
- ensure that effective systems are in place which enable the timely review and updating of the operational policies in line with objectives across the CCG and Council, taking into account identified risk management needs.

Freedom to Act

The post holder will

- report to the Deputy Chief Executive (Corporate Core), working at Deputy Director level across the CCG and Council with considerable freedom to act to interpret information on policies, procedures and senior high-level management plans.

Partnership Working/Collaboration

The post holder will:

- Lead on ensuring compliance with the CCG's Equality and Diversity Duties;
- communicate and provide highly complex information to a wide range of internal and external stakeholders;
- Present highly complex information about projects, initiatives and services to a wide range of stakeholders in a formal setting;
- Commit to working and engaging constructively with internal and external stakeholders on a range of contentious and challenging issues;
- Nurture key relationships and maintain networks internally and externally, including regional networks.

Research, Development and Audit

The post holder will:

- Undertake regular audits and reviews in relation to own work area;
- regularly review performance against key objectives, indicators and measurables identified as part of the overarching business plans to provide assurance to the Executive Team.

Corporate Responsibilities

As a senior representative the post holder will be expected to:

- promote the agreed vision, and mission and to uphold the values in all day to day activities and delivery of services;
- take corporate accountability for the delivery of shared corporate responsibilities e.g. relevant contribution to Corporate Objectives, Risk Register and Assurance Framework;
- ensure the CCG and Council develop a culture that promotes equality and values diversity and that the service you provide meets the needs of all service users. This may involve the development and monitoring of policies and procedures to ensure the services you provide are inclusive to all;
- participate in an agreed on-call rota;
- Work in accordance with the Health and Safety at Work Act 1974 and subsequent legislation to undertake a proactive role in the management of risks in all their actions. This includes:
 - Undertaking risk assessments in line with the approved risk assessment process;
 - Reporting all incidents, near misses and hazards in line with the approved reporting arrangements/system;
 - Undertaking a statutory duty of care for your own personal safety and that of others;
 - Attending all statutory and mandatory health and safety training, appropriate to the role
- maintain the security and confidentiality of information you come across in your role in CCG in line with CCG policies and protocols;
- protect and safeguard vulnerable people (children and adults), being aware of child and adult protection procedures and who to contact for further advice
- attend safeguarding awareness training and to undertake additional training appropriate to their role;
- carry out all duties and responsibilities of the post in accordance with approved Equality, Diversity and Human Rights policies, avoiding unlawful discriminatory behaviour and actions when dealing with colleagues, service users, members of the public and all other stakeholders.
- promote awareness of and respect for Equality, Diversity and Human Rights in accordance with approved policies and procedures;
- undertake Equality Analysis and any related training, as required in accordance with the duties of the post and the relevant approved policies and procedures.

The job description and person specification are an outline of the main tasks, responsibilities and requirements of the role. The post holder will carry out any other duties as may reasonably be required

by their line manager commensurate with the band of the post. The job description and person specification may be reviewed on an on-going basis in accordance with the changing needs of the CCG.

Post Holder:

Date:

Signed.....

Date.....

Manager:

Signed.....

Date.....

Please insert name of person who developed Job Description and date

Person Specification**Deputy Director of Corporate Core****Band 8c**

Please refer to this document carefully when completing your application form and preparing for your interview. You must demonstrate how you meet the criteria marked 'A' on your application form.

Criteria	Description	Essential	Desirable	Method of Assessment
Professional Registration	Not required			
Qualifications	Masters level qualification or equivalent experience.	✓		A/C
	Project Management qualification	✓		A/C
	ICSA Health Care Governance		✓	A/C
	NEBOSH Health and Safety	✓		A/C
	A recognised Information Governance qualification and recent training in IG, GDPR, DP or SIRO responsibilities, or willingness to undertake	✓		A/C
Skills Knowledge and Experience	Significant previous experience as a senior manager or demonstrable capability and capacity for managing at a senior level in a highly complex environment, including track record of staff management, financial management, performance management and change management.	✓		A/I
	Extensive knowledge of a range specialist areas (governance, health and safety, information governance, data protection, NHS and Council complaint legislation) acquired through post graduate diploma or equivalent experience or training plus further specialist knowledge or experience to masters level or equivalent	✓		A/I
	Ability to analyse highly complex problems and to develop practical and workable solutions to address them	✓		I
	Ability to think and plan strategically, tactically and creatively and to prioritise work programs in the face of competing demands.	✓		A/I

	Ability to manage and deliver to deadlines and within resources.	✓		I
	Ability to collaborate constructively with internal and external partners to create the conditions for successful partnership working.	✓		A/I
	A good understanding of the changing NHS and Public Sector reform environment.	✓		I
	Ability to be intellectually flexible and to look beyond existing structures, ways of working, boundaries and organisations to produce more effective and innovative service delivery and partnerships.	✓		I
	Sound political judgement and astuteness in understanding and working with complex policy and diverse interest groups	✓		I
	Excellent inter-personal and communication skills, with a track record in writing complex business cases and policies.	✓		I
	High level of work organisation, self-motivation, drive for performance and improvement and flexibility in approach and attitude	✓		I
	Strong sense of commitment to openness, honesty and integrity in undertaking the role.	✓		I
	Able to provide and receive highly complex, sensitive and contentious information, negotiate with senior stakeholders on difficult and controversial issues and present highly complex and sensitive information to large and influential groups	✓		I
	Able to negotiate and persuade on difficult and highly complex matters where there are different options	✓		I
	Able to take decisions on difficult matters where there may be a number of courses of action	✓		I
	Able to deliver results through managing others and using a range of levers where there is no direct line management responsibility	✓		I

	Able to work autonomously and on own initiative			
Equality and Diversity	Understanding of and commitment to the principles, practices and promotion of equality and diversity.	✓		I
Other	Physical Skills – standard keyboard skills Physical Effort – able to work in a standard office environment, travelling between the campus sites and other locations as required Mental Effort – able to carry out complex pieces of work which require periods of concentration, dealing with frequent interruptions which may require change from one activity to another Emotional Effort – able to deal with difficult situations on a regular basis in the event of emergencies arising through the on-call rota and where performance targets have not been met. Working Conditions – able to work in an agile way, hot-desking on a daily basis as part of a standard office environment			

***Method of Assessment:**

A=Application form

I=Interview

P= Presentation

T=Test

C=Certificate AC = Assessment Centre

*Where stated 'Car owner/driver essential' is subject to the provisions of the Equality Act (2010)

JOB DESCRIPTION

Post Title: Health and Safety Manager																					
Department: Corporate Core	Establishment / Post No:																				
Division / Section: Governance and Assurance	Post Grade: Grade 15																				
Location: Town Hall, Bury	Post Hours: 37 hours per week Monday to Friday (Flexitime scheme in operation)																				
Special Conditions of Service: Occasional attendance at evening meetings as required. On the out of hours contact list.																					
Purpose and Objectives of Post: To lead in the development of Health and Safety related services, policy, strategies and arrangements to ensure compliance with legislation and best practice. To manage the development and delivery of specialist advice, and support managers within the council and CCG , including schools, in relation to Health and Safety to ensure the compliance with statutory responsibilities. To work closely with colleagues to ensure an integrated approach to employee health and wellbeing, occupational health and health and safety. To manage the team ensuring projects and service level agreements are delivered efficiently, effectively and within appropriate timescales.																					
Accountable to: Deputy Chief Executive / Director of Corporate Core Services																					
Immediately Responsible to: Deputy Director – Governance and Assurance																					
Immediately Responsible for: Health and Safety Advisors (2-3FTE),																					
Relationships: (Internal and External) <table border="0"> <tr> <td>Designated Health and Safety Director</td> <td>Fire Service</td> </tr> <tr> <td>Departmental Health and Safety Coordinators</td> <td>Police</td> </tr> <tr> <td>Employees, Schools and Work Experience students</td> <td>AGMA CCRU</td> </tr> <tr> <td>Public, Private and Voluntary Organisations</td> <td>Contractors</td> </tr> <tr> <td>Trade Union Representatives</td> <td>Elected Members</td> </tr> <tr> <td>Other Local Authorities/LATCO's etc</td> <td>Health and Safety Executive</td> </tr> <tr> <td>North West Employers Organisation</td> <td></td> </tr> <tr> <td>Service Users & Members of the Public</td> <td></td> </tr> <tr> <td>Clinical Commissioning Group colleagues</td> <td>Six Town Housing</td> </tr> <tr> <td>Other professionals and organisations</td> <td></td> </tr> </table>		Designated Health and Safety Director	Fire Service	Departmental Health and Safety Coordinators	Police	Employees, Schools and Work Experience students	AGMA CCRU	Public, Private and Voluntary Organisations	Contractors	Trade Union Representatives	Elected Members	Other Local Authorities/LATCO's etc	Health and Safety Executive	North West Employers Organisation		Service Users & Members of the Public		Clinical Commissioning Group colleagues	Six Town Housing	Other professionals and organisations	
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Other professionals and organisations																					

Control of Resources:

Monitoring/Authorising of Health and Safety budgets and other funding arrangements as required. Recharging of services including SLAs and schools.

Security of personal computer, laptop.

Equipment - light and noise meters, chemical tests, surface slip tester, Emergency Planning equipment.

Duties and Responsibilities:

1. Manage, direct, support and develop staff in the team to ensure the delivery of efficient and effective quality services. Support and coach work experience students and trainees on other placements.
2. Undertake tasks relating to recruitment, 1-1's, employee review and development, managing attendance, capability and discipline of responsible staff.
3. Promote team work and motivate staff to ensure effective working relations.
4. Participate in the development of an annual service plan for own areas of responsibility, establishing targets and agreeing individual work plans/projects for own staff. Ensure workplans reflect the Council's and CCG's responsibilities including the statutory responsibilities for schools and are delivered within prescribed timescales. Agree separate work plans and priorities to deliver agreed SLAs and with Six Town Housing as part of the Council's Client responsibilities where there is benefit in mutual development and/or service provision. Responsible for the delivery of your own workplan.
5. In conjunction with the Head of Service manage and monitor the budget for Health and Safety and ensure income is received and invoices/recharges are processed.
6. Grow the service by researching and developing opportunities for income generation.
7. Benchmark and monitor trends and meaningful measures/performance indicators to demonstrate high quality and valued services and improve performance. Continually look for ways to improve services, processes and efficiencies.
8. Ensure the Council and CCG complies with appropriate legislation, codes of practice and best practice in relation to its health and safety and fire responsibilities.
9. Lead on the development and implementation of the Council's health and safety policy and other related policy, strategies and procedures, guidance, standards and risk control systems. Consult with stakeholders and trade unions as appropriate.
10. Provide specialist objective and independent advice, guidance and coaching to managers, employees, schools and elected members on health and safety issues to enable them to meet their health and safety needs, comply with their health and safety responsibilities and best practice and raise awareness of potential health and safety issues. To include legal, technical and practical/procedural advice.

11.	Lead a positive approach to engaging employees, managers and elected members to be fully supportive of the principals and mainstreaming of health and safety throughout the Council and CCG raising awareness and creating a positive and supportive health and safety culture.
12.	Undertake research and lead/participate in multi-disciplinary project groups to develop, review and implement policies, strategies, procedures and guidance relating to health, safety and resilience and other corporate initiatives.
13.	Produce reports and present to Executive Management Team, JCCs and other relevant Boards as appropriate.
14.	Ensure the Council's and CCG's health and safety training and e-learning packages are appropriate and reflect legislative requirements and best practice. Set baseline training standards for managers and a range of additional provisions to ensure that up to date and effective training is designed and developed and that managers, employees and elected members receive effective training in their Health and Safety responsibilities.
15.	Responsible for developing and maintaining effective processes for reporting and investigating accidents and other significant health and safety issues, incidents and dangerous occurrences.
16.	Undertake independent and confidential investigations into allegations of misconduct and complaints in relation to health and safety and other issues if required.
17.	Undertake auditing, monitoring and reviewing of standards, arrangements and incidents across the Council , including schools and the CCG, where/when appropriate and prepare materials/evidence for use in any legal cases.
18.	Ensure that members of the Executive Management Team and managers of the Council and CCG are provided with information about strengths, weaknesses, identified gaps and any identified unacceptable standards. Take direct action, if necessary, in liaison with departmental managers as appropriate, including stopping work where there is serious and/or imminent danger and/or significant risk to health.
19.	Liaise with the HSE co-ordinating inspections, legal challenges/defence, supporting managers throughout the process. Ensure any issues identified are escalated to Executive Management Team and support managers with putting action plans in place and ensuring actions are implemented and monitored.
20.	Remain abreast of national, local and council wide developments/issues in order to deliver a proactive and demand led service.
21.	Ensure that the Council's statutory health and safety responsibilities are met in relation to schools including advising on setting policies and standards, undertaking investigations and audits and liaising with Children's Services and schools should systems fall short of agreed standards.
22.	Monitor the health and safety management arrangements of, and health and safety management standards achieved by, Six Town Housing. To identify any weaknesses, gaps, and unacceptable standards which may have an impact on the Council. To advise Six Town Housing accordingly and to initiate appropriate action by the Council.
23.	Develop and deliver Service Level Agreements where appropriate, agreeing and monitoring support arrangements to ensure the provision of a professional and comprehensive Health and Safety service.

24.	To work closely with occupational health and other health and wellbeing professionals across the Council to ensure comprehensive joined up strategy and services. Ensure appropriate advice and guidance is given in all areas identified in risk assessments including health surveillance and vaccines.
25.	Represent the Council on regional and national panels/groups feeding back best practice and arrangements to the Council.
- 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 Manager:	Sign: Date:

JOB DESCRIPTION

Post Title: Operations & Emergency Response Manager (Forward Incident Officer)	
Department: Corporate Core	Establishment/Post No:
Division/Section: Emergency Response & Resilience Team (ERRT)	Post Grade: G12
Location: Bradley Fold	Post Hours: 37 hours per week. In accordance with service requirements, including nights, weekends and public holidays.
Special Conditions of Service: - Weekend/Bank Holiday and out of hours working when required and as necessary to maintain Service delivery – shift allowance - Paid meal breaks taken within the Control Centre (equivalent to 20 minutes every 6 hours pro-rata) - Maintain an appropriate valid Security Industry Association (SIA) licence - Regular CRB checks in accordance with BS7858 - To act as a Forward Incident Officer during emergency response and critical incidents	
Purpose and Objectives of Post: - To lead in the development and delivery of Emergency Response and Resilience related services, policy, strategies and arrangements to ensure compliance with legislation and best practice. - To manage the organisational response to Emergency Response planning, including acting as Forward Incident Officer and overseeing the application of Emergency Plans and Procedures during a critical incident. - To manage the team ensuring projects and service level agreements are delivered efficiently, effectively and within appropriate timescales, including the service level agreement for Emergency Response on behalf of Bury CCG. - To be responsible for the management and business development of the Emergency Control Room and Emergency Response Centre. - To lead on the development, implementation and monitoring of operational and business opportunities for the ERRT and, where applicable, with partner agencies in order to secure continuous improvement in service delivery. - To manage the delivery of existing and emerging initiatives e.g. Service/Activity Reviews and redesign and associated budgets. - To represent Emergency Control and wider ERRT in relation to operational and staffing issues as required.	
Accountable to: Deputy Chief Executive, Corporate Core	
Immediately Responsible to: Chief Information Officer	
Immediately Responsible for: - Health, Safety and Resilience Co-ordinator - Operations Supervisor Control Room - Emergency Control Coordinators and on occasions Community Response and other Security Personnel as required - Safety and Resilience Assistant	
Relationships: Internal:	External: Emergency Services and other public bodies and utilities

All other Council & CCG employees and other, including client representatives
Elected Members
CCG Governing Body

Members of the public
Contractors and other partner agencies
Clients and other agencies including schools, colleges and NHS settings
AGMA CCRU

Control of Resources:

Finance: Responsibility for day to day expenditure and income (both capital and revenue) of the Emergency Control Room and Emergency Response in conjunction with the Financial Services Division and external funding bodies. Authorisation for spend to be undertaken by the Chief Information Officer who is accountable to the Deputy Chief Executive, Corporate Core.

Equipment: Communication equipment, security monitoring equipment, access control systems, CCTV hardware and software equipment and all other equipment in the Central Control Room.

Health & Safety: Ensures compliance with health and safety guidelines and instructions as set out in the Council's and sections health and safety policies and procedures. Reports and actions incidents and hazards.

Personnel: Management of the Operations Supervisor – Control Room
Management of the Emergency Response Team, including wider team of senior officers as required
Oversight of Emergency Control Coordinators and on occasions Community Response and other Security Personnel as required

Duties/Responsibilities:

Management

Working closely with the Operations, Safety & Resilience Manager the postholder is expected to:

- In conjunction with the Head of Service manage and monitor the budget for Emergency Response & Resilience and ensure income is received and invoices/recharges are processed.
- Lead on the development of business plans to grow the service by researching and developing opportunities for income generation.
- Benchmark and monitor trends and meaningful measures/performance indicators to demonstrate high quality and valued services and improve performance. Continually look for ways to improve services, processes and efficiencies.
- Ensure the Council complies with appropriate legislation, codes of practice and best practice in relation to its emergency response and civil contingencies responsibilities.
- Oversee the work with the CCRU and work closely with the CCG and Councils' Business Partners to ensure the development, co-ordination, preparation, maintenance and review of the Councils Major Incident Plan and all other civil contingency/emergency response plans, guidance, procedures and arrangements.
- Lead on the development and implementation of the Council's resilience related policy, strategies and other procedures, guidance, standards and risk control systems. Consult with stakeholders and trade unions as appropriate.
- Provide specialist objective and independent advice, guidance and coaching to managers, employees, schools and elected members on resilience issues.
- Lead a positive approach to engaging employees, managers and elected members to be fully supportive of the principals and mainstreaming of emergency response throughout the Council raising awareness and creating a positive and supportive health and safety culture.
- To oversee the management of the day to day operation of the Emergency Control Room and the provision of services provided for our clients, partners and other stakeholders

Control Centre Operational Efficiency and Effectiveness

- To ensure operational activity is conducted to the highest standards and complies with appropriate procedures, codes of practice, service level agreements, licensing and legislative requirements.
- To be aware of developments within the security and community safety sectors, both legislative and technological and in conjunction with the Operations Supervisor ensure that the Service is best placed to take advantage and/or respond accordingly.
- To oversee the work programme for the service with responsibility for recruitment, selection, discipline and employee welfare.

- To contribute to the formulation of vision and business plans for the service in conjunction with senior management and play a leading role in bringing about infrastructure and accommodation improvements.
- To implement an ongoing training, development and induction programme, including the introduction and maintenance of effective operational procedures for all staff to ensure competency and efficient service delivery.
- To develop effective working relationships with other partners both within Bury Council and externally, to ensure that the ERRT plays an active part in the delivery of 'Best Value' security and community safety services.
- To operate and maintain a robust on call management response regime to ensure management and decision making contributions for corporate and service issues for this unique 24/7 service area.

Tasking and Coordination

- To ensure that effective, accurate, up to date records and information are maintained by all staff to ensure effective service delivery.
- To give instruction and guidance Operations Supervisor and brief other ERRT personnel to ensure efficient, effective, safe and informed service delivery.

Management Information, Resources and Administration

- To lead and develop an effective operational and technical performance management framework for the Control Centre and submit regular written reports.
- To maintain and regularly assess the shift patterns to ensure minimum levels of cover at all times including for holiday and sickness cover.
- To take responsibility for the continuous audit of Control Centre administrative systems to ensure accuracy and identify areas for improvement.
- To be accountable for monitoring contractors and ensuring compliance with tender preparation, equipment specifications and order deliveries and subsequent invoice verification.
- To attend court and give evidence as requested on behalf of the Council relating to all aspects of the Control Room and where necessary support Emergency Control Coordinators in similar circumstances.

Quality and Service Development

- To actively assist in the development of a "Customer Care" philosophy within the Control Centre.
- To regularly review the operation of allocated service delivery areas and where appropriate ensure that client service level agreements are met and views evaluated through consultation and feedback.
- To contribute to the maintenance and achievement of service area Quality Accreditation.
- To ensure that the Control Centre operates in accordance with all service procedures, statutory guidelines and is working towards compliance with new regulations and where necessary the training and development of staff.
- To discuss and advise internal clients on security matters and potential solutions such as alarm systems, CCTV, crime prevention, after consultation with the other Operational Supervisors, other management staff and/or the Head of Community Safety (Operational).
- To identify and make recommendations regarding potential Control Centre improvements, training and staff development.

Corporate, Service and Statutory Responsibility

- To lead on the development of the Authority's Emergency Plan as required and to take responsibility for its implementation.
- To participate in the Authority's Emergency Plan as required, including taking on the role of Forward Incident Officer
- To contribute to the maintenance of safe working practices in a tidy, clean and safe environment in accordance with the Authority and Services Health and Safety policies and procedures.
- To ensure cooperation with colleagues, other Council departments and agencies to ensure effective partnership working relationships.
- To ensure Control Centre compliance with service requirements with regard to confidentiality and security of information, including computerised data.

- To contribute to the reduction of corporate risk and enhanced security and community safety.
- To contribute in a positive way to the challenges and priorities arising out of the Crime and Disorder Act (1998), in particular Section 17, the work of the CCRU and other relevant bodies.

Safeguarding:

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.

Equality Diversity and Inclusion:

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.

Health and Safety:

The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.

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



JOB DESCRIPTION

Post Title: Operations, Safety & Resilience Manager (Forward Incident Officer)	
Department: Corporate Core	Establishment/Post No:
Division/Section: Emergency Response & Resilience Team (ERRT)	Post Grade: G11
Location: Bradley Fold	Post Hours: 37 hours per week. In accordance with service requirements (full rota working comprising days, evenings, nights and weekends).
Special Conditions of Service: • Weekend/Bank Holiday and unsociable out of hours working when required and as necessary to maintain Service delivery • Uniform and protective equipment provided and to be worn at all times • A requirement for Lone working in situations of staff shortages, operating within service guidelines and in order to maintain essential service delivery • Paid meal breaks taken at the Security Depot (equivalent to 20 minutes every 6 hours pro-rata) • Must have a full Category B driving licence with no more than a maximum of 3 penalty points at the commencement of employment. NB. Other driving restrictions apply as part of the Council's reducing road risk policy. • Maintain an appropriate valid Security Industry Association (SIA) licence e.g. Door Supervision • Regular DBS checks in accordance with BS7858 • To act as a Forward Incident Officer during emergency response and critical incidents	
Purpose and Objectives of Post: • To be responsible for the day to day operational management and business development of the Community Response Team within ERRT including during an emergency response. • To ensure the efficient, effective and coordinated management and supervision of the 24/7/365 mobile Community Response Team with the objective of reducing corporate risk, vandalism, theft, arson and trespass and encouraging the safe use of the Council's facilities, premises and land. • To manage the operational response to Emergency Response planning, including acting as Forward Incident Officer and overseeing the application of Emergency Plans and Procedures during a critical incident. • To contribute to the development, implementation and monitoring of operational and business opportunities for the ERRT and where applicable with partner agencies in order to secure continuous improvement in service delivery. • To contribute and develop existing and emerging initiatives e.g. Service/Activity Reviews and redesign and to lead on the development of effective partnership working practices and client liaison re. Service Level Agreements and Traded services. • To ensure the efficient and effective implementation and management of specific allocated priority work areas against statutory standards for health and safety and industry best practice.	
Accountable to: Deputy Chief Executive Corporate Core	
Immediately Responsible to: Chief Information Officer	
Immediately Responsible for: • Community Response Officers, and on occasions casual/agency staff and other service personnel as required • On occasions Emergency Control Coordinators and other Emergency Response Personnel as required	

Relationships: Internal: All other Council & CCG employees and other, including client representatives	External: Emergency Services and other public bodies and utilities. Members of the public Clients, contractors and other partner/client agencies including schools, colleges and NHS settings
Control of Resources: Equipment: Communication equipment, security monitoring equipment, access control systems, CCTV hardware and all other equipment utilised by the Community Response Service. Health & Safety: Ensures compliance with health and safety guidelines and instructions as set out in the Council's and sections health and safety policies and procedures. Reports and actions incidents and hazards. Personnel: Day to day Supervision of Community Response Officers and other mobile/static security personnel as required. Transport: Ensure vehicles are checked (oil, water, fuel, etc) and that optimum use is made of them. Finances: Responsibility for day to day expenditure and income (both capital and revenue) of Community Response in consultation with the Chief Information Officer, Financial Services Division and external funding bodies. Monitoring/Authorising of Health, Safety and Resilience budgets and other funding arrangements (e.g. flooding). Recharging of services including SLA's and schools.	
Duties and Responsibilities Management Working closely with the Operations & Emergency Response Manager the postholder is expected: • To lead on the development of a joint business plan for ERRT to provide a consistent and effective service, including the delivery of the Emergency Response SLA for the CCG. • To ensure operational activity is conducted to the highest standards and complies with appropriate procedures, codes of practice, service level agreements, licensing and legislative requirements. • To take responsibility for maintaining awareness of developments within the security and community safety and emergency response sectors, and ensure that the Service is best placed to take advantage and/or respond accordingly. • To manage and develop the work programme for the service with responsibility for recruitment, selection, discipline and employee welfare. • To contribute to the formulation of vision and business plans for the service in conjunction with senior management and play a leading role in bringing about infrastructure and accommodation improvements. • To implement an ongoing training, development and induction programme, including the introduction and maintenance of effective operational procedures for all staff to ensure competency and efficient service delivery. • To develop effective working relationships with other partners both within Bury Council and externally, to ensure that the Community Response Team plays an active part in the delivery of 'Best Value' security and community safety services. • To recognise and act accordingly to the differing security and community safety needs within a culturally diverse community. • To operate and maintain a robust on call management response regime to ensure management and decision making contributions for corporate and service issues for this 24/7 service area.	

Community Response Service Operational Efficiency and Effectiveness

- To manage and coordinate the day to day operation of the Community Response Team and the provision of services provided for our clients, partners and other stakeholders.
- To be responsible for the efficient and effective shift to shift coordination, management and service delivery of the 24/7/365 Community Response and Security Service.
- To ensure an acceptable response by the Community Response Service and other personnel to all incidents and alarms and that accurate incident reports and visit sheets and other occurrences are maintained.
- To evaluate operational risk on a regular basis and produce assessments and/or training to mitigate or control such risk/threats.
- To ensure that relevant information from Community Response Service activities and other
- To assess CRO equipment and ensure it operates at optimum performance levels and where necessary liaising with suppliers/contractors.

Tasking and Coordination

- To ensure through regular monitoring that effective, accurate, up to date records and information to and from staff is maintained by all personnel to ensure effective service delivery and accountability.
- To take responsibility for the management of all Community Response staff and oversee the setting of key tasks and allocation of staff resources and duties
- To be responsible for undertaking regular one to ones, sickness reviews, approval of annual leave and undertaking employee reviews.

Management Information, Resources and Administration

- To contribute to the provision of an effective operational and technical performance management framework for the Community Response Service.
- To maintain and regularly assess/project shift patterns and rotas to ensure minimum levels of cover at all times including for holiday and sickness cover.
- To ensure that work undertaken outside normal service level agreements is recorded and submitted for recharging.
- To respond to problems identified and escalated by Community Response Officers.

Quality and Service Development

- To actively assist in the development of a "Customer Care" philosophy within the ERRT.
- To contribute to the maintenance and achievement of service area Quality Accreditation.
- To ensure that the Community Response Service operates in accordance with all service procedures, statutory guidelines and is working towards compliance with new regulations and where necessary the training and development of staff.

Corporate, Service and Statutory Responsibility

- To participate in the Authority's Emergency Plan as required, including taking on the role of Forward Incident Officer
- To attend court and give evidence as requested in relation to service area incidents/observations.
- To contribute to the maintenance of safe working practices in a tidy, clean and safe environment in accordance with the Authority and Services Health and Safety policies and procedures.
- To ensure cooperation with colleagues, other Council departments and agencies to ensure effective partnership working relationships.
- To ensure Community Response Service compliance with service requirements with regard to confidentiality and security of information, including computerised data.
- To contribute to the reduction of corporate risk and enhanced security and community safety.
- To contribute in a positive way to the challenges and priorities arising out of the Crime and Disorder Act (1998), in particular Section 17, the work of Team Bury (CDRP) Partnership and other relevant bodies.

Safeguarding:

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.

Equality Diversity and Inclusion:

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.

Health and Safety:

The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.

Health and Wellbeing:

As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.

Job Description Prepared by

Sign:

Date:

Agreed by Postholder

Sign:

Date:

Agreed correct by Supervisor/Manager

Sign:

Date:

JOB DESCRIPTION

Post Title: SAFETY & RESILIENCE ASSISTANT	
Department: Corporate Core	Establishment/Post No:
Division/Section: Emergency Response and Resilience Team (ERRT)	Post Grade: G8
Location: BRADLEY FOLD	Post Hours: 37 hours per week in accordance with scheme of flexible working hours
Special Conditions of Service: - The post holder will normally work days but may be called upon to work out of hours e.g. in the evening or at weekends/Bank Holidays in emergencies to assist with service requirements in the event of a major emergency. - Maintain a valid frontline Security Industry Association (SIA) CCTV Operator Licence - Regular DBS checks in accordance with BS7858 and vetting/requirements of Greater Manchester Police (including partners and family members). - To adhere to strict confidentiality and data protection requirements - To drive, on occasions, a Council vehicle to undertake site assessment or to support operational activities (non-front line)	
Purpose and Objectives of Post: - To assist with the provision of a comprehensive customer focused business support service to ensure the management and delivery of efficient and effective business and finance/budgeting systems - To assist in supporting the development of arrangements and practices in relation to safety and resilience including researching, updating, reviewing, and publishing plans, procedures, policies and arrangements. - To ensure effective, coordination and delivery of all ERRT services and business systems - To actively promote business opportunities within the ERRT and ensure the service fully meets client requirements - To provide administrative support in relation to the delivery of Service Levels Agreements across the ERRT client base including schools. - Responsibility for quality management assurance and quality system monitoring and development, including client and customer liaison - To liaise with Police, businesses and other partner agencies/organisations to address operational issues. - To contribute to further service improvements and growth through delivering effective support.	
Accountable to: Chief Information Officer	
Immediately Responsible to: Operations & Emergency Response Manager	
Immediately Responsible for: N/A	
<u>Relationships: Internal:</u> All Corporate Core employees and employees of all other departments. Trade Unions, Elected Members Partner Agency employees e.g. NHS Head teachers and other school based staff Heads of Establishments	<u>External:</u> Police and other Emergency Services, Members of the public Personnel within Public and Private partner/client organisations Local Community and Voluntary Groups, Government Agencies Solicitors, Statutory Voluntary & Private Sector Agencies MP's & MEPs. Other public bodies e.g. Bury College, NHS
Control of Resources:	The Council's Emergency Control Centre and all equipment/items specifically provided or designated for use in emergencies including rest centre provisions including: PC's and associated equipment; protective clothing to be used by responders and all training and reference materials and equipment

Equipment:	Responsible for the ordering of specialist equipment/uniforms/protective clothing used within the team
Health & Safety:	To exercise due care and ensure personal safety and that of others during the delivery of the service. To be aware of relevant Health & Safety legislation in relation to employees, visitors and service users To assist management in the implementation and review of risk assessments in relation to the ERRT
Financial	Responsible for petty cash, purchase card transactions and the recording, spending and tracking of budgets
Duties/Responsibilities: Management, Resources and Administration To work with the Operations & Emergency Response Manager and the Operations, Safety & Resilience Manager to ensure operational activity is conducted to the highest standards and complies with appropriate procedures, codes of practice, service level agreements, accreditation, licensing and legislative requirements. To assist in coordinating, preparing, maintaining and populating the Council's Major Incident Plan and all other civil contingency/emergency response plans, guidance, procedures and arrangements using CCRU templates where appropriate. To take an active role in the delivery of the emergency planning service to schools buying into the Emergency Planning Service Level Agreement: including preparing materials and information, assisting with the preparation of risk assessments, emergency procedure documents, business continuity plans and evacuation mapping as directed. To assist in supporting the Council's response to any emergency, potential emergency or similar occurrence during working hours, or, in the event of a major incident working out of hours as required. To support with regular reviews of risk assessments in the workplace and business continuity measures to ensure resilience. Analyse and report on the resources of the ERRT in order to ensure continuity and service delivery. To advise and provide guidance for ERRT staff on a day to day basis and assist in sourcing any training, where appropriate. To provide administrative support to the Bury Resilience Forum and the Emergency Planning Lead Officers before, during and after meetings. To assist with the arranging of health and safety and civil contingency meetings, response training, development, debriefs and exercises including organising rooms, communicating with participants and taking notes if required. To deal with all initial enquiries and operational / business requests regarding the Service. Quality Assurance and Service Development To assist with the development and maintenance of Performance Management and Customer satisfaction systems. To assist with the coordination and management of business sector accreditation and quality assurance standards. E.g. the management of full Police vetting/SIA Door Supervision/CCTV/Non Frontline staff/first aid requirements for staff within the service To coordinate, manage and process all ERRT CCTV/Data Protection Subject Access requests. To assist with coordination and development of marketing and promotional materials for the Team as required e.g. Traded Services Events, signage, service profiles. To keep an awareness of new and changing legislation in the areas of resilience and emergency planning, best practice and specialist areas and to assist with the provision of advice and guidance on civil contingency duties. Service Area Operational Efficiency and Effectiveness	

To assist ERRT personnel in the implementation, development and review of procedures and working practices to ensure Best Value and efficient and cost-effective service delivery.

To coordinate the resolution and reporting of operational incidents and environmental issues to appropriate service areas and clients in a precise and timely manner using service computerised reporting systems.

To be familiar and conversant with all operational equipment and be able to operate such equipment in emergency situations and/or to progress or monitor operational incidents e.g. Public space CCTV and redeployable CCTV units.

To assist in the maintenance of the Emergency Control Room ensuring the main emergency communications systems are ready and available for use 24 hours a day should the need arise. Maintain and test equipment in the control room and at Bradley Fold ensuring it is in working order. Liaise with ICT/Bradley Fold for repairs as required.

To assist in processing and ensure that all financial requests and transactions are carried out, by maintaining accurate and up to date records, including ensuring that work undertaken outside normal service level agreements is recharged back to the service.

To take responsibility for the ordering and delivery of stock within the limits set by the Section's allocated income and expenditure budget.

To be responsible for petty cash imprest and manage Procurement and Purchase Card transactions in accordance with Authority procedures using the Unit 4 Financial System.

To ensure that all stores, equipment and materials used by the Team are maintained in good order and that adequate stock levels are held.

Tasking and Coordination

To ensure that effective, accurate and up to date records are kept and information is maintained by all staff to ensure effective and coordinated service delivery.

To assist management of all operational or administrative problems with systems and procedures to enable the revision and continuous improvement and development of the ERRT service.

To be able to support the functioning of the Control Room in periods of emergency cover by operating and progressing critical work areas e.g. call and alarm handling and CCTV equipment.

To assist with the updating of operating procedures, contact lists, rotas and arrangements for tactical and operational responders ensuring information is up to date and communicated. Co-ordinate, update and communicate cover/rota swaps.

Corporate, Service and Statutory Responsibility

To participate in the Authority's Emergency Plan as required.

To ensure cooperation with colleagues, other Council departments and external agencies to ensure effective partnership working.

To contribute to the reduction of corporate risk and enhanced security and community safety.

To contribute in a positive way to the challenges and priorities arising out of the Crime and Disorder Act (1998), in particular Section 17, the work of the Team Bury (CDRP) Partnership and other relevant bodies.

Must be willing to undertake appropriate training and development in order to meet the requirements of the post and where appropriate gain accreditation and/or any necessary licensing.

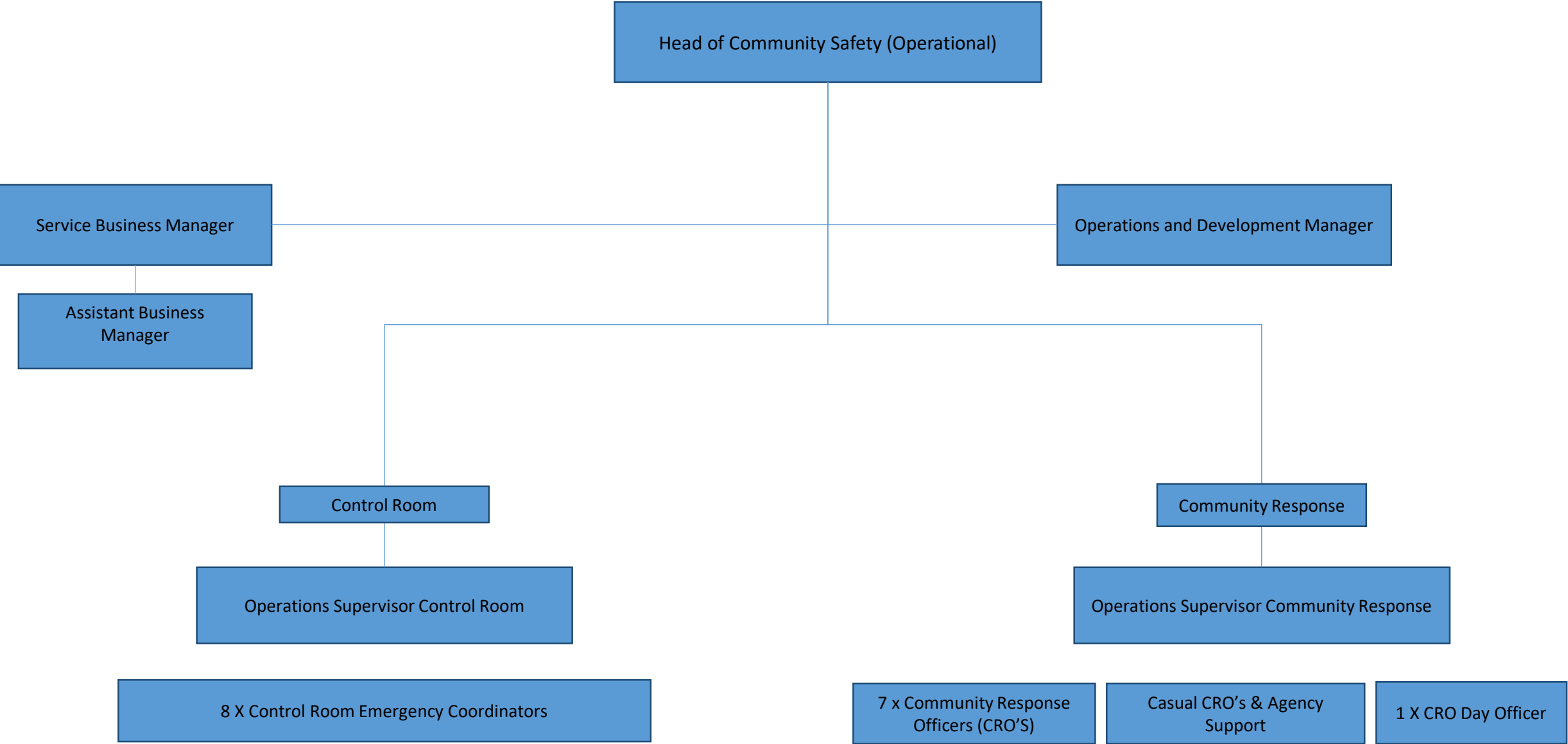
As an employee of Bury Council you have a responsibility for, and must be committed to, safeguarding and promoting the welfare of children, young people and vulnerable adults and for ensuring that they are protected from harm. You will also carry out your duties in accordance with the Council's Equality, Diversity and other policies

To contribute to safe working/tidy clean and safe environment in accordance with the Council's and sections Health and safety policies and procedures

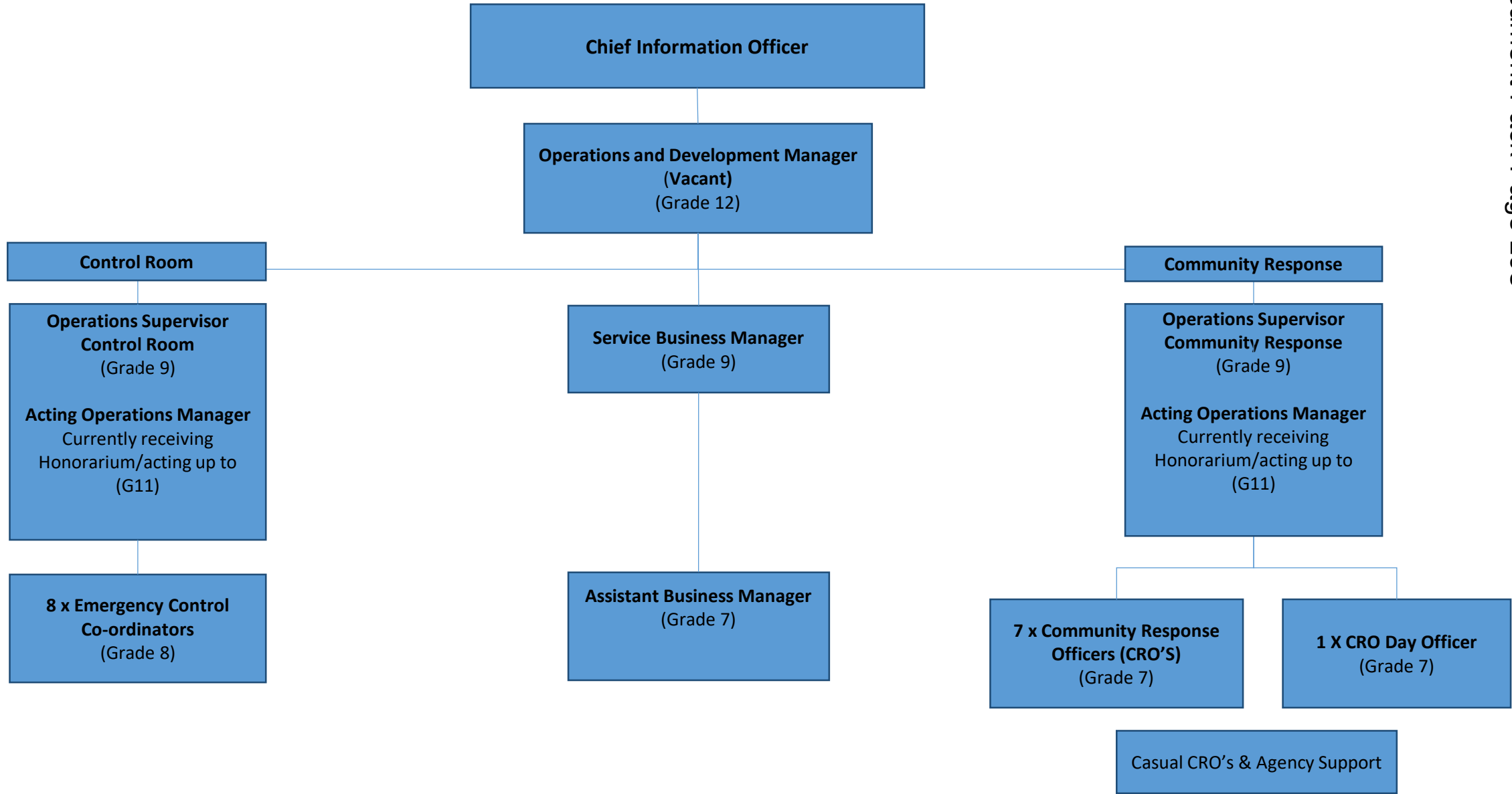
Any other duties of an equal nature appropriate to the post as may be determined by the Chief Officer. (See paragraph 203 of Supplemental Conditions of Service)

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

COMMUNITY SAFETY SERVICE STRUCTURE- STAFFING (25TH JULY 2019)



COMMUNITY SAFETY SERVICE STRUCTURE- STAFFING (27TH January 2020)



PROPOSED **EMERGENCY RESPONSE AND RESILIENCE TEAM** STRUCTURE-
STAFFING (JULY 2020)

Chief Information Officer

Operations & Emergency Response Manager
(Forward Incident Officer)
(Grade 12)

Operations, Safety & Resilience Manager
(Forward Incident Officer)
(Grade 11)

Operations Supervisor Control Room
Vacant
(Grade 9)

Health, Safety and Resilience
Co-ordinator
(Grade 11)

Service Business Manager
(Grade 9)

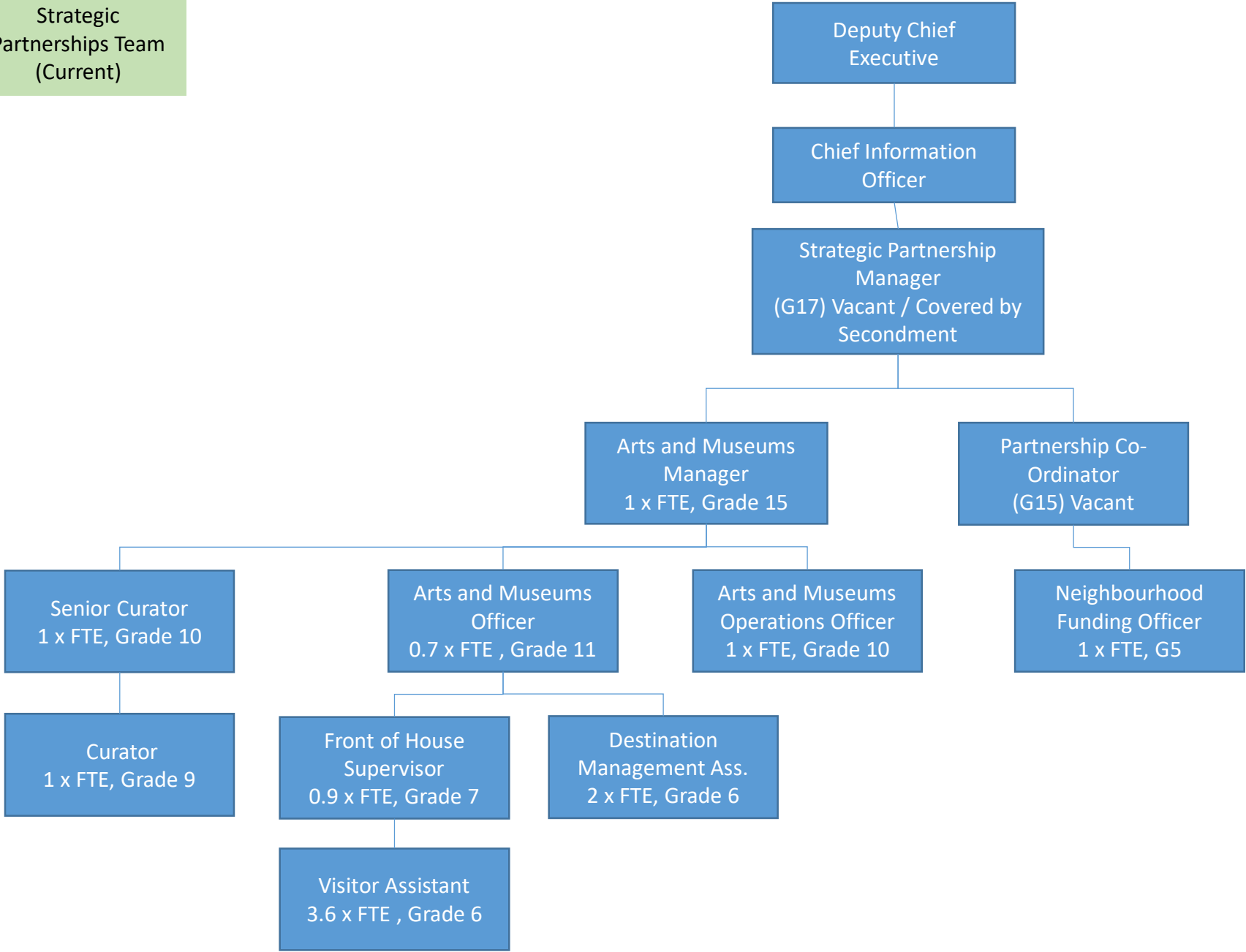
8 x Emergency Control Co-ordinators
(Grade 8)

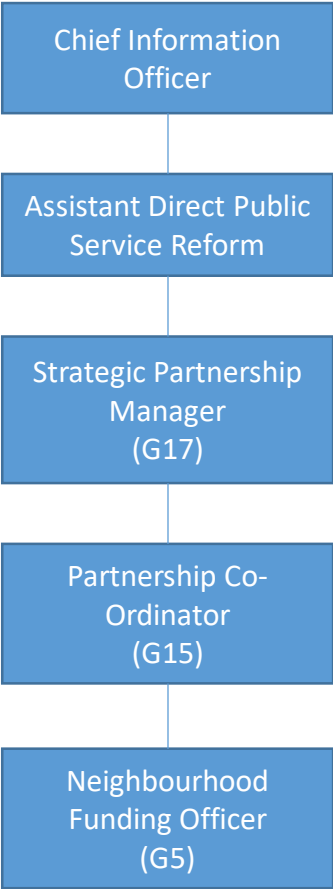
Safety and Resilience Assistant
(Grade 8)

7 x Community Response
Officers (CRO'S)
(Grade 7)

1 X CRO Day Officer
(Grade 7)

Casual CRO's & Agency
Support





JOB DESCRIPTION



Post Title: In-house Advocate (Social Care)	
Department: Corporate core	Post No: n/a
Division / Section: Legal & Democratic Services / Legal Services	Post Grade: TBE
Location: Town Hall, Knowsley Street, Bury	Post Hours: 37 hours per week Monday to Friday (Flexitime scheme in operation)
Special Conditions of Service: Attend at meetings as required, including occasional evening meetings. Work outside of normal office hours when required to meet the business needs of the service.	
Purpose and Objectives of Post: The efficient execution on behalf of the Council of legal work and the provision of legal advice, advocacy and representation to Elected Members, the Departments of the Council, its related service providers or its Committees with emphasis on Child protection and social care. Representation of the Council at court hearings in the Magistrate's, County and High Court including in contested hearings.	
Accountable to: Assistant Director of Legal and Democratic Services and Council Solicitor	
Immediately Responsible to: Head of Legal Services/Team Leader	
Immediately Responsible for: Provision of legal advice and advocacy services to the Client Department (Children's Services)	
Relationships: (Internal and External) Internal Elected Members, Chief Officers, Senior Management Officers throughout the Authority and other related Council service providers, e.g. ALMO's, schools etc. External Solicitors in private practice, Counsel, Court Officers, Government Departments, Other Local Authorities, Members of Parliament, Consultants, Members of the Public and Outside Agencies and Professional Bodies.	

Control of Resources:

1. The payment of Court fees, Counsel's fees and witness expenses; and the recovery of costs and fees where appropriate.
2. Receipt and payment of monies under transactions.
3. Responsible for ensuring the security of all files, equipment, computer data and software.

Duties / Responsibilities:

1.To provide oral and written legal advice to instructing client departments and related Council service providers, in relation to procedural issues, policy matters, statutory duties/powers and in individual cases, on matters relating to Child Protection and the Council's fulfilment of its statutory duties and other related areas of general law including Judicial Review, encompassing:-

- (i) Consideration of relevant law
- (ii) Consideration of available evidence and obtaining expert opinion where appropriate
- (iii) Consideration of the range of possible courses of action
- (iv) Provision of advocacy as and when required

2.To undertake the conduct of advocacy, and provide representation of the Council at court hearings, including complex and contested hearings, in predominantly Child Protection and social care matters before the County Court, High Court (dependent on right of audience) and Magistrate's Court and other general litigation on behalf of the Council and other related Council service providers as required, encompassing:

- the receipt and consideration of instructions and case evidence;
- consideration and application of the relevant law;
- consideration of possible courses of action;
- drafting and issuing of pleadings, draft orders and other documents as required by statute, case law and Court rules;
- interviewing witnesses, taking instructions and preparation of witness statements where necessary;
- arranging proper service of pleadings, documents and notices when necessary;
- filing evidence in accordance with Court rules;
- the preparation of cases for hearings including contested hearings, the preparation of bundles when necessary and any necessary documentation;
- appearing in the relevant court on behalf of the local authority as advocate including in contested proceedings where appropriate;
- ensuring instructing departments are kept advised as to the progress of the case and understand the effects of any Court Orders/decision made and any dates for deadlines;
- conducting negotiations to obtain the best possible terms where appropriate;
- engaging in alternative dispute resolution as ordered by the Court or otherwise appropriate;
- assistance with cases on appeal or by way of case stated;
- the maintenance of relevant case file notes/records;
- liaison with clients and other parties and/or their representatives as required

3. Advise on changes in legislation, Government guidelines and significant case law decisions which may affect procedures, policies, service provision and/or individual cases.
4. Advise on the drafting, creation, development and revision of policy and procedure documents/guidelines in respect of practice and statutory duties.
5. Ensure accurate and adequate legal advice is given in relation to enquiries/queries from clients and Elected Members.
6. Notify the Council Solicitor and Head of Legal Services of any actions which may place the Council and/or related Council service providers at risk of litigation/judicial review or of a charge of maladministration.
7. Consider draft Committee reports prepared by instructing departments and/or related Council service providers and advise on any legal issues arising there from.
8. Attend, prepare and present reports and act as legal adviser to any of the Council's committees/panels relevant to the postholders duties as required.
9. Undertake all necessary liaison with Court/Tribunal officials, Counsel, Solicitors in private practice, Agents, and any other external organisation/agencies as required in order to execute instructions from instructing clients and client departments.
10. To act as a point of reference and give professional advice and training to other staff within Legal Services and their specialist area or to the Client Department.
11. Deliver training courses as to the law and practice as required.
12. Comply with quality systems adopted by the Legal Services Team.
13. Conduct cases within Case Management Software System operated by the Legal Services Team.
14. Undertake continuing professional development as required.
15. Assist the Council Solicitor and Head of Legal Services with the recruitment and selection of staff.

Safeguarding:

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.

Equality Diversity and Inclusion:

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.

Health and Safety:

The post holder is responsible for Employees Duties as specified with the Corporate and Departmental Health and Safety Policies.

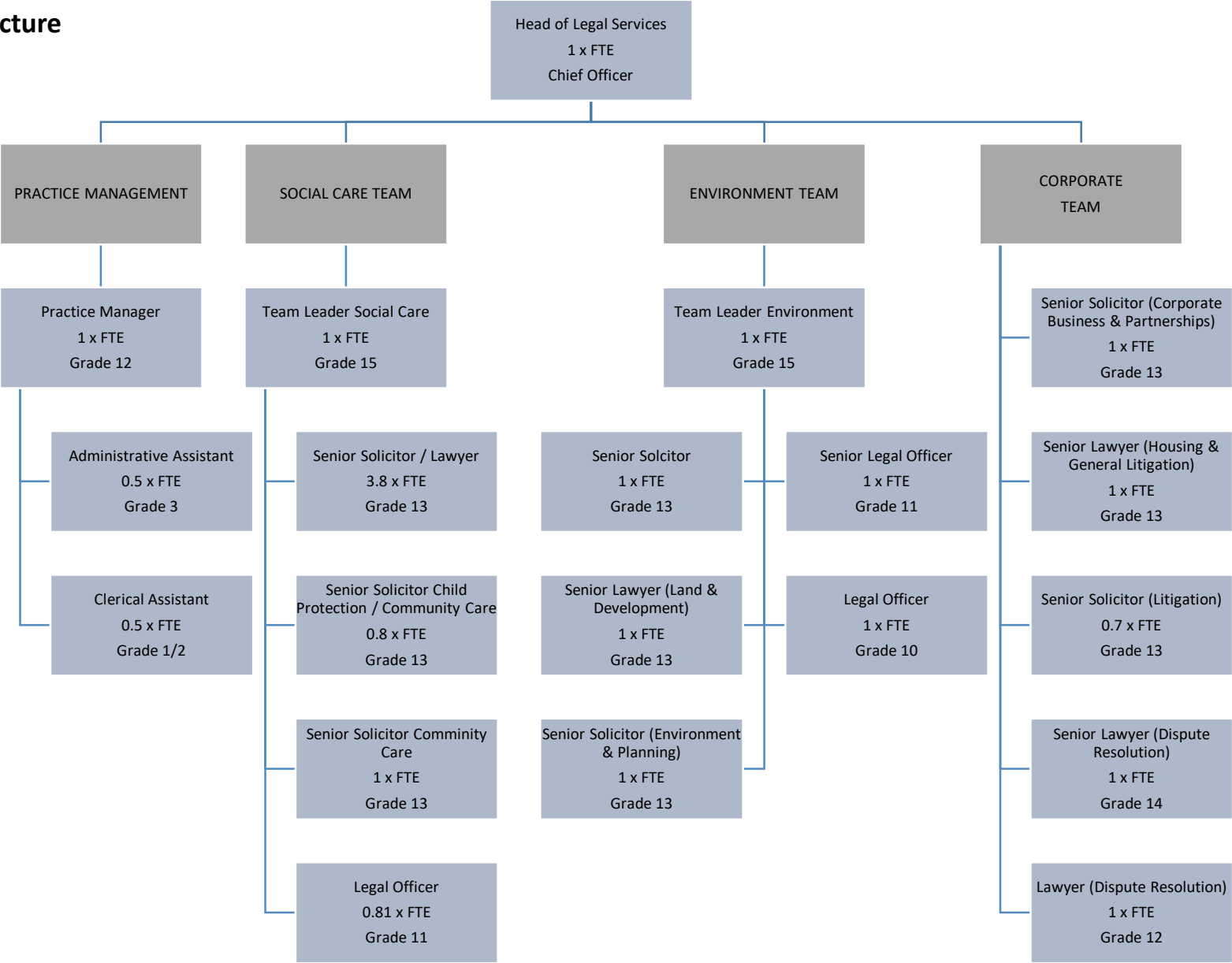
Health and Wellbeing:

As an employee of Bury Council you should contribute to a culture that values and supports the physical and emotional wellbeing of your colleagues.

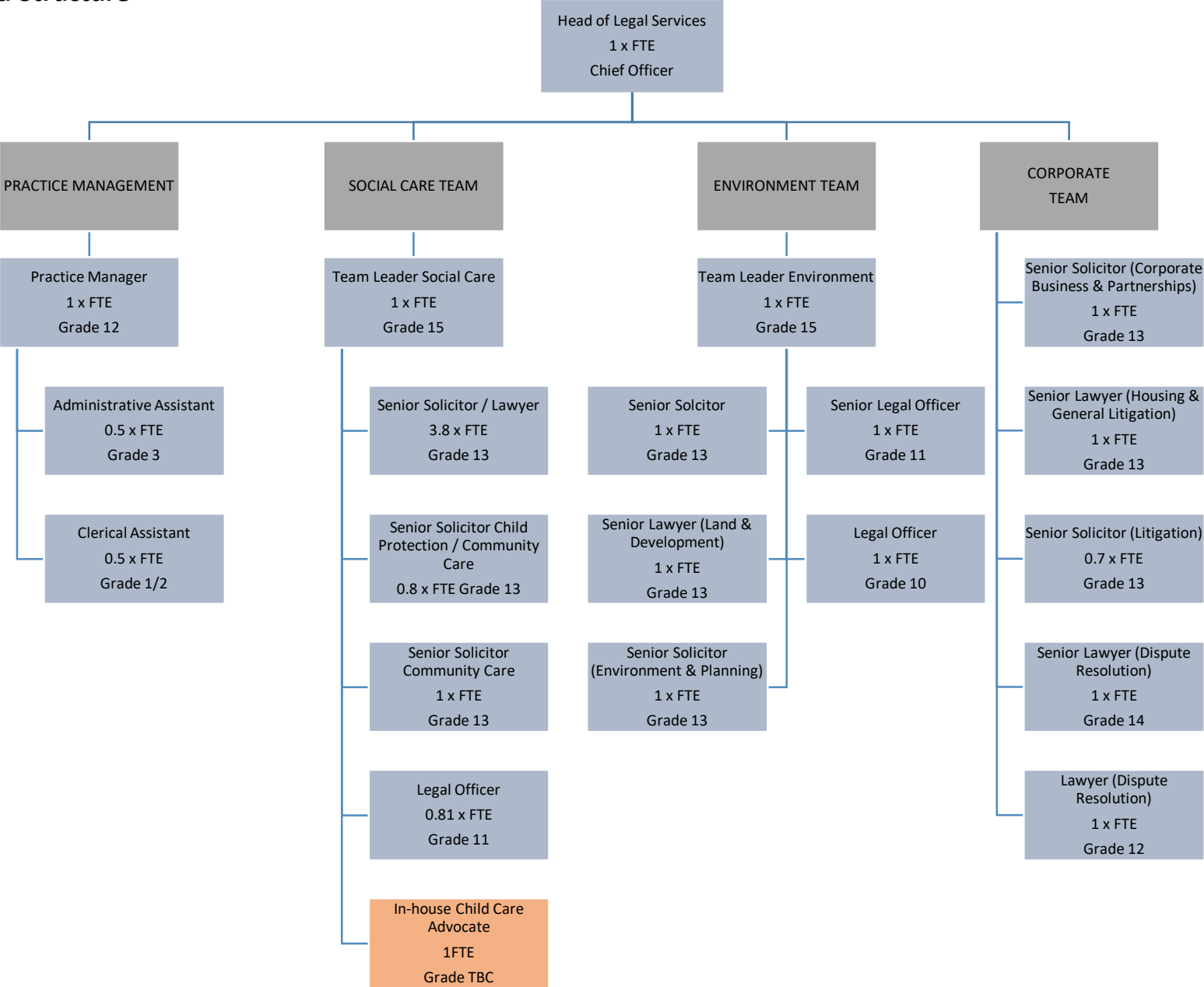
Where an employee is asked to undertake duties other than those specified directly in his/her job description, such duties shall be discussed with the employee concerned who may have his/her Trade Union Representative present if so desired. (See paragraph 203 of supplemental Conditions of Service)

Job Description prepared by:	Sign: L.Finnegan	Date: July 2020
Agreed correct by Postholder:	Sign:	Date:
Agreed correct by Supervisor / Manager:	Sign:	Date:

Legal Services Current Structure



Legal Services Proposed Structure



JOB DESCRIPTION

Post Title: Senior Systems Administrator			
Department: Corporate Core	Establishment / Post No:		
Division / Section: Human Resources	Post Grade: Grade 10		
Location: Town Hall, Bury	Post Hours: 37 hours		
Special Conditions of Service:			
Purpose and Objectives of Post: Work closely with the People Analytics and Development Manager to ensure that all HR modules of the HR/Payroll system successfully support the needs of the Council including responsibility for all aspects of systems development, self service, systems administration, the training of users in HR modules, system testing/maintenance, organisation structure, security, user profiles and auditing/reporting of data. To work closely with users across departments to ensure a joined up approach to the development and maintenance of the HR/Payroll system and reporting requirements. Responsible for the provision of all business intelligence data/management information. Responsible for systems compliance with GDPR.			
Accountable to: Head of Human Resources, Strategic Lead - HR			
Immediately Responsible to: People Analytics and Development Manager			
Immediately Responsible for: Apprentice			
Relationships: (Internal and External) <table border="0"> <tr> <td style="vertical-align: top;"> External: Creditors/Debtors Software Suppliers and Consultants Suppliers of goods and services Members of the public User Groups Other Organisations </td> <td style="vertical-align: top;"> Internal: Officers and Members of the Council Trade Union Representatives </td> </tr> </table>		External: Creditors/Debtors Software Suppliers and Consultants Suppliers of goods and services Members of the public User Groups Other Organisations	Internal: Officers and Members of the Council Trade Union Representatives
External: Creditors/Debtors Software Suppliers and Consultants Suppliers of goods and services Members of the public User Groups Other Organisations	Internal: Officers and Members of the Council Trade Union Representatives		
Control of Resources: Monitoring/Authorising team budget. Security of personal computer and all other office machinery. Software			

1. Take a leading role on the development and implementation of the Council's HR/Payroll system for all HR/related modules, working closely with users across the organisation and other stakeholders:
 - Design of self service functionality and processes
 - Development of screens and workflows to support business processes, self service and policies
 - Development, configuration and implementation of all HR/related modules
 - Recommend/implement developments to the system in response to changes in legislation, procedure, conditions of service, policy etc.
 - Liaise with Payroll, ICT and departmental users to ensure system meets business requirements
2. Identify and resolve any software problems in conjunction with other stakeholders. For issues which cannot be resolved ensure calls are logged with ICT/software supplier and recorded/escalated as appropriate.
3. Co-ordinate and carry out system testing of new patches/software releases in relation to HR.
4. Ensure users across the Council are trained consistently.
5. Responsible for all systems administration tasks including:
 - Allocating for resolution/resolving systems related queries including managing the Trent mail box and associated queries including help and advice, training, non pay related queries relating to car mileage, general queries, requests for reports and additional developments to the system
 - Creating and maintaining appropriate user access and security profiles in accordance with data protection requirements
 - All aspects of system security including managing the resetting of passwords and updating of user profiles
 - Inheritance/implications
 - Regular auditing of data and data cleansing
 - Updating/maintaining all HR aspects of system facilities (eg tables, lists calculations etc)
 - iTrent compliance with GDPR
 - Organisation structure/establishment
6. Advise users on HR functionality and system capabilities.
7. Support and develop apprentice including allocating and monitoring of workload and training plan.
8. Manage the production/scheduling of regular standard reports and requests for new reports.
9. Develop new/adhoc reports (HR related) using the appropriate tools (eg Business Objects, iTrent) and use advanced functions of Excel to analyse, manipulate and present data.
10. Link with payroll and departmental system users, attending user group meetings as required and ensuring all relevant HR related systems information is cascaded to the group.

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- 11.Ensure that up-to-date, accurate system user guides and procedures are in place and inform users of changes to business processes and changes in functionality.
- 12.Manage the preparation of data and statistics for inspections, acadamisisation and completion of statutory returns, for example School Workforce Census / Children's Social Care Workforce census / National Minimum Data Sets and Office of National Statistical Surveys.
- 13.Ensure the submission of Statutory Returns.
- 14.Implement changes to the staffing establishment following large scale and other restructures ensuring all posts/positions are budgeted for.
- 15.Manage the annual process for the calculation of annual leave for all employees.
- 16.Participate in corporate wide projects as required including the managing of data and correspondence in conjunction with the wider service.

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 CORPORATE CORE
Senior Systems Administrator

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
NVQ level 4 in related IT subject or equivalent qualification or significant experience in all aspects of systems administration	✓	
Previous experience of developing and implementing large scale information systems – eg iTrent	✓	
Significant knowledge and experience of all aspects of the systems administration function	✓	
Understanding of the importance of confidentiality and knowledge of the Data Protection Act and its principles/implications	✓	
Ability to plan, organise and prioritise own workload using your own initiative to meet deadlines	✓	
Ability to respond flexibly to changing priorities	✓	
Effective communication/training skills	✓	
Ability to work as part of a Team	✓	
A high level of IT skills including the ability to use the advanced functions in Excel to manipulate data, analyse complex information and understand and write systems calculations	✓	
Experience of using the Microsoft Suite of packages including more complex functions of excel to analyse and clearly present information	✓	
Willingness to undertake relevant training	✓	

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS

The short-listing criteria listed plus the following:

ASSESSMENT METHOD	CRITERIA
Test	Experience of extracting information from systems using report writing tools, eg Business Objects and analysing/manipulating data using complex functions of excel

JOB DESCRIPTION

Post Title: Systems Administrator – Level 1	
Department: Corporate Core	Establishment / Post No:
Division / Section: Human Resources	Post Grade: Grade 7
Location: Town Hall, Bury	Post Hours: 37.00
Special Conditions of Service: None	
Purpose and Objectives of Post: To assist the People Business Analytics and Development Manager with all aspects of systems administration on the Council's HR/Payroll system building up specialised skills and knowledge in all aspects of systems development and administration including developing iTrent modules, creating screens and workflows, self service development, more complex areas of reporting of data, systems maintenance and security, user profiles and auditing/reporting of data.	
Accountable to: Head of Human Resources, Strategic Lead - HR	
Immediately Responsible to: People Analytics and Development Manager	
Immediately Responsible for: None	
Relationships: (Internal and External) Internal: Employees of the Authority at all levels External: Software Suppliers/Consultants, User Groups, Other Organisations	
Control of Resources: Computer and associated equipment	

Duties / Responsibilities:

1. Assist with systems administration tasks for the Council's HR/Payroll system (iTrent) to include:

- Resolving systems related queries/escalating queries if appropriate
- Responding to queries in the iTrent Inbox escalating queries if appropriate and keeping users informed of progress
- Assist with the testing of new patches or new software releases
- Carry out the daily upload of new iTrent users
- Assist with the creating and maintaining of appropriate user access and security profiles in accordance with Data Protection requirements
- Reset user passwords in accordance with Data Protection requirements and security check rules
- Investigate/respond to car mileage queries redirecting workflow, liaising with HR teams over reporting lines, assisting managers with the authorisation process and escalate issues if required.
- Assist with the updating/maintenance of all aspects of the systems facilities (eg tables, lists, calculations etc)
- Assist in carry out data conversions for new organisations on itrent as required
- Assist in the maintenance of the organisation structure and inheritance function

2. Build up knowledge and skills in the development and implementation of iTrent working closely with the Manager and all stakeholders:

- Assist with the development of workflows
- Contribute to the design of self service functionality
- Assist with the reviewing of business processes
- Assist with the development/configuration of modules to meet business requirements

3. Assist with the auditing of data, data cleansing and updating of data as requested including regular auditing of the organisation structure.

4. Log calls with the software supplier as requested liaising on progress and dialling in requests. Assist in the application of fixes and communicate progress/escalate issues to relevant stakeholders.

5. Assist on systems and corporate projects including contributing to the scoping and agreement of business requirements, producing project plans and monitoring/reporting on progress, producing and formatting relevant data and correspondence and keeping all relevant stakeholders informed.

6. Assist with the production of upto date, accurate system user guides on request ensuring all relevant information of existing/new functionality is cascaded to users.

7. Assist with the training of iTrent users visiting users as required and producing bespoke guides as appropriate.

8. Schedule and run regular/scheduled reports, format and distribute to users as appropriate. Amend existing reports as required.

9. Develop skills to use business objects to design and develop new/ad hoc reports on request. Use excel to analyse/manipulate the data and present in required format.

10. Respond to surveys or other requests for information in accordance with data protection requirements. Produce reports/statistics as required. For example Schools Workforce Census, Children's Social Workforce Census, ONS etc
11. Respond to requests for information under the Freedom of Information Act, co-ordinating responses for HR if required.
12. Attend relevant meetings and user groups as appropriate.
13. Act as IT Liason Officer for the HR service.
14. Assist in the annual leave process.
15. Carry out all duties in line with data protection/confidentiality requirements.

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 CORPORATE CORE
Systems Administrator – Level 1

CORE BEHAVIOURS FOR THE POST (Please tick those relevant)			
Commercial Thinking & Analysis		Planning	✓
Customer Service	✓	Developing Self & Others	✓
Delivering Results	✓	Teams, Networking & Partnerships	✓
Values, Ethics & Diversity	✓	Adapting to Change	✓
Delivering a Quality Service(Continuous Improvement)	✓		

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
NVQ Level 3 in ICT or equivalent qualification, or relevant experience	✓	
Knowledge and understanding of systems administration functions	✓	
Understanding of the importance of confidentiality and knowledge of Data Protection principles	✓	
Previous experience of systems administration with iTrent HR/Payroll system		✓
Experience of using the Microsoft Suite of packages including the use of advanced/complex functions of excel to manipulate, extract and analyse data	✓	
Experience of extracting information from systems using Business Objects report writing tool	✓	
Ability to plan, organise and prioritise own workload using your own initiative to meet deadlines and changing priorities	✓	
Effective communication skills	✓	
Ability to work as part of a Team	✓	

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS**The short-listing criteria listed plus the following:**

ASSESSMENT METHOD	CRITERIA
Test	Experience of extracting information from systems using Business Objects report writing tool
Test	Experience of using the more advanced/complex functions of excel to manipulate, extract and analyse data

JOB DESCRIPTION

Post Title: Systems Administrator – Level 2	
Department: Corporate Core	Establishment / Post No:
Division / Section: Human Resources	Post Grade: Grade 8
Location: Town Hall, Bury	Post Hours: 37.00
Special Conditions of Service: None	
Purpose and Objectives of Post: To act as Systems Administrator for iTrent working closely with the People Analytics and Development Manager, senior users in Pay Services and departments, Corporate HR and ICT to ensure a joined up, co-ordinated approach. To contribute to the development of itrent including developing iTrent modules, creating screens, workflows and self service. Responsible for system security/user profiles ensuring requests adhere to data protection principles. To ensure data is robust and secure. To ensure scheduled and regular reports are run on time and distributed to users and to develop complex reports and manipulate data in order to provide a variety of management information.	
Accountable to: Head of Human Resources, Strategic Lead - HR	
Immediately Responsible to: People Analytics and Development Manager	
Immediately Responsible for: None	
Relationships: (Internal and External) Internal: Employees of the Authority at all levels External: Software Suppliers/Consultants, User Groups, Other Organisations	
Control of Resources: Computer and associated equipment	

Duties / Responsibilities:

1. Responsible for carrying out systems administration tasks for the Council's HR/Payroll system (iTrent) to include:

- Resolving systems related queries/escalating queries if appropriate
- Responding to queries in the iTrent Inbox keeping users informed of progress
- Test new patches or new software releases
- Carry out the daily upload of new iTrent users
- Create and maintain appropriate user access and security profiles in accordance with Data Protection requirements
- Ensure requests to reset passwords are dealt with quickly and in accordance with data protection requirements undertaking any security checks
- Investigate/respond to car mileage queries redirecting workflow, liaising with HR teams over reporting lines, assisting managers with the authorisation process and escalate issues if required.
- Update and maintain all aspects of the systems facilities (eg tables, lists, calculations etc)
- Carry out data conversions for new organisations on itrent as required
- Maintenance of the organisation structure and inheritance function

2. Contribute to the development and implementation of iTrent working closely with the Manager and all stakeholders:

- Consult with users over requirements and develop workflows or functionality to improve business processes
- Contribute to the design of self service functionality
- Review iTrent related business processes to improve efficiency
- Develop/configure modules to meet business requirements

3. Responsible for data auditing, data cleansing and data updates as required. Produce a 12 month plan/schedule of audits and monitor/co-ordinate data audit exercises in accordance with required timescales with stakeholders. Co-ordinate regular auditing of the organisation structure.

4. Assist auditors with any internal or external data audits or enquiries.

5. Log calls with the software supplier as requested liaising on progress and dialling in requests. Apply fixes and communicate progress/escalate issues to relevant stakeholders.

6. Lead/participate in systems projects including scoping and agreeing business requirements, producing project plans and monitor/report on progress keeping all relevant stakeholders informed.

7. Contribute to corporate projects producing and formatting relevant data and correspondence.

8. Produce upto date, accurate system user guides on request ensuring all relevant information of existing/new functionality is cascaded to users.

9. Train iTrent users visiting users as required and producing bespoke guides as appropriate.

8. Ensure scheduled and regular reports are run and distributed to users in accordance with timescales agreed. Amend existing reports as required.

9. Use business objects to design and develop new/ad hoc reports on request. Use excel to manipulate the data to achieve desired outcomes.

10. Respond to surveys or other requests for information in accordance with data protection requirements. Produce reports/statistics as required.
11. Respond to requests for information under the Freedom of Information Act, co-ordinating responses for HR if required.
12. Attend relevant meetings and take a pro-active role in the iTrent user group.
13. Act as IT Liason Officer for the HR service.
14. Lead the annual leave process.
15. Carry out all duties in line with data protection/confidentiality requirements.

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:

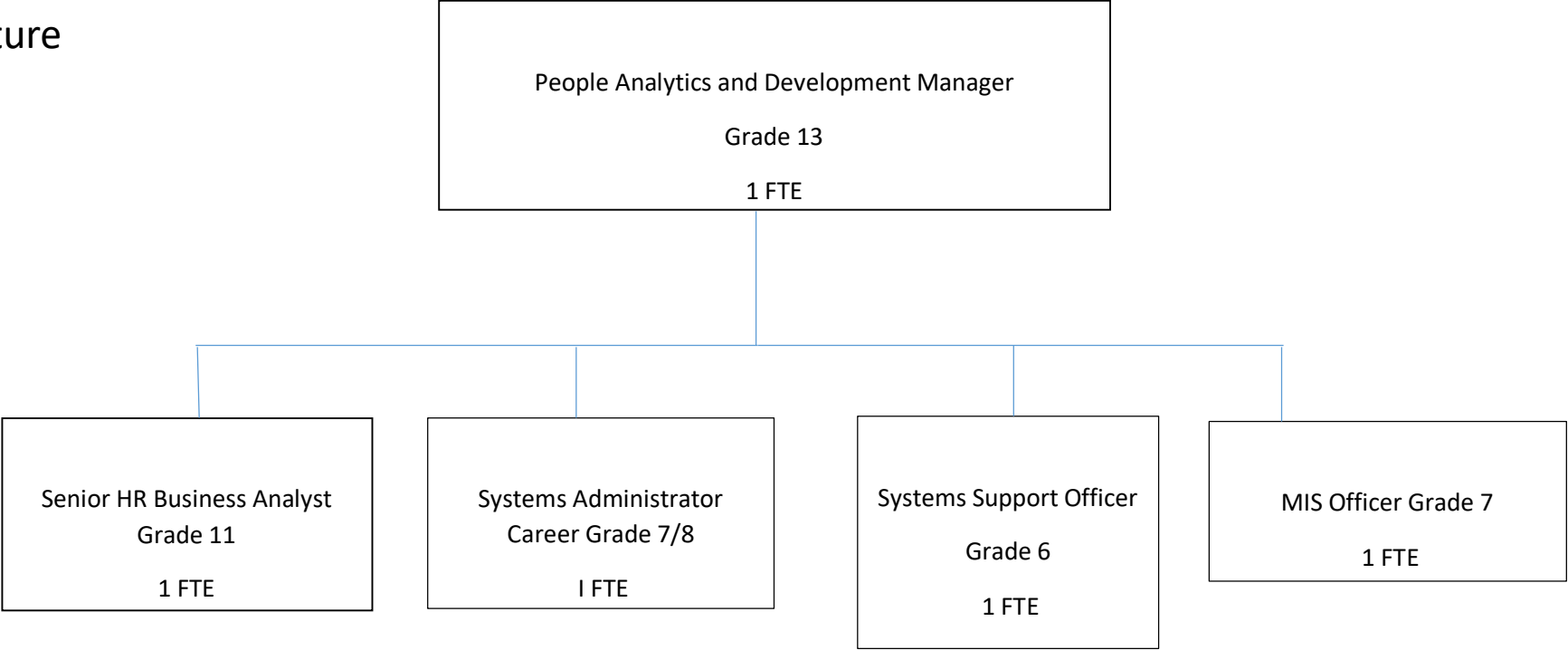
DEPARTMENT FOR CORPORATE CORE
Systems Administrator – Level 2

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
NVQ Level 4 in ICT or equivalent qualification, or equivalent experience in all aspects of systems administration	✓	
Significant knowledge, skills and experience in all systems administration functions	✓	
Understanding of the importance of confidentiality and knowledge of Data Protection principles	✓	
Previous experience of systems administration with iTrent HR/Payroll system	✓	
Experience of using the Microsoft Suite of packages including the use of advanced/complex functions of excel to manipulate, extract and analyse data	✓	
Experience of developing reports using Business Objects report writing tool, designing and developing reports and manipulating/presenting data in required format	✓	
Ability to plan, organise and prioritise own workload using your own initiative to meet deadlines and changing priorities	✓	
Effective communication skills	✓	
Ability to work as part of a Team	✓	

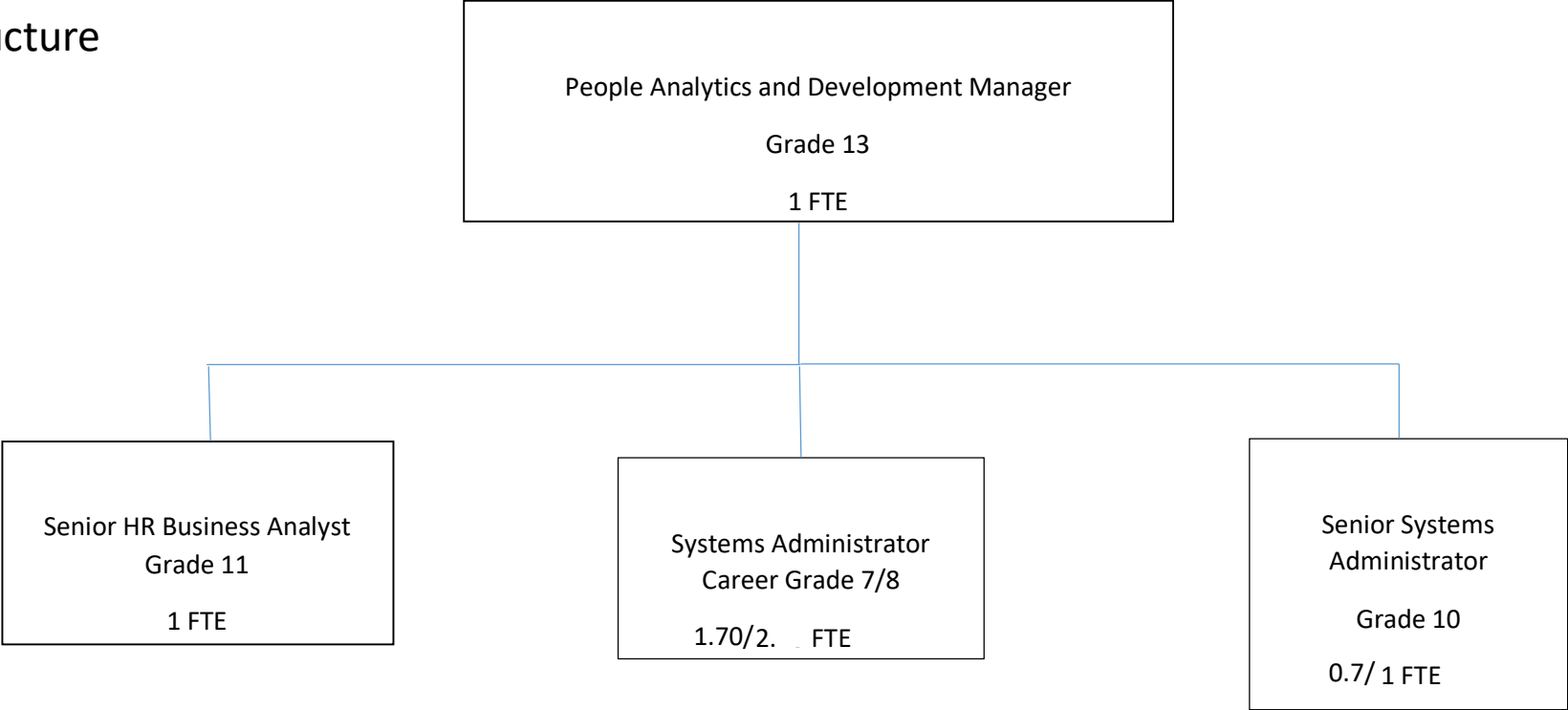
CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS**The short-listing criteria listed plus the following:**

ASSESSMENT METHOD	CRITERIA
Test	Experience of design and development of a report using Business Objects report writing tool
Test	Experience of using the more advanced/complex functions of excel to manipulate, extract and analyse data

People Analytics Team
Current Structure



People Analytics Team
Proposed Structure



REPORT FOR DECISION



Agenda Item	

DECISION OF:	CABINET
DATE:	2 September 2020
SUBJECT:	Senior Management Capacity
REPORT FROM:	Cabinet Member for Corporate Affairs and HR, Councillor Tahir Rafiq
CONTACT OFFICER:	Geoff Little, Chief Executive
SUMMARY:	This report proposes the final changes to the organisation structure which was proposed for the purpose of consultation on 10 June 2020 The final proposals include changes made based on consultation feedback and further detailed analysis.
OPTIONS & RECOMMENDED OPTION	• 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. The post will assume S151 responsibility and final job descriptions for this role and the Joint Chief Finance Officer are appended • A Programme Manager is appointed at Chief Officer Band A with responsibility for the governance of the overall transformation programme • That an interim appointment is made to cover the potentially temporarily vacant post of Executive Director Children and Young People, pending a new starter taking up post. An internal recruitment exercise will be undertaken • 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. The secondees' job title is Director of Transformation (Communities) • A new post of Assistant Director Public Service Reform

	at Chief Officer Band D is established • A new post of Executive Policy and Research Advisor is established.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	The proposals accord with the policy framework
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The outcome to the consultation has not impacted on the costs of the proposals approved by Cabinet in June and which are to be met from the corporate capacity budget that was created when the 2020/21 budget was set by Full Council in February 2020.
Equality/Diversity implications:	Final EIA attached Recruitment following the restructure will be in line with equality and diversity
Considered by Monitoring Officer:	The Council is required by the Local Government Act to make arrangements for the proper administration of its financial affairs and employ a suitably qualified individual reporting directly to the Chief Executive as Section 151 Officer. This person is bound by professional standards and specific legislation to lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively. CIPFA the regulatory body for public service accountants requires the s151 Officer to be a full member of the leadership team with a status at least equivalent to other members of the team. The Human Resources and Appeals Panel (HRA) have power to submit recommendations to Cabinet on the overall departmental structure of the Authority and major restructuring within Departments/Division
Wards Affected:	All
Background papers	Reports to HRA and Cabinet 10 June 2020

1. Purpose of Report

- 1.1 In a report to the HR and Appeals Panel on 10 June 2020 the Chief Executive made a series of proposals to expand senior management capacity.
- 1.2 The proposals have been subject to a period of 30 days consultation. This report summarises the consultation process; key messages of feedback and associated changes proposed and the final recommendations which affect the Council workforce, for approval. A separate report will be made to the Remuneration Committee of the CCG Governing Body concerning changes to the CCG workforce establishment.

2. Original Proposals

- 2.1 The report of 10 June 2020 made the following proposals for structure change, to better align capacity with delivery priorities:
 - 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.
 - 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.

3. Consultation process

- 3.1. A 30 day consultation period has been applied with a range of opportunities for staff to make comments and ask questions, which have been responded to. This has involved the circulation of the report to senior managers for cascade and direction of any queries to the Head of Human Resources, who has co-ordinated responses.
- 3.2. In no particular order, key issues from staff feedback are set out below:
 - A number of queries about the remit of these posts and if they will work across the whole Council and OCO partnership; the extent of involvement from CCG staff in the development and opportunities available to CCG as well as Council staff from these changes.
 - The challenge of properly positioning posts as a joint resource below senior leadership level is noted and consultees have been assured that a strategy is being developed to respond. The aspiration is to create a single team which may work flexibly across the partnership but this requires some complex issues to be addressed from an employment, legal and financial perspective. As such at this stage posts may only be established and appointed to by the lead employer, but vacant posts will be advertised and applications invited from all.

- Staff have shared the view that they do not recognise the term “Council and OCO” as the partnership name; not all staff associated with these constructs. A suggestion for staff engagement to agree partnership name and identifiers was made
- Feedback was received that the expansion of strategic finance capacity through the Director Financial Transformation and Deputy Chief Finance Officer is welcomed, but questions raised about why the Council statutory powers (Section 151 responsibilities) have not been attached to this role. Concerns were raised that statutory functions/powers may become detached from operational resource management and that the Joint Chief Finance Officer (JCFO) may not have the capacity to manage these points of detail
- It was noted that the portfolio for the proposed Director of Financial Transformation and Deputy Chief Finance Officer includes Council risk management. Leadership of a joint approach to risk management across the council and CCG was one of the functions proposed for the Corporate Core
- A point of accuracy was raised about the job title for proposed secondee into the post of Director Communities

4.0 Proposed Amendments to recommendations

- 4.1. On the basis of consultation feedback it is proposed to revise the portfolio of the Director Financial Transformation and Deputy Chief Finance Officer to include S151 officer responsibility. The S151 officer holds statutory responsibility for the Council’s financial system and financial strategy including the Housing Revenue Account and Delegated Schools Grant. As a statutory officer the post will report direct to the Chief Executive but continue to work closely with the Joint Chief Finance Officer, to ensure the strategic planning and management of Council resources is undertaken in the context of the wider partnership and specific provisions of the joint budget and Joint Strategic Commissioning Function.
- 4.2 The Joint Chief Finance Officer will continue to hold strategic responsibility for finance across the Council and the CCG; lead on the pooled budget and a portfolio of strategic programmes including the housing delivery pipeline and delivery vehicle, One Public Estate and Radcliffe SRF.
- 4.3 To ensure arrangements work effectively they will be implemented on an initial fixed term basis to February 2021 and then be subject to review. A report will be prepared for Council to appoint an interim statutory officer on that basis.
- 4.4 It is confirmed that the Director Financial Transformation and Deputy Chief Finance Officer will assume responsibility for Council risk management but that this arrangement will be included in the review of arrangements, described above, in February 2021. Specifically, at this time, the opportunity for a joint approach to risk management across the council and OCO will be revisited.
- 4.5 More work will be undertaken to determine the strategy for an integrated workforce between the Council and the OCO, led by the Deputy Director Governance and Assurance with support from the Joint Chief Finance Officer. In addition support for a staff engagement exercise regarding partnership name/identification will be secured from existing subscription partners. A proposed way forward will be reported back separately
- 4.6 The job title of the long-term secondee from Manchester City Council will be corrected to reflect their substantive role. The post holder will be described as Director of Transformation (Communities). The job description is available for inspection.
- 4.7 Recruitment to the post of Executive Director Children and Young People is now underway but there is a risk of a gap between the current post holder leaving the Council and

appointed candidate taking up post. Short term, interim arrangements will be required

5. Recommendations

5.1 On the basis of the original proposals and feedback received, the Council's Cabinet is asked to agree the following final recommendations:

- 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. The post will assume S151 responsibility and final job descriptions for this role and the Joint Chief Finance Officer are appended
- A Programme Manager is appointed at Chief Officer Band A with responsibility for the governance of the overall transformation programme
- That an interim appointment is made to cover the potentially temporarily vacant post of Executive Director Children and Young People, pending a new starter taking up post. An internal recruitment exercise will be undertaken
- 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. The secondees' job title is Director of Transformation (Communities)
- A new post of Assistant Director Public Service Reform at Chief Officer Band D is established
- A new post of Executive Policy and Research Advisor is established.

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JOB DESCRIPTION

Post Title: Joint Chief Finance Officer – Bury Council and NHS Bury Clinical Commissioning Group	
Department	Establishment/Post No:
Division/Section:	Post Grade: Chief Officer Band H/VSM
Location: The post holder will be based within the Bury Campus, however may be required to work flexibly within any admin building in the Borough and travel within the locality to deliver the requirements of the role	Post Hours: 37.5
Special Conditions of Service: To work flexibly when required including an element of unsocial hours. To meet the requirements of Annex 1. To participate in the Strategic Emergency Planning rota for the Council. To participate in the on call rota for the CCG.	

Purpose and Objectives of Post:

The post holder will fulfil the statutory financial leadership role of Chief Finance Officer (CFO) across Bury CCG and Bury Council and strategic responsibility for finance across the Council and CCG, including leadership of the pooled budget and a pooled portfolio of programmes, delivering against the role and responsibility requirements of each statutory organisation and developing an integrated finance function to support transformation of the local health and care economy whilst achieving statutory financial duties.

The CFO will act as:-

- the CCG Governing Body Chief Finance Officer under Section 11(3a and 5) of the NHS (Clinical Commissioning Group) Regulations 2012

The post holder will report to the Chief Executive of the Council and Accountable Officer of the CCG and is required to be a member of the CCG Governing Body. The post holder will also be a key member of the Executive Team for the Council and One Commissioning Organisation, which works across both organisations and will be responsible for maximising the available financial resources through a strategic approach to managing the respective budgets; engagement of partners and suppliers and by scrutinising performance and demand in consultation with Elected Members.

The post-holder will lead on a portfolio of strategic programmes including the housing delivery pipeline and delivery vehicle, One Public Estate and Radcliffe SRF.

As a key leader within the organisation, the post holder will also be required to contribute to the development of organisational strategy, managing and continuously improving system wide performance and quality.

In fulfilling the requirements of the job descriptions, roles and responsibilities be responsible for financial management and strategy along with a range of business support functions working closely with the Executive Clinical Directors, Executive Management Team members, clinical leadership and wider CCG membership.

The post is responsible for all Council Treasury and Accountancy functions and will work closely with the Deputy Chief Executive (Corporate Core) who is responsible for associated functions including the Council's Revenues and Benefits Teams, Risk Management and Audit functions and Procurement function.

Immediately Responsible to: Chief Executive Bury Council and Accountable Officer, Bury Clinical Commissioning Group.

Accountable to: Chief Executive Bury Council and Accountable Officer, Bury Clinical Commissioning Group.

Immediately Responsible for:

All finance staff across the Council and CCG including:-

- The Council's Treasury Management and Accountancy functions;
- Deputy Chief Finance Officers (Council and CCG)

Relationships: (Internal and External)

Internal/External

Chief Executive, Deputy Chief Executive (Corporate Core)

All Executive Directors, Clinical Leads, Senior Managers and Chief Officers of the Council/CCG

All Council/CCG Finance staff

NHS Bury CCG employed staff, constituent practices with their GPs, nurses and practice staff

Bury Council representatives

Service providers, service users and carer groups

Health and Wellbeing

GMHSCP

NHS England

Board representatives

Voluntary organisations

Elected Members/MP's

CCG Governing Body

GMCFO Network

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

External Auditors

Local and national media

Control of Resources:

Financial - Control of Revenue/Capital Budget – Council/CCG – £470m

Personnel - Control, discipline, training and direction of all employees responsible for

Equipment - Ensure proper use of equipment and technology used by all employees responsible for

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

Corporate Duties and Responsibilities:

1. Overall accountability for the management of the Council and CCG capital and revenue budgets and for discharging the associated statutory functions as the member of the CCG Governing Body
2. To ensure the proper administration of the Council and CCG financial affairs, taking an objective view contributing to the financial integrity of the Council and CCG, the maintenance of the highest standards of financial control and the provision of an effective and responsive financial management service.
3. To contribute fully, as a member of the Governing Body of the CCG and the Joint Executive Management Team, to the development of overall vision and strategies for the Council and the CCG which provide clear direction for future development.
4. To work with the Accountable Officer and Chair of the Governing Body in developing strategic partnership arrangements with key stakeholders and providers.
5. To support services in the effective and efficient planning, prioritisation and organisation of work and allocation of resources to balance conflicting demands and enable delivery of outcomes.
6. To ensure maximum efficiency of the Council and CCGs monetary resources through active treasury management and provide advice on investment policies and the timely use of borrowing powers.
7. To ensure the CCG meet their statutory financial responsibilities.
8. To lead a portfolio of strategic programmes including the housing delivery pipeline and delivery vehicle, One Public Estate and Radcliffe SRF.
9. To participate with the Accountable Officer and Chair and Joint Executive Team in the corporate risk management of the Council and the CCG, including the relevant areas of the Risk Register and Assurance Framework.
10. To provide authoritative advice to Elected Members and senior leadership as appropriate on Council/CCG financial issues and to ensure that the overall budgets comply with corporate requirements and reflect the Council and CCGs policies, strategies and operational plans.
11. Committed to uphold the NHS principles and values as set out in the NHS constitution, the Nolan principles of public life and the standards for members of NHS Boards and Governing Bodies in England; and relevant local government legislation and CIPFA guidance.

Financial Duties and Responsibilities

12. To develop and lead the implementation of financial planning strategies, and delivery of financial duties.

13. Development of long term deliverable financial plans that deliver a balanced budget in line with agreed outcomes to meet the needs of Bury
14. To be accountable for the preparation of Council and CCG statutory accounts and ensure their timely closure and in accordance with relevant legislation and CIPFA / Audit guidance.
15. To advise the Council and the CCG on all strategic and operational matters relating to finance and the delivery of required financial targets and duties.
16. To advise the Council and CCG Governing Body on the effective, efficient and economic use of its allocation.
17. To oversee robust audit and governance arrangements leading to propriety in the use of Council and CCG resources.
18. To ensure that all audit queries are dealt with effectively and to ensure that agreed audit recommendations are implemented within agreed timescales.
19. To ensure the CCG's business planning processes are robust in terms of costing, pricing, planning and negotiation of contracts and to ensure that there is an appropriate financial input to commissioning plans.
20. To ensure the Council's business planning processes are robust through the development of an effective Medium Term Financial Strategy.
21. To ensure policies and procedures are in place for sound reporting, forecasting, monitoring and management of Council and CCG's resources.
22. To ensure robust CCG Standing Financial Instructions and Council Financial Regulations and internal financial control procedures.
23. To oversee the production of the financial statements for audit and publication in accordance with statutory requirements.
24. To ensure the monitoring of contract financial performance.
25. To put in place effective budget monitoring procedures for the Council and CCG.
26. To be the CCG Lead for Counter Fraud matters and ensure that counter fraud work is proactive, and that fraud cases are investigated.
27. To ensure prompt and accurate completion of relevant government, European and other grant claims and returns and other statistical returns in accordance with appropriate return dates for the Council and CCG.
28. To support senior officers to convert budget direction and financial plans into deliverable strategy and action for the Council and CCG.

Procurement and Contracting Responsibilities:

29. Lead on behalf of CCG contract negotiations with all major providers of services to Bury Council and CCG and for those collaboratively commissioned contracts that CCG may be lead commissioner for.
30. To ensure that procurement is carried out according to statutory and legal requirements.

31. To support and develop new contracting models for the CCG.

32. To act as Executive Lead for the GMSS contracting and procurement teams.

Management Responsibilities

33. To lead the finance teams across the Council and the CCG through personal example, open commitment and clear action, actively contributing to strategic, corporate and service policy and supporting plans, ensuring a positive approach to valuing diversity resulting in equality of opportunity, access and treatment in service delivery and employment.

34. Motivate, lead and develop senior managers to support a culture of high quality service provision through strong performance and contract management within available resources.

35. Effectively lead, plan and overall manage the Finance Management service and support, motivate and appraise the team to understand and achieve their collective and individual responsibilities, ensuring work is produced to a high standard and to meet determined deadlines.

Informatics:

36. To act as Executive lead for IMT, ensuring the CCG have a clear strategy.

37. To act as the Governing Body's Senior Information Risk Owner (SIRO), responsible for ensuring organisational information risk is properly identified and managed and that appropriate assurance mechanisms are in place.

- As an employee of Bury Council and CCG 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 and CCG are 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 and CCG 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)

PRINCIPAL RESPONSIBILITIES: CORE ROLE OUTLINE FOR CCG GOVERNING BODY MEMBERS

As a member of the CCG's governing body, each individual will share responsibility as part of the team to ensure that the CCG exercises its functions effectively, efficiently, economically, with good governance and in accordance with the terms of the CCG constitution as agreed by its members. Each individual is there to bring their unique perspective, informed by their expertise and experience. This will support decisions made by the governing body as a whole and will help ensure that:

- a new culture is developed that ensures the voice of the member practices is heard and the interests of patients and the community remain at the heart of discussions and decisions;
- the governing body and the wider CCG act in the best interests with regard to the health of the local population at all times;
- the CCG commissions the highest quality services with a view to securing the best possible outcomes for their patients within their resource allocation and maintains a consistent focus on quality, integration and innovation;
- decisions are taken with regard to securing the best use of public money; the CCG, when exercising its functions, acts with a view to securing that health services are provided in a way which promotes the NHS Constitution, that it is there to improve our health and wellbeing, supporting us to keep mentally and physically well, to get better when we are ill and when we cannot fully recover, to stay as well as we can to the end of our lives;
- the CCG is responsive to the views of local people and promotes self-care and shared decision-making in all aspects of its business;
- good governance remains central at all times.
- demonstrate a commitment to upholding The Nolan Principles of Public Life along with an ability to reflect them in his/her leadership role and the culture of the CCG;

Core attributes and competencies - CCG Governing Body Members

- Demonstrate commitment to continuously improving outcomes, tackling health inequalities and delivering the best value for money for the taxpayer;
- Embrace effective governance, accountability and stewardship of public money and demonstrate an understanding of the principles of good scrutiny;
- Demonstrate commitment to clinical commissioning, the CCG and to the wider interests of the health services;
- Demonstrate a commitment and experience of integration of social and health care commissioning;
- Be committed to ensuring that the governing body remains "in tune" with the member practices;
- Bring a sound understanding of, and a commitment to upholding, the NHS principles and values as set out in the NHS Constitution;
- Demonstrate a commitment to upholding The Nolan Principles of Public Life along with an ability to reflect them in his/her leadership role and the culture of the CCG;
- Be committed to upholding the proposed Standards for members of NHS Boards and Governing Bodies in England as currently being developed by the Council for Healthcare Regulatory Excellence;

- Be committed to ensuring that the organisation values diversity and promotes equality and inclusivity in all aspects of its business;
- Consider social care principles and promote health and social care integration where this is in the patients' best interest; and
- Bring to the governing body, the following leadership qualities:-
 - creating the vision - effective leadership involves contributing to the creation of a compelling vision for the future and communicating this within and across organisations;
 - working with others - effective leadership requires individuals to empower others deliver and continually improving services and hold to account;
 - being close to patients - this is about truly engaging and involving patients and communities;
 - intellectual capacity and application - able to think conceptually in order to plan flexibly for the longer term and being continually alert to finding ways to improve and see the bigger picture;
 - demonstrating personal qualities - effective leadership requires individuals to draw upon their personal integrity, resilience and self-belief;
 - leadership essence - can best be described as someone who demonstrates presence and engages people by the way they communicate, behave and interact with others.

Core understanding and skills - CCG Governing Body Members

- A general understanding of good governance and of the difference between governance and management;
- A general understanding of health and an appreciation of the broad social, political and economic trends influencing it;
- Capability to understand and analyse complex issues, drawing on the breadth of data that needs to inform CCG deliberations and decision- making;
- The confidence to challenge explanations supplied by others, who may be experts in their field;
- The ability to influence and persuade others articulating a balanced, not personal, view and to engage in constructive debate without being adversarial or losing respect and goodwill;
- The ability to take an objective view, seeing issues from all perspectives, especially external and user perspectives;
- The ability to recognise key influencers and the skills in engaging and involving them;
- The ability to communicate effectively, listening to others and actively sharing information; and
- The ability to demonstrate how your skills and abilities can actively contribute to the work of the governing body and how this will enable you to participate effectively as a team member.
- Previous experience of working in a collective decision-making group such as board or committee, or high-level awareness of 'board level' working;
- A track record in securing or supporting improvements for patients or the wider public.

Role specific Leadership Qualities and Experience

- Experience of working in finance roles of increasing levels of seniority including at Director and Board Member level in a complex organisation within the NHS.
- Evidence of leading high value contractual and business negotiations with providers and suppliers.
- Evidence of leading and implementing change.
- Experience of managing complex budgets and maintaining financial balance in the face of increasing demand.
- Experience of matrix working and networking across organisations.
- Proven track record of working successfully with different stakeholders. Experience of dealing with highly complex issues and identifying solutions and strategies.
- Experience of interpreting and summarising highly complex guidance and policy.
- Experience of delivering improvements in the efficiency and effectiveness of financial and non-financial services.
- Previous experience of working in a collective decision-making group such as board or committee, or high-level awareness of 'board-level' working.
- A track record in securing or supporting improvements for patients or the wider public.

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

Person Specification**Chief Finance Officer**

SHORT LISTING & INTERVIEWING CRITERIA	ESSENTIAL	DESIRABLE
Qualifications		
Educated to Master's Degree level or equivalent experience	✓	
Full qualification in one of the individual CCAB bodies or CIMA	✓	
Member of a relevant professional body	✓	
Evidence of CPD	✓	
Eligible to be a member of the CCG Governing Body (see Annex 1)	✓	
Experience		
Recent experience of working at a senior level in local government, the NHS or other large public or private organisation	✓	
Extended experience of budget preparation, analysis and control, and closure of accounts in a large public organisation	✓	
Experience of working successfully and effectively as part of a team and of formulating strategies, policies, objectives, and targets that deliver value for money and/or service improvement	✓	
Evidence of leading high value contractual and business negotiations with providers and suppliers	✓	
Evidence of leading and implementing change	✓	
Experience of using performance management techniques to lead and motivate staff, and of developing a culture that has achieved a high level of performance and continuous service improvement.	✓	
Proven track record of working successfully with different stakeholders	✓	
Experience of working in a collective decision-making group such as board or committee, or high-level awareness of 'board-level' working in a complex organisation.	✓	

Experience of working within a political environment providing balanced advice, inspiring trust and confidence on strategic and operational matters	✓	
Proven track record of working in a partnership setting and achieving progress across organisational boundaries	✓	
Knowledge and Understanding		
Detailed understanding and working knowledge of Local Government and CCG Finance law, best practice and related issues	✓	
Knowledge of developing, leading and advising on long term strategic financial business planning in a complex organisation	✓	
In-depth understanding of the NHS financial regime including NHS payment by results and tariffs systems, and an ability to develop capability across the organisation to enable interpretation of relevant legislation and accountability frameworks	✓	
Up to date knowledge of relevant accounting practices.	✓	
Understanding of effective governance, accountability and stewardship of public money and demonstrate an understanding of the principles of good scrutiny	✓	
Knowledge of specific developments and national policy across the health and local government sectors.		✓
Knowledge of Bury and its challenges		✓
Skills and Abilities		
Excellent communication, negotiation, influence and relationship management skills	✓	
An ability to develop capability across the organisation to enable interpretation of relevant legislation and accountability frameworks	✓	
Ability to provide sound strategic financial advice and guidance to senior officers, Members of a large and complex political organisation and CCG Governing Body	✓	
Ability to present complex financial information in a format easily understood by non-finance personnel.	✓	
High level of organisational and analytical skills.	✓	

OTHER ASSESSMENT METHODS

ASSESSMENT METHOD	CRITERIA

Annex 1 –persons disqualified from membership of CCG governing bodies

Schedule 5 of the NHS (CCG) Regulations 2012 state that the following are disqualified from membership of CCG governing bodies:

- MPs, MEPs, members of the London Assembly, and local councillors (and their equivalents in Scotland and Northern Ireland);
- Members including shareholders of, or partners in, or employees of commissioning support organisations;
- A person who, within the period of five years immediately preceding the date of the proposed appointment, has been convicted:
 - a) In the United Kingdom of any offence,
 - b) Outside the United Kingdom of any offence which, if committed in any part of the United Kingdom, would constitute a criminal offence in that part, and
 - c) In either case, the final outcome of the proceedings was a sentence of imprisonment (whether suspended or not), for a period of not less than three months without the option of a fine;
- A person subject to a bankruptcy restrictions order or interim order;
- A person who within the period of five years immediately preceding the date of the proposed appointment has been dismissed (other than because of redundancy), from paid employment by any of the following: the board, a CCG, SHA, PCT, NHS Trust or Foundation Trust, a Special Health Authority, a Local Health Board, a Health Board or Special Health Board, a Scottish NHS Trust, a Health and Social Services Board, the Care Quality Commission, the Health Protection Agency, Monitor, the Wales Centre for Health, the Common Services Agency for the Scottish Health Service, Healthcare Improvement Scotland, the Scottish Dental Practice Board, the Northern Ireland Central Services Agency for Health and Social Services, a Regional Health and Social Care Board, the Regional Agency for Public Health and Wellbeing, the Regional Business Services Organisation, Health and Social Care trusts, Special Health and Social Care Agencies, the Patient and Client Council, and the Health and Social Care Regulation and Quality Improvement Authority;
- A healthcare professional who has been subject to an investigation or proceedings, by any regulatory body, in connection with the persons fitness to practice of any alleged fraud, the final outcome of which was suspension or erasure from the register (where this still stands), or a decision by the regulatory body which had the effect of preventing the person from practicing the profession in question or imposing conditions, where these have not been superseded or lifted;
- A person disqualified from being a company director; or

- A person who has been removed from the office of charity trustee or removed or suspended from the control or management of a charity, on the grounds of misconduct or mismanagement.

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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. To act as the Council's Statutory S151 Officer.
2. As a member of the Executive Team for the Council and Bury One Commissioning Organisation, 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.
3. 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.
4. To develop a new operating model for the Council, securing financial sustainability, improved organisational outcomes and efficient delivery of services.
5. 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.
6. 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.
7. 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.
8. Support 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.
9. 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.
10. 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.
11. 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.
12. Oversee all aspects of the Revenues Division including the Contact Centre, Council Tax, Revenues and Benefits.
13. Oversee the management of the Council's Capital Programme and the development, delivery and monitoring of the Council's Capital Strategy.
14. Oversee the monitoring of performance data relating to all financial services.
15. Undertake a variety of specific projects (on-going and task/finish) as required

Accountable to: Chief Executive

Immediately Responsible to: Chief Executive

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:

1. To act as the Council's Statutory S151 Officer holding statutory responsibility for the Council's financial system and financial strategy including the Housing Revenue Account and Delegated Schools Grant.

Transformation

2. To assume leadership, accountability and provide co-ordination of the Council's budget and savings delivery programme.
3. 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).
4. To strengthen the governance and assurance functions of the Council, including Internal Audit, by enhancing technical capability and ensuring efficient use of resources.
5. To develop and implement a financial framework consisting of effective processes for financial monitoring that are underpinned by effective and efficient financial systems.
6. To develop and embed wider financial transformation including culture, operating model, financial governance, responsibilities and accountabilities of budget holders.
7. To build effective multi agency relationships within the Team Bury Partnership.
8. 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

9. To deputise for the Joint Chief Finance Officer as and when required
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 prepare the Council's 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.
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 and on behalf the Chief Executive, Deputy Chief Executive, Corporate Core Management Team, Joint Executive Team, the Cabinet, Scrutiny Panels etc.
- 33.To represent the 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:



DEPARTMENT FOR CORPORATE CORE

SHORT LISTING CRITERIA	ESSENTIAL	DESIRABLE
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
	✓	
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	✓	
		✓
	✓	
	✓	
	✓	

CRITERIA FOR INTERVIEW AND OTHER ASSESSMENT METHODS**The short-listing criteria listed plus the following:**

ASSESSMENT METHOD	CRITERIA

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REPORT FOR DECISION



DECISION OF:	Cabinet
DATE:	2nd September 2020
SUBJECT:	Greater Manchester's Clean Air Plan – Consultation
REPORT FROM:	Cllr Lucy Smith - Cabinet member –Transport and Infrastructure
CONTACT OFFICER:	Angela Lomax a.s.lomax@bury.gov.uk Chris Horth c.horth@bury.gov.uk
TYPE OF DECISION:	Cabinet - key decision
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain
SUMMARY:	Report sets out the progress that has been made on the development of Greater Manchester's (GM) Clean Air Plan following the decision that the GM Local Authorities will move to a statutory public consultation on this plan as soon as reasonably practicable in light of COVID-19 restrictions, and the link to taxi and private hire common minimum licensing standards. The report also considers the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures. This report is not seeking a decision on whether to introduce a scheme as that has been mandated by the Secretary of State. It is setting out a position for consultation on the daily charge, discounts and exemptions of a Category C GM Clean Air Zone, and the proposals for the supporting funds that have been developed taking stakeholder engagement and statistical modelling into account. It is seeking agreement to consult and endorsement of the policy for consultation. The policy will be reviewed in line with the findings from the statutory consultation.
OPTIONS & RECOMMENDED OPTION	1. Note the progress of the Greater Manchester Clean Air Plan; 2. Note that TfGM have confirmation that the funding

	award for Bus Retrofit should be distributed as soon as possible as per arrangements put in place for the Clean Bus Technology Funds; 3. Note the update on the possible impacts of COVID-19 on the GM Clean Air Plan; 4. Agree that Bury Council along with the other nine GM local Authorities hold an 8-week public consultation on the GM Clean Air Plan commencing in October 2020; 5. Note that the GM local Authorities intend to consult on GM's proposed Minimum Licensing Standards, alongside the Clean Air Plan consultation; 6. Agree that TfGM act as the Operating Body for the GM CAZ and supporting measures as set out at paragraph 8.5; 7. Agree that Bury Council along with the other nine GM Authorities individually be a 'charging authority' for the purposes of the CAZ, pursuant to the Transport Act 2000; 8. Endorse the GM Clean Air Plan Policy for Consultation at Appendix 3; 9. Note the Equalities Impact Assessment on the Clean Air Plan, as set out at Appendix 5; 10. Note that further reports will be brought forward to set out the formal governance mechanisms that will underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, including the full scope of the suite of powers that will be needed to be delegated to the Operating Body; 11. Agree a delegation to Councillors Alan Quinn and Lucy Smith to approve the submission of the cases for measures to the Government's Joint Air Quality Unit to support the GM Clean Air Plan; 12. Agree a delegation to Councillors Alan Quinn and Lucy Smith to approve the GM Clean Air Plan consultation materials, to include the Equalities Impact Assessment on the consultation; and 13. Note that response to DfT's Decarbonising Transport – setting the challenge, as set out at Appendix 1, has been submitted to Government.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	In developing the Outline Business Case, it was assumed that government will provide funding for all costs relating to

	the scheme's implementation, and will underwrite and net operational deficit, as may be necessary over the life of the scheme until legal compliance is achieved. If scheme operations generate any net surplus, this would be reinvested back into achieving Local Transport plan objectives, as required by the Transport Act 2000. The commencement of a Charging Clean Air Zone scheme and the other measures are subject to the GM authorities receiving the required government funding to enable them to meet the legal limits for nitrogen dioxide concentrations. LK	
Equality/Diversity implications:	(see paragraph 16 below)	
Considered by Monitoring Officer:	The proposed GM county wide consultation does not present any legal problem. In addition it is open to the Council to agree to be a charging authority under the Transport Act 2000. There are no other legal issues arising.	
Wards Affected:	All wards	
Scrutiny Interest:	Overview and Scrutiny	

TRACKING/PROCESS**DIRECTOR:**

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

1 EXECUTIVE SUMMARY

- 1.1 The severe and long-lasting health implications of poor air quality as well as the legal obligations placed on Greater Manchester (GM) local authorities means that authorities need to act decisively and swiftly to reduce harmful air pollutants, and nitrogen oxides in particular.

- 1.2 GM authorities in deciding to work together to respond to this vital issue are demonstrating collective leadership, which is essential to help clean the air for our combined population of nearly three million residents. GM authorities have been formally directed by the Secretary of State under section 85 of the Environment Act 1995 to take steps to implement a local plan for compliance with limits for nitrogen dioxide, as analysis revealed that locations of damaging roadside nitrogen dioxide concentrations can be found in every district.
- 1.3 Given that air pollution does not respect boundaries, this coordinated approach is also the most effective way to deal with a problem that affects all parts of Greater Manchester, and cannot be remedied on a site by site or district by district basis.
- 1.4 This report provides an update on recent developments of the GM Clean Air Plan including the Light Goods Vehicles (LGV) and hackney carriage funding position, and interaction with the strategic route network and Highways England. It confirms arrangements for distributing funding received for bus retrofit and highlights separate discussions with DfT about funding for bus replacement.
- 1.5 It also sets out the results of the public conversation that was held last year and the key points from a number of focus groups that were held with key impacted stakeholders.
- 1.6 It then sets out a proposal for consultation, within current Government COVID-19 guidelines, over an eight-week period starting in October 2020. It then sets out the positions for consultation on the daily charge, discounts and exemptions, and the proposals for the supporting funds that have been developed taking stakeholder engagement and statistical modelling into account. Key highlights here include:
 - A revision to the proposed daily charges, including a reduction in the charge for HGVs and buses from £100 per day to £60, an increase in the charge levels for LGV and minibuses from £7.50 to £10 as modelling has shown this will have a greater impact in behavioural responses to the charge, and the taxi and private hire charge has been held at £7.50 per day;
 - That the Clean Air Zone (CAZ) will be implemented in Spring 2022;
 - That the Government has accepted an exemption for LGVs and minibuses to 2023;
 - Details of the vehicle finance offer;
 - Details of temporary exemptions, including a temporary exemption to 2023 for wheelchair accessible taxi and private hire vehicles licensed with a GM authority, and a temporary exemption to 2023 for coaches registered within GM. Additionally, owner-drivers of GM-licensed PHVs (and PHVs leased full-time by 1 person), will be offered a discounted weekly charge of 5/7 of the total from implementation as these vehicles are used for personal use and private cars are not charged under the CAZ.
- 1.7 There are details of a “Try Before You Buy” scheme that will give the opportunity for GM-licensed Hackney drivers to trial an electric Hackney vehicle.
- 1.8 The report then sets out the proposed funding offer for each of the supporting funds – the Clean Commercial Vehicle Fund for HGVs, LGVs, Coaches, and

Minibuses that are not a licensed private hire vehicle, the Clean Bus Fund, the Clean Taxi fund for GM-licensed taxi and private hire vehicles, and the Vehicle Finance offer.

- 1.9 The report then considers the proposed Governance arrangements for the CAZ and that TfGM will act as an 'operating body' responsible for day to day operation of the CAZ in particular and the implementation of other GM CAP measures.
- 1.10 The report also highlights the link to taxi and private hire vehicle common minimum licensing standards (MLS). In 2018, GM's ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM.
- 1.11 At that time, the primary driver for this work was to ensure public safety and protection, but vehicle age and emission standards in the context of the Clean Air and the decarbonisation agendas are now also major considerations. MLS is an important mechanism that permits the systematic improvements to taxi and private hire services across GM.
- 1.12 Finally, there are six appendices to the report, these are:
 - Response to DfT Decarbonising Transport Policy Paper – TfGM's response to the Government's proposals for decarbonising the transport system.
 - 2020 Ministerial Direction – the most recent ministerial direction from Government.
 - Policy for Consultation – the detailed policy proposals including the charge levels, discounts and exemptions, and the supporting funds.
 - Vehicle Finance Measure – further detail of the proposed vehicle finance offer.
 - Equalities Impact Assessment – the initial equalities impact assessment of the proposed CAZ and supporting measures.
 - Operating Body & Responsibilities – further details of the proposed arrangements.

2 BACKGROUND

- 2.1 In July 2017 the Secretary of State issued a Direction under the Environment Act 1995 requiring seven GM local authorities, including Bury Council, to produce a feasibility study to identify the option which will deliver compliance with the requirement to meet legal limits for nitrogen dioxide *in the shortest possible time*.
- 2.2 In accordance with this Direction Bury Council has been developing the study collectively with the other 9 GM local authorities and the GMCA, coordinated by TfGM in line with Government direction and guidance and an Outline Business Case (OBC) was duly submitted in March 2019.

- 2.3 Bury Council along with the other 9 GM local authorities is now subject to a Ministerial direction dated 16 March 2020 requiring the submission of an Interim Full Business Case (FBC) (along with confirmation that all public consultation activity has been completed) as soon as possible and by no later than 30 October 2020. Under this direction Bury Council along with the other 9 GM local authorities is under a legal duty to ensure that the GM CAP (Charging Clean Air Zone Class C with additional measures) is implemented so that NO₂ compliance is achieved in the shortest possible time and by 2024 at the latest and that human exposure is reduced as quickly as possible.

3 INTRODUCTION

- 3.1 Poor air quality is the largest environmental risk to the public's health. Taking action to improve air quality is crucial to improve population health.
- 3.2 Whilst air quality has been generally improving over time, particular pollutants remain a serious concern in many urban areas. These are oxides of nitrogen (NO_x) and its harmful form nitrogen dioxide (NO₂), and particulate matter (PM).
- 3.3 In GM road transport is responsible for approximately 80% of NO₂ concentrations at roadside, of which diesel vehicles are the largest source.
- 3.4 Long-term exposure to elevated levels of particulate matter (PM_{2.5}, PM₁₀) and NO₂ may contribute to the development of cardiovascular or respiratory disease and may reduce life expectancy¹. The youngest, the oldest, those living in areas of deprivation, and those with existing respiratory or cardiovascular disease are most likely to develop symptoms due to exposure to air pollution^{2,3}.
- 3.5 Public Health England estimate the health and social care costs across England due to exposure to air pollution will be £5.3 billion by 2035 for diseases where there is a strong association with air pollution, or £18.6 billion for all diseases with evidence of an association with air pollution⁴.
- 3.6 The Secretary of State has instructed many local authorities across the UK to take quick action to reduce harmful Nitrogen Dioxide (NO₂) levels, issuing a direction under the Environment Act 1995 to undertake feasibility studies to identify measures for reducing NO₂ concentrations to within legal limit values in the "shortest possible time". In GM, the 10 local authorities, the GM Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as "Greater Manchester" or "GM", have worked together to develop a Clean Air Plan to tackle NO₂ Exceedances at the Roadside, referred to as GM CAP.
- 3.7 The core goal of the GM Clean Air Plan is to address the legal requirement to remove ALL concentrations of NO₂ that have been forecast to exceed the legal Limit Value (40 µg/m³) identified through the target determination process in the "shortest possible time" in line with Government guidance and legal rulings.

¹ Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

² Air Quality – A Briefing for Directors of Public Health (2017), <https://www.local.gov.uk/air-quality-briefing-directors-public-health>

³ RCP and RCPCH London, Every breath we take lifelong impact of air pollution (2016), <https://www.rcplondon.ac.uk/projects/outputs/every-breath-we-take-lifelong-impact-air-pollution>

⁴ <https://www.gov.uk/government/news/new-tool-calculates-nhs-and-social-care-costs-of-air-pollution>

- 3.8 Throughout the development of the plan, GM has considered a range of options to deliver compliance, overseen by the GM Steering Group⁵, and to understand the type and scale of intervention needed to reduce NO₂ to within legal Limit Values in the “shortest possible time” across GM.
- 3.9 A best performing option was recommended within an Outline Business Case (OBC) for further consideration and discussion with stakeholders and the public to aid the development of the Full Business Case.
- 3.10 In March 2019 the GM Authorities agreed the submission of the OBC that proposed the following package of measures that was considered would deliver compliance in the shortest possible time, at the lowest cost, least risk and with the least negative impacts. They were:
- A charging Clean Air Zone (CAZ) category C which will target the most polluting commercial vehicles including older heavy goods vehicles, buses, coaches, taxis and private hire vehicles from the summer of 2021, and older polluting light goods vehicles and minibuses from 2023 (i.e. a CAZ C with a van exemption until 2023). It was assumed at OBC stage that the Clean Air Zone Charge would be £7.50 per day for taxis, private hire vehicles and light goods vehicles and £100 per day for heavy goods vehicles, buses and coaches.
 - A Clean Freight Fund of c.£59m to provide financial support for the upgrade of light and heavy goods vehicles, minibuses and coaches, which will be targeted to support smaller local businesses, sole traders and the voluntary sector.
 - A Clean Taxi Fund of c.£28m, to support the upgrade of non-compliant GM Licensed taxi and private hire vehicles.
 - A Clean Bus Fund of c.£30m to provide, where possible, the retrofit of older engine standards to the less polluting Euro VI standard for those buses registered to run services across GM.
 - A package of supporting measures including a proposed Loan Finance scheme, sustainable journeys projects, additional EV charging infrastructure.
- 3.11 The OBC made clear the expectation that the UK Government would support the plans through:
- Clear arrangements and funding to develop workable, local vehicle scrappage / upgrade measures;
 - Short term effective interventions in vehicle and technology manufacturing and distribution, led by national Government with local authorities;
 - Replacement of non-compliant buses; and
 - A clear instruction to Highways England with regard to air pollution from the Strategic Road Network (SRN) in GM.
- 3.12 The GMCA – Clean Air Update report on 29 May 2020⁶ detailed that the funding asks have been revised as follows:

⁵ Members include Directors or Assistant Directors from each GM authority.

⁶ Also considered by the GM Authorities through their own constitutional decision-making arrangements.

- A Clean Commercial Vehicle Fund of c.£98m to provide financial support for the upgrade of light and heavy goods vehicles, minibuses and coaches, which will be targeted to support smaller local businesses, sole traders and the voluntary sector, registered in GM.
- A Hardship Fund of c.£10m to support individuals, companies and organisations who are assessed to be most vulnerable to socio-economic impacts from the CAZ.

- 3.13 It also set out the Government's response providing initial funding of £41m for clean vehicle funds to award grants or loans to eligible businesses: £15.4m for bus retrofit, £10.7m for Private Hire Vehicles, £8m for HGVs, £4.6m for coaches and £2.1m for minibuses. [These figures include JAQU estimated delivery costs at 5%].
- 3.14 In addition, Government has accepted the need for vehicle replacement funds for Hackney Carriages, and Light Goods Vehicles, but requested further development of shared evidence on the needs within that complex sector before responding to the specific ask.
- 3.1 The Report considered the implications of pandemic management policies for the 10 GM local authorities in relation to the schedule of work and statutory consultation on the Clean Air Plan. The link to taxi and private hire common minimum licensing standards (MLS) was also highlighted.

4 PROGRESS SINCE LAST UPDATE.

- 4.1 Hackney Carriages & LGV fleet support – as reported in May 2020, Government has accepted the need for vehicle replacement funds for Hackney Carriages, and Light Goods Vehicles, but requested further development of shared evidence on the needs within this complex sector before responding to the specific ask. GM have submitted this information, however at the time of writing the Government have not made an offer of funding. GM will therefore need to consult on the financial position at the date of consultation. Currently the ask is £80m and for Hackney Carriages it is £10.4m, plus delivery costs.
- 4.2 Strategic Road Network managed by Highways England – In December 2019, TfGM wrote to JAQU to formally set out the concerns of the 10 GM Local Authorities, that Highways England has not been directed to act in relation to tackling NO₂ exceedances in the same way as GM has been and that this will leave some publicly accessible areas of GM which are adjacent to the Strategic Road Network (SRN) managed by Highways England, with NO₂ exceedances that are not being addressed by the Highways England plan and therefore are not being addressed at all. The letter set out GM's observations and concerns regarding the consistency of the directions applied by JAQU to Local Authorities and Highways England.
- 4.3 Clean Bus Fund – Retrofit – TfGM have confirmation that the funding award for Bus Retrofit should be distributed as soon as possible as per arrangements put in place for the Clean Bus Technology Funds.
- 4.4 Clean Bus Fund – Replacement – it was assumed at OBC stage that an estimated 350 buses could not be retrofitted and that it would be for the market to find a solution. GM is looking to secure funding from the £5 billion of new funding for buses and cycling announced in the March budget. [Budget 2020 suggested c.£2 billion/4,000 zero-carbon buses nationally.] Alongside this, GM is proposing to the Government that it requires circa £9m of funding plus delivery costs to support the replacement of non-compliant vehicles

operating on registered bus services in GM that cannot be retrofitted. Separate discussions are underway with DfT to secure funding from the national fund.

- 4.5 Work to assess the possible impacts of COVID-19 – The GM CAP team are working to prepare the assessment of the possible impacts of COVID-19 to inform a technical briefing note for decision makers to consider with the outcome of the consultation. To date GM have developed a broader plan of analysis and sensitivity testing to assess the possible impacts of COVID-19 on the CAP; this plan has been agreed with JAQU.
- 4.5.1 JAQU has confirmed its continued commitment to delivering the GM CAP and have asked GM to continue to develop the CAP and refrain from incorporating any possible economic impacts into the analysis prematurely.
- 4.5.2 Accordingly, GM is continuing to progress interim deliverables as set out in the 2020 Ministerial Direction – delivery plans by 31st July 2020 and interim FBC by 30th October 2020⁷ – towards the production of the Full Business Case (FBC) based on existing modelling and assumptions whilst work to assess the possible impacts of the COVID-19 pandemic is underway. JAQU have set out initial guidance on sensitivity tests that should be carried out by local authorities to assess the potential impact of the COVID-19 pandemic on their plans; these have been incorporated into GM's plans.
- 4.5.3 GM is also working with other local authorities to share knowledge as it emerges.
- 4.5.4 The GM CAP has been developed based on a number of reasonable assumptions, derived from data and evidence, about traffic and travel patterns, vehicle ownership, the costs of living and doing business, and economic circumstances. The COVID-19 pandemic has affected many of these in the short term and may lead to longer term changes, for example, the following impacts are possible:
- Revised 'Do Minimum' position – it is considered more likely that this would be worse rather than better by 2023/2024 as the impact of delayed/cancelled vehicle purchases on the age of the fleet may outweigh the emissions benefits from any traffic reductions;
 - A change (likely to be an increase) in the proportion of vehicles therefore in scope for charging;
 - Changes to behavioural responses, reflecting changes in the cost and availability of compliant vehicles / retrofit options and changes in the economic circumstances of those affected (for example, reduced turnover / profitability, loss of equity, greater indebtedness);
 - Increased requirements for support or changes to the number and needs of those in scope for the proposed support packages; and
 - Possible delays to, or revisions of, related policies and strategies that affect GM CAP assumptions and predicted behavioural responses.

⁷ The 2020 Ministerial Direction sets out submission dates for consultation, delivery plans and FBC. Notably, the Direction requires conclusion of all public consultation activity and submission of the Interim FBC by the end of October 2020. The direction is dated 16 March, before the enactment of the Coronavirus Act 2020, meaning that the implications of pandemic management policies had not been considered in setting these dates. JAQU have indicated these submission dates maybe reviewed in due course.

4.5.5 The impacts will change over time. In the short term (next 6 months), there may still be considerable uncertainty about the trajectory of the pandemic and economic recovery. GM is therefore carrying out an assessment of what factors are most influential for the CAP.

4.6 Response to Government's Decarbonising Transport Document – As reported on 29 May 2020 - In March this year the Government published its "Decarbonising Transport – Setting the Challenge" document. GM's response to this document is set out at Appendix 1 which gives GM's views on the actions required to put the UK's entire transportation system on a plausible pathway to deliver the greenhouse gas reductions urgently needed to achieve carbon neutrality. The summary of the response is:

- Whilst new vehicle technologies are important, delivering carbon neutrality will not be possible without a significant change in travel behaviours and a fundamental shift in the way people and goods are moved. The DfT Plan to Decarbonise Transport, whilst a welcome initiative in principle, does not yet set out a set of measures that are realistically capable of achieving the changes in the required timeframe.
- Rapid and urgent action is needed to put the UK on the trajectory necessary to achieving carbon neutrality in 2050 – the next five years are critical to set us on the right path to meet our carbon budgets.
- If active travel and public transport are to be the first, natural choice, then they must also be the most convenient and cost-effective ways to travel.
- A reduction of passenger kilometres travelled is needed and whilst local policies can influence this, it is Government policy that will underpin its delivery. The Transport Decarbonisation Plan needs to set a consistent National Policy aligned with international agreements, that regions and localities can deliver to make rapid, meaningful progress in reducing transport's contribution to the climate emergency.
- Policies to tackle carbon emissions must be integrated into wider policy-development to reduce the possibility of unintended consequences and to ensure a holistic approach is taken. Embodied carbon in infrastructure and vehicles; and the need for low-carbon electricity generation must all be included in the final strategy.
- The next stage in the Government's approach to decarbonising transport, scheduled for autumn 2020, will be crucial. Whilst Government may have fairly assessed the scale of the challenge to date, the final plan will need to set out a clear set of tangible actions and measures of the scale and impact required for implementation in the shortest time possible, so that all stakeholders can play their full role in the challenge to decarbonise transport.

5 THE RESULTS OF THE PUBLIC CONVERSATION AND FOCUS GROUPS

5.1 GM held a public engagement exercise known as the 'conversation' between early May and mid-June 2019 to help inform the GM CAP, and this was supplemented by more targeted stakeholder engagement with affected groups and businesses.

- 5.2 In total, around 3,300 responses were received, via an online survey, paper questionnaire, letters and emails. Over 2,400 of the responses were from individuals, with the vast majority of respondents living in GM. As well as this a number of representative bodies (such as the Federation of Small Businesses) responded to the conversation, on behalf of the members they represent.
- 5.3 There were over 550 responses from businesses based in GM and further afield. 61% of business were sole traders, 18% were small businesses, 11% were medium-sized businesses and 10% were large businesses.
- 5.4 When it came to air pollution, individuals were generally concerned about air pollution (75%) and felt it needed to be improved (80%) and businesses were less concerned about air pollution (54%) and were less inclined to feel it needs improving (55%).
- 5.5 When asked about the impact of the proposals individuals were generally quite positive about the proposals and their potential impact on health (79%), air quality (76%) and quality of life (67%). However, businesses thought the proposals would have a negative effect on the economy (54%), and two-thirds felt they would have a negative impact on their business.
- 5.6 The survey asked about the proposed Clean Air Zone, including the boundary and the timescales for introducing the zone. The views on the daily charges for non-compliant vehicles to enter the zone were split, with roughly a third of individuals saying they were about right, a third saying they were too low and a third saying they were too high. Businesses were more likely to say they daily charges were too high (around two thirds responding with that answer).
- 5.7 Those with non-compliant vehicles were asked about their view on the funding proposed to support businesses to upgrade. Many businesses either didn't know what action they were likely to take or thought they would not take any action. Of those who said they would not take action, the reasons why included; the cost of upgrading their vehicle, constraints around their lease arrangement and that they would prefer to pay the daily charge.
- 5.8 Scrappage schemes, loans and additional support were suggestions made by respondents on how we could support those with non-compliant vehicles to upgrade. There were also comments on who should be prioritised to receive any funding, those comments focused on supporting smaller businesses first.
- 5.9 More than half of all respondents thought it was important to provide support and advice to help people use less-polluting transport. Almost half of respondents thought travel planning and events at schools would encourage the use of sustainable transport.
- 5.10 60% thought installing more electric vehicle charging points across GM was important. The top suggested locations were: public car parks, service stations, taxi ranks, Retail centres and workplaces.
- 5.11 Overall, 68% of individuals and 38% of businesses supported the proposal. When asked on a scale of 1 – 10, where 10 was fully supporting the proposals, 41% of individuals gave the proposals a score of 10.
- 5.12 The full report from the conversation can be found online at <https://cleanairgm.com/technical-documents>.

6 THE CONSULTATION

- 6.1 In May 2020, the ten GM local authorities and the GMCA set out that they needed to be mindful of moving the Clean Air Plan forward given the direction to act but also the need to balance this against the impact of COVID-19.
- 6.2 It further recognised that any consultation conducted in a time of COVID-19-related restrictions will be different to previous consultations and GM would have to do everything it reasonably can to ensure that the consultation is fair.
- 6.3 Subject to the considerations detailed in paragraph 6.6, is now proposed to move forward to consultation on the Clean Air Plan starting in October 2020 as there is a plan for the easing of restrictions and moving to the next phase of the COVID-19 response through the Government's COVID-19 recovery strategy⁸ published on Monday 11 May 2020. In this document the Government published a staged plan for the reopening of the economy and the gradual easing of restrictions following the introduction of national lockdown measures on 23 March 2020.
- 6.4 On Sunday 10 May 2020, the Prime Minister outlined plans for the easing of national lockdown restrictions and the reopening of some businesses. This was organised around a progressive stepped approach.
- 6.5 Each of the steps is contingent on the current risk posed by COVID-19 and the status of the Government's five tests. The Government has indicated that if it sees a sudden and concerning rise in the infection rate then it may have to re-impose some restrictions and that it would seek to do so in as limited and targeted a way as possible, including reacting by re-imposing restrictions in specific geographic areas (local/regional restrictions) or in limited sectors where it is proportionate to do so, possibly at short notice.
- 6.6 It is noted that as at 31st July 2020, parts of the North of England, including the 10 GM local authorities, were placed under additional regional restrictions prohibiting people who do not live together from meeting in a private home or garden (except for limited exceptions)⁹ which are enforceable from 5th August 2020. Although within GM regional social distancing measures are in place from 31st July 2020 (to be initially reviewed by 19th August 2020 at the latest), under these measures the majority of businesses remain open and it is not considered at this time that the situation in terms of ability of consultees to engage in any meaningful consultation activity has materially changed from that which was in place prior to 31st July 2020. Nevertheless, the GM authorities recognise the changing landscape and the situation regarding the consultation (to include any equalities impact considerations) is being kept under constant review. Should the GM local authorities consider it necessary to do so, they may make adjustments to the consultation process or consider pausing it. GM will need to conduct a consultation that will adhere to the Government guidance around social distancing and any regulations in place and undertake engagement activity that will enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way, taking into account that Government

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https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/884760/Our_plan_to_rebuild_The_UK_Government_s_COVID-19_recovery_strategy.pdf

⁹ <https://www.gov.uk/government/collections/local-restrictions-areas-with-an-outbreak-of-coronavirus-covid-19>

guidance and stage of recovery both nationally and locally/regionally can change very quickly. It is proposed that:

- Consultation will take place within the COVID-19 Secure guidelines in place at the relevant time and run for 8 weeks from early October 2020. A commencement date of early October 2020 will enable the GM Authorities to consider the matters reported here through their own constitutional decision-making arrangements between August 2020 and September 2020.

6.7 It is considered that an 8-week consultation is a reasonable period of time and will provide an opportunity for meaningful feedback on the proposals for the following reasons:

- the GM Authorities will undertake pre-consultation engagement around the proposals explaining why a GM CAP is important for GM;
- since the 7-week public conversation, impacted groups have been regularly informed of the development of the GM CAP proposals;
- the consultation will be conducted primarily through digital channels with specific arrangements to ensure that there is parity of access for all groups; and
- the full detail of the proposals will have been in the public domain for 10 weeks prior to the consultation launch.

6.8 The GM Authorities engagement activity will use the CleanAirGM visual identity and will be coordinated by TfGM at a GM-wide level and each GM authority will be supported to implement their own delivery plans for consultation with their residents and businesses.

6.9 The GM Authorities will use both online and offline channels to promote the consultation, (including social media, digital advertising, out of home advertising, media and PR, working with stakeholders and other routes). It is not thought likely that traditional consultation-style events and drop-in sessions will be able to be hosted due to the restrictions on large gatherings and therefore online events, webinars, and social media will be used in order to answer questions and engage.

6.10 A delegation is sought to give Councillors Alan Quinn and Lucy Smith the necessary authority to approve the GM CAP consultation materials which will include the consultation summary document, survey questions and Equalities Impact Assessment on the consultation activity.

6.11 Alongside this engagement activity, GM Authorities will also undertake qualitative research looking at the impact of the clean air proposals on the most impacted groups – which may include small and micro businesses, taxi and private hire trade, the freight and logistics trade, public transport users, those with respiratory conditions and others. This research will be conducted whilst the consultation is ongoing and will be reported within the consultation findings report.

7 CONSULTATION PROPOSALS

- 7.1 The GM authorities have been directed by Government to introduce a Category C Clean Air Zone across the region. There is a requirement under the Transport Act 2000 to consult 'such a local persons as [the GM authorities] consider appropriate about the charging scheme'. The statutory nature of the consultation affords a large degree of discretion to the consulting authorities about the manner in which such persons are consulted, but it will need to address the contents of the scheme and how it will promote relevant local transport policies and explain the fundamentals of the CAZ, i.e. the proposed boundary, times of operation and vehicle types that would be subject to charges if non-compliant, the charges and discounts and exemptions. It is likely that the charges, discounts and exemptions may be most affected by responses to the consultation, given that some of the other elements of the CAZ, such as the need for a CAZ and the category of CAZ are mandated by the Ministerial Direction – see Appendix 2.
- 7.2 The supporting measures, the detail of proposals of the funds and vehicle finance, should also be set out to enable consultees to respond fully to the GM CAP proposals. The measures are also subject to state aid restrictions.
- 7.3 The tables set out at paragraphs 7.14 to 7.21 indicate the GM CAP measures that will be the subject of consultation. The main changes to highlight from the public conversation are highlighted in the list below and detailed in paragraphs 7.4 to 7.13. The full Policy for Consultation can be found at Appendix 3.
- Clean Air Zone Daily Charges
 - Clean Air Zone Implementation Date
 - Clean Air Zone Exemption for LGV's and minibuses to 2023
 - Vehicle Finance Offer
 - Temporary exemption for Wheelchair accessible taxis licensed in GM (hackney carriages and private hire vehicles)
 - Temporary exemption for GM registered coaches
 - Personal Use Discount for Private Hire Vehicles licensed with one of the ten GM Local Authorities
 - Try Before You Buy Hackney Scheme
 - Licensed Hackney carriage/Private hire vehicle i Electric Vehicle Infrastructure
 - Removal of Sustainable Journeys and Electric Vehicle Infrastructure

7.4 Clean Air Zone Daily Charges

7.4.1 Daily charges would apply for each day a non-compliant vehicle is used within the GM CAZ, with one charge imposed per vehicle, per 'Charging Day' (midnight to midnight), however much a vehicle drives within the GM CAZ in that 24-hour period. The aim of the daily clean air zone charges is to:

- reduce NOx emissions sufficiently (and not to target other pollutants, although benefits are likely) by encouraging drivers to upgrade to a cleaner vehicle.
- for as few people as possible to choose to 'stay and pay', accepting that this may remain the best choice for infrequent visitors.
- be as low as possible whilst achieving these objectives.

7.4.2 Why have the proposed charges been modified since the initial conversation in 2019?

- Better understanding of the vehicle fleets and markets in GM and nationally.
- Better understanding of the likely behavioural response to the charges.
- A range of options have been tested to identify the lowest, most effective charge.

7.4.3 It is proposed to base the consultation on a revised charge for LGV's and minibuses, set at £10 compared to £7.50 per day in the conversation. The reason for this increase is that since the conversation the data and modelling that underpins the development of the GM CAP has been significantly updated particularly in terms of the behavioural changes GM expects to see. In the analysis used to assess the effectiveness of different charge levels for LGVs, a CAZ charge set at £7.50 delivered upgrades of under 48%, meaning that over half of non-compliant vehicles were choosing to stay and pay the charge or switch to a car, whereas the analysis suggested that increasing the charge to £10 would increase the upgrade to around 70%. At a lower charge level, the risk is that the scheme imposes costs through charges without delivering the necessary benefits of emissions reductions. It is assumed that minibus operators would respond in a similar way, but this could not be modelled because there was not sufficient information available to reliably assess cost sensitivity in the minibus sector.

7.4.4 It is proposed to base the consultation on a revised charge for HGV's, buses and coaches of £60 compared to £100 per day proposed in the conversation. The reason for this decrease is that since the conversation the data and modelling that underpins the development of the GM CAP has been significantly updated particularly in terms of the behavioural changes GM expects to see. In the analysis used to assess the effectiveness of different charge levels for HGVs, a CAZ charge set at £60 per day was shown to deliver very similar upgrade responses and benefits to compliance as a charge of £100 per day. £60 was assessed to be the lowest possible charge delivering equivalent benefits. It is considered that coach and bus operators would respond in a similar way, but this could not be modelled because there was not sufficient information available to reliably assess cost sensitivity in these

sectors. It is therefore recommended that the same charge of £60 per day is applied to all heavy vehicles.

- 7.4.5 The proposed daily charge for licensed Hackney carriages and licensed Private Hire Vehicles remains at £7.50 per day.

7.5 Clean Air Zone Implementation Date

- 7.5.1 In the May GMCA report GM advised that the implementation of a GM-wide CAZ was delayed. It can now be confirmed that the programme is now working to an implementation date of Spring 2022.

- 7.5.2 GM anticipates that once implemented the Clean Air Zone will remain in full operation until at least the second half of 2026. If it is demonstrated by the second half of 2026 that two consecutive years' of compliance with legal limit value for NO₂ of an annual mean of 40 µg/m³¹⁰ has been met, and there is confidence that compliance will continue to be maintained then, subject to GM governance processes, GM will notify the Secretary of State of its intention to revoke the Charging Scheme Order and commence the decommissioning of the GM Clean Air Zone.

7.6 Clean Air Zone Exemption for LGVs and minibuses until 2023

- 7.6.1 The Government have accepted GM's case for exempting LGVs and minibuses to 2023.

7.7 Vehicle Finance Offer

- 7.7.1 In its Outline Business Case (OBC) GM said it would investigate a scheme to offer loans at preferential rates for those taking advantage of the Clean Air funds.

- 7.7.2 The Clean Air conversation in 2019 showed that vehicle finance is needed to help owners upgrade their vehicle as introduction of the GM Clean Air Zone is disrupting vehicle renewal cycles and some will need help in getting access to finance.

- 7.7.3 In response to this, GM has developed a Vehicle Finance measure to address and reduce the adverse impacts on individuals, companies and organisations of financing an upgrade to a compliant vehicle without reducing the effectiveness of the Clean Air Zone.

- 7.7.4 This measure has been designed to facilitate access to vehicle finance to a wider range of applicants than would ordinarily be the case, and, where access to credit isn't normally an issue the cost of the monthly finance will be more affordable.

- 7.7.5 Vehicle Finance will utilise the GM CAP Clean Commercial Vehicle Fund and Clean Taxi Fund to offer eligible owners of a non-compliant vehicle the option to seek funding as either a lump sum grant or as a contribution towards vehicle financing, they will be able to choose the option which best suits their individual circumstances.

¹⁰ as set by the Ambient Air Quality Directive (2008/50/EC)

- Lump sum grant contributes to the cost of replacement – the applicant funds the remaining costs with private purchase or their own financing arrangements.
- Vehicle finance contributes to the cost of financing a replacement vehicle through GM's arrangements either a lease or Hire Purchase – the applicant pays monthly for an agreed finance period.

7.7.6 The measure will be available to small, micro businesses, sole traders, self-employed, charities & and social enterprises, registered¹¹ in GM and in ownership of a non-compliant vehicle (HGVs, LGVs, Coaches, Minibuses, Hackneys and Private Hire Vehicles). More information on the measure can be found at Appendix 4.

7.8 Temporary exemption for Wheelchair accessible taxis

7.8.1 Wheelchair accessible (WAV) Hackney Carriages and Private Hire Vehicles (PHV) offer a vital service for disabled people and are often the only mode of travel available to them. 26% of taxi users, compared to 9% of users of other modes, report that they have a health problem or disability that limits their day-to-day activities, and 26% of over 65s say that they cannot use buses due to a disability – both demonstrating the importance of taxis in providing accessibility for disabled and elderly people¹². To maintain accessibility for disabled people and mitigate a risk of a reduction in the number of WAV Hackney Carriages and PHVs operating in the region, GM licensed Wheelchair Accessible Hackney Carriages & PHVs will be given a temporary exemption until 2023. Other areas have offered exemptions for WAV taxis on this basis and the temporary exemption for WAV Hackney Carriages and PHVs does not affect the year of compliance with NO₂ legal limits.

7.9 Temporary exemption for GM registered coaches

7.9.1 Compliant Euro 6 coaches have been available since 2013, however the majority of the fleet registered and believed to be operating in GM is non-compliant, with Euro 3 the most common age category. This is because coaches have a long running life and upgrade to a compliant vehicle is very expensive, at up to £280k for a new vehicle. Most coach operators are small businesses and have very small fleets of 1-5 vehicles, operating within tight margins. Coaches provide services for vulnerable groups, particularly children, elderly people and those on low incomes. To maintain accessibility for these groups and mitigate a risk of reduced coach operations, coaches registered to a business address within GM will be eligible to apply for a temporary exemption until 2023, subject to legal review including state aid implications. Vehicles that are used on a registered bus service in GM are not eligible for this exemption. A temporary exemption for coaches does not affect the projected year we are expected to comply with NO₂ legal limits.

7.10 Personal Use Discount for Private Hire Vehicles licensed with one of the ten GM Local Authorities

7.10.1 The Clean Air conversation in 2019 showed that a proportion of PHVs are used as a private car when not acting as a PHV. Private cars are not included in

¹¹ taxi & PHV need to be licensed in GM

¹² November 2019 Hatch Regeneris "CAZ Commercial Vehicle Socio-Economic Impacts Research"

GM's Clean Air Zone and therefore owner drivers of GM-licensed PHVs (and PHVs leased full-time by 1 person), will be offered a discounted weekly charge of 5/7 of the total from implementation. This is in line with the position taken in other cities e.g. Leeds and can be facilitated through the Government's Hackney Carriages and PHV Centralised Database which forms part of the wider digital infrastructure that is being developed to support the introduction of charging Clean Air Zones.

7.11 Try Before You Buy Hackney Scheme

7.11.1 The GM CAP will require Hackney Cabs and PHVs to meet stricter emissions standards, which will mean a significant proportion of the trade will need to upgrade their vehicles to meet these emissions standards to avoid a charge. There is also the ambition in the GM Five-Year Environment Plan (5YEP) for GM to be carbon neutral by 2038.

7.11.2 To invest in Zero Emission Capable (ZEC)¹³ vehicles, taxi proprietors also require long term confidence in the local policy landscape, including future interventions and supporting infrastructure. GM has recently agreed to introduce a position for consultation on when GM Taxi/PHV ZEC should be ZEC. The MLS further proposes that all Hackney Carriages must be London-style wheelchair accessible vehicles. Due to the lack of second-hand ZEC Hackney Carriages on the market, all operators looking to upgrade to electric would likely to have to purchase new vehicles.

7.11.3 Deliberative research undertaken in October 2019 identified that Hackney and PHV drivers and operators noted the attractiveness of EVs, but showed concern about whether EV taxis were suitable, and whether there would be sufficient dedicated charging infrastructure available. To be persuaded to upgrade to an EV, it is likely participants would need to be confident that use of the vehicles is demonstrably feasible. Measures will need to target affordability and other barriers to switching to an electric vehicle, as well as the current lack of charging infrastructure.

7.11.4 GM are proposing a 'Try Before You Buy' initiative for GM-licensed Hackney Carriage drivers to address uncertainties such as operating costs, range anxiety and availability of charging infrastructure. Nottingham City Council have run a trial of 3 EV Hackney's for 1-month periods and since its launch in January 2019 have covered 43 trials and have successfully converted 20 of those drivers to electrified Hackneys. The GM scheme would aim to encourage a 40% increase in drivers moving to EV. Support to drivers will be further enhanced in this transition to EV with the Hackney EV running cost grant.

7.12 Taxi Electric Vehicle Infrastructure

7.12.1 As set out above research has shown taxi drivers are concerned about the ability to charge EVs when out and about on shift. Therefore, electric vehicle infrastructure will be key in supporting the transition to ZEC taxis.

7.12.2 GM are proposing a network of 40 taxi only rapid electric vehicle charging points, tailored to locations to support ZEC taxis to operate across GM. This measure is complementary with the financial support offered through the

¹³ This means having CO₂ emissions of no more than 50g/km and a minimum 30 mile zero emission range.

Clean Taxi Fund, within which one of the proposed financial support mechanisms is a running-costs grant for those who upgrade from a non-compliant vehicle to a ZEC vehicle.

7.13 Removal of Sustainable Journeys and Electric Vehicle Infrastructure

7.13.1 In the update report on 29 May it was detailed that the Government does not support the Sustainable Journeys measure as it only contributes to a minimal amount of NOx reduction in key locations. It also set out that Electric Vehicle Infrastructure is not needed for compliance and so would not be supported by implementation fund monies but government have committed to work with GM on securing alternative funding. The Office for Low Emission Vehicles (OLEV) were allocated £500m in the 11 March 2020 budget and TfGM on behalf of GM will be developing a business case to make the case to OLEV/Department for Transport.

7.14 **Proposals for the Clean Air Zone** – Government has awarded GM £36m for the preparatory implementation and contract arrangements that need to be undertaken to deliver the CAZ and other GM CAP measures.

Clean Air Zone: Boundary	Primarily aligned with the administrative boundary of GM Authorities excludes the Strategic Road Network (SRN) ¹⁴ . https://cleanairgm.com/which-roads-are-affected/
Clean Air Zone: Times of Operation	24 hours a day, 7 days a week
Clean Air Zone: Vehicles Affected	• Licensed Hackney Carriage • Licensed Private Hire Vehicle • Bus • Coach • Minibus • LGV • HGV

7.15 **Proposals for Licensed Hackney Carriages** – GM has asked for £10.4m of funding plus delivery costs.

Clean Air Zone: Exemptions	Wheelchair Accessible (WAV) Hackney Carriages which are licensed by one of the 10 GM Authorities, as of the [end date of GM CAP consultation] will be eligible for a temporary exemption until 31st December 2022.
Clean Air Zone: Discounts	None
Clean Air Zone: Daily Charge	£7.50 per charging day (midnight to midnight)
Clean Vehicle Funding	A one off grant of £10,000 towards the running costs of a Zero Emissions Capable Vehicle OR access to vehicle finance, offering an average subsidy of £10,000 with the total subsidy capped at £14,000. OR a grant of £5,000 towards the LPG retrofit of a Euro 5 vehicle less than ten years old.

¹⁴ The SRN consists of roads which are not managed by local and regional GM authorities, namely motorways and trunk roads managed by Highways England. The SRN is illustrated on the Highways England Network Management Map available at: <https://www.gov.uk/government/publications/roads-managed-by-highways-england>

	Funding ask of £10.4m would provide funding to upgrade around 1,050 vehicles. Total in-scope non-compliant fleet is estimated to be 1,200 vehicles at the point of CAZ implementation.

- 7.16 Proposals for Licensed Private Hire Vehicles** – Government has awarded GM £10.2m as an initial tranche of funding. Further funding is required to support delivery costs.

Clean Air Zone: Exemptions	Wheelchair Accessible (WAV) Private Hire Vehicles which are licensed to one of the 10 GM Authorities, as of the [end date of GM CAP consultation] will be eligible for a temporary exemption until 31st December 2022.
Clean Air Zone: Discounts	PHVs (owned or leased full-time by 1 person) licensed to one of the 10 GM Local Authorities and also used as a private car - Registered keepers of non-compliant PHVs which are also used as a private car will be eligible to apply for a discounted charge of 5/7 of the weekly total from 2021.
Clean Air Zone: Daily Charge	£7.50 per charging day (midnight to midnight)
Clean Vehicle Funding	Private Hire WAV or minibus: A grant of £5,000 for a compliant 6+ seater vehicle OR access to vehicle finance, offering an average subsidy of £5,000, with the subsidy per vehicle capped at £7,000. Non-wheelchair accessible Private Hire Vehicles: A grant of £1,000 for replacement with a compliant internal combustion engine vehicle OR access to vehicle finance, offering an average subsidy of £1,000, with the subsidy per vehicle capped at £2,000. OR a grant of £2,000 for replacement with a compliant hybrid or plug-in hybrid OR access to vehicle finance, offering an average subsidy of £2,000, with the subsidy per vehicle capped at £3,000. OR a grant of £2,500 towards the running costs of a Zero Emissions Capable vehicle. Funding ask of £10.2m would provide funding to upgrade around 4,600 vehicles. Total in-scope non-compliant fleet is estimated to be 5,300 at the point of CAZ implementation.

- 7.17 Proposals for Buses** – Government has awarded GM £14.7m as an initial tranche of funding. As set out at paragraph 3.7 alongside this, GM is proposing to the Government that it requires circa £9m of funding plus delivery costs to support the replacement of non-compliant vehicles operating on registered bus services in GM that cannot be retrofitted.

Clean Air Zone: Exemptions	None
Clean Air Zone: Discounts	None

Clean Air Zone: Daily Charge	£60 per charging day (midnight to midnight)
Clean Vehicle Funding	Bus retrofit - Up to £16,000 towards retrofit to a compliant standard via a Clean Vehicle Retrofit Accreditation Scheme (CVRAS) certified system Bus replacement - Up to £16,000 for purchase or lease of a compliant vehicle Funding ask would provide funding to retrofit or towards upgrade of all non-compliant buses operating in GM, around 1,500 vehicles in total (noting that a further c350 are being retrofitted under the CBTF).

7.18 Proposals for Coaches – Government has awarded GM £4.4m as an initial tranche of funding.

Clean Air Zone: Exemptions	Coaches registered to a business address within GM and not used on a registered bus service within GM will be eligible for a temporary exemption until 31st December 2022.
Clean Air Zone: Discounts	None
Clean Air Zone: Daily Charge	£60 per charging day (midnight to midnight)
Clean Vehicle Funding	A grant of £16,000 per vehicle for replacement OR access to vehicle finance, offering an average subsidy of £16,000, with the subsidy per vehicle capped at £23,000. OR a grant of up to £16,000 towards retrofit to a compliant standard via a Clean Vehicle Retrofit Accreditation Scheme (CVRAS) Funding ask of £4.4m would provide funding to upgrade around 275 vehicles.

7.19 Proposals for Minibuses – Government has awarded GM £2m as an initial tranche of funding.

Clean Air Zone: Exemptions	Community Minibuses – Those operating under a permit under section 19 or section 22 of the Transport Act (1985), issued by a body designated by the Secretary of State are eligible for a permanent exemption. Minibuses which are not used as a licensed taxi, PHV or on a registered bus service, will be eligible for a temporary exemption until 31st December 2022.
Clean Air Zone: Discounts	None
Clean Air Zone: Daily Charge	£10 per charging day (midnight to midnight)
Clean Vehicle Funding	A grant of £5,000 per vehicle OR access to vehicle finance, offering an average subsidy of £5,000, with the subsidy per vehicle capped at £7,000. Funding ask of £2m would provide funding to upgrade around 400 vehicles.

7.20 Proposals for LGV – GM has asked for £80m of funding plus delivery costs.

Clean Air Zone: Exemptions	Light Goods Vehicles (LGVs) will be eligible for a temporary exemption until 31st December 2022.
Clean Air Zone: Discounts	None
Clean Air Zone: Daily Charge	£10 per charging day (midnight to midnight)
Clean Vehicle Funding	A grant of £3,500 per vehicle OR access to vehicle finance, offering an average subsidy of £3,500, with the subsidy per vehicle capped at £5,000. Funding ask of £80m would provide funding to upgrade around 23,100 vehicles, around 40% of the in-scope non-compliant fleet.

7.21 Proposals for HGV – Government has awarded GM £7.6m as an initial tranche of funding.

Clean Air Zone: Exemptions	Specialist Heavy Goods Vehicles – Certain types of heavily specialised HGVs, such as those used in construction or vehicle recovery. Non-road-going vehicles – Certain types of non-road going vehicles which are allowed to drive on the highway such as agricultural machines; digging machines; and mobile cranes (T1, T2 or T3 vehicle types)
Clean Air Zone: Discounts	Registered keepers of privately-owned commercial vehicles (<3.5t)), and registered to an address in GM, will be eligible to apply for a discounted charge of that of an LGV.
Clean Air Zone: Daily Charge	£60 per charging day (midnight to midnight)
Clean Vehicle Funding	A grant of up to £5,500 per vehicle, dependent on vehicle size OR access to vehicle finance, offering an average subsidy of up to £5,500 with the subsidy per vehicle capped at £8,000. OR a grant of up to £16,000 towards retrofit to a compliant standard via a Clean Vehicle Retrofit Accreditation Scheme (CVRAS) Funding ask of £7.6m would provide funding to upgrade around 2,000 vehicles, around half the in scope non-compliant fleet.

7.22 An Equalities Impact Assessment that considers the draft proposals at a GM level, can be found at Appendix 5.

8 GOVERNANCE

- 8.1 TfGM has been leading on the development of the GM CAP on behalf of the ten GM local authorities. However, the duty to secure compliance with the March 2020 ministerial direction falls on the 10 GM local authorities. The latest direction by the Secretary of State under section 85 of the Environment Act 1995 places a duty directly on each of the GM authorities to take steps to implement the relevant local plan for NO₂ compliance.
- 8.2 Once the GM CAZ is operational there will be a number of aspects which will require continued joint working across the GM Authorities, which may be achieved through delegations, agreements, memoranda of understanding or a combination of these. The CAZ will incur operating costs and generate revenues, any net surplus of which must be applied in accordance with restrictive rules in the TA 2000, in facilitating the achievement of local transport policies.
- 8.3 Some aspects of the delivery of the CAZ will require formal arrangements to be put in place. This section of the report considers the formal governance mechanisms to underpin the delivery of a GM Clean Air Zone (CAZ) and the supporting measures, namely;
- the GM 'Operating Body', a public sector body which will be responsible for day to day operation of the CAZ in particular, the implementation of other GM CAP measures.

Operating Body

- 8.4 The 'Operating Body' should be a public sector body which will be responsible for day to day operation of the CAZ in particular, and the implementation of other GM CAP measures. Appendix 6 sets out further detail on the assumed responsibilities / activities of the 'Operating Body'.
- 8.5 The GM Clean Air Steering Group have reviewed a number of options – see Appendix 6 – and this options analysis has concluded that TfGM should act as the Operating Body and take on responsibilities for the CAZ integrating GM CAP delivery within their wider strategic GM responsibilities to operate the GM Clean Air Service.
- 8.6 Given that the ten GM local authorities are to cooperate and put in place arrangements with a view to achieving objectives they have in common no particular public procurement implications are anticipated from the proposal to appoint TfGM as the Operating Body.
- 8.7 Further information on the assumed responsibilities of the Operating Body can be found at Appendix 6.
- 8.8 A further report will be submitted in due course setting out the details of the proposed delegations to the Operating Body.

Charging Authorities

- 8.9 The relevant powers for ensuring compliance with the Direction also rest with the 10 GM local authorities as the "local plan for NO₂ compliance" referred to in the Direction involves "a Charging Clean Air Zone Class C," which in legal terms is a charging scheme under the Transport Act 2000 (TA 2000).
- 8.10 Such a charging scheme may be made by an authority (known as a 'charging authority') in respect of roads for which it is the local traffic authority or jointly by a number of them. It can also be made by one or more such authorities with a combined authority.
- 8.11 It is proposed that a further report will be brought forward to set out the formal governance mechanisms that will underpin the deliver a GM Clean Air Zone (CAZ) and the supporting measures.

Political oversight

- 8.12 If the GM local authorities agree that TfGM will act as the Operating Body it is considered prudent and good practice for an 'Authority' to act as an oversight body in respect of the GM CAP, responsible for holding the Operating Body to account and also to exercise functions relating to the oversight of the CAZ including monitoring and policy setting.
- 8.13 It is proposed that a further report will be brought forward to set out the formal governance mechanisms that will underpin the deliver a GM Clean Air Zone (CAZ) and the supporting measures.

8.14 Management Group

To ensure that each participating authority retains Strategic Management of the GM Clean Air Service as it impacts on them, it is proposed that a "Clean Air Management Group" is established to have responsibility for management oversight of the GM Clean Air Service in line with the policies and decisions of the participating authorities. It would comprise senior nominated officers of the participating authorities who would have responsibility for day to day liaison with the service. Appendix 6 sets out further detail on the assumed responsibilities of the Clean Air Management Group.

9 MINIMUM LICENSING STANDARDS AND THE GM CLEAN AIR PLAN

- 9.1 Taxi/PHV services are a significant part of GM's transport offer. In 2018, GM's ten local authorities agreed to collectively develop, approve and implement a common set of minimum licensing standards (MLS) for Taxi and Private Hire services that cover the whole of GM. At that time, the primary driver for this work was to improve public safety, but vehicle age and emission standards in the context of the Clean Air agenda are now also a major consideration.
- 9.2 As licensing is a local authority regulatory function, the work to devise the Standards has been undertaken by the GM Licensing Managers Network, with TfGM supporting the co-ordination of this work, and alignment with other relevant GM policies, at a GM level.
- 9.3 There are four areas of focus for the MLS:

- Drivers: Criminal Records Checks; Medical Examinations; Local knowledge test; English language; Driver training; Driving Proficiency; Dress Code.
- Vehicles: Vehicle emissions (diesel Euro 6 and above, petrol Euro 4 and above with an ambition for a zero-emission capable fleet); Vehicle ages (under 5 years at first licensing, no older than 10 years); Vehicle colour (Black for Taxi/Hackney, white for Private Hire Vehicles); Vehicle livery (common GM design with Council logo incorporated); Accessibility (all Taxis to be wheelchair accessible); Vehicle testing; CCTV; Executive Hire; Vehicle design and licensing requirements.
- Operators: Private Hire Operators/staff will require basic criminal record check; more stringent requirements in relation to booking records; Operators to take more responsibility for the behaviour of their drivers.
- Local Authorities: Applications may be submitted up to 8 weeks in advance of license expiry; Once determined, license issued within 5 working days; Agree to develop common enforcement approach and a framework to which licensing fees are set; Councillors to receive training before they hear applications.

9.4 Given the decarbonisation challenge, highlighted elsewhere in this report, sectors such as transport need to take very significant action now to reduce carbon emissions. For taxis and PHVs to contribute will require them to switch to zero-emission capable (ZEC) vehicles. To invest in ZEC vehicles, taxi proprietors also require long term confidence in the local policy landscape, including future interventions and supporting infrastructure.

9.5 Therefore, the following dates for ZEC adoption are proposed as part of the MLS consultation:

- From 2025 all new to license vehicles would need to be ZEC; and
- From 2028 all vehicles would need to be ZEC, meaning an entirely zero emission Taxi/PHV fleet across GM by 2029.

9.6 The trade has asked for certainty, funding, and long lead in times for these changes. This is extremely challenging within the current and emerging policy environment. Officers have developed policy proposals that can meet these needs as far as possible, which is why parallel consultations will be undertaken for MLS and GM CAP, and that charging, funding, and licensing policy positions are coherent and joined-up.

- 9.7 On 3rd August 2020, the GM local authorities received a letter from the GM Taxi Trade Coalition requesting that the GM CAP and MLS consultations be delayed until such time as the full impact of COVID-19 on the taxi trade can be assessed. A copy of this letter is attached at Appendix 7. As at the time of the drafting of this report, a response is being prepared, but it is noted that the 10 GM authorities remain under a legal duty to comply with the ministerial direction dated 16th March 2020 which requires them to consult on the GM CAP proposals as soon as reasonably practicable and requires the implementation of a category C clean air zone (with additional measures) so as to achieve NO₂ compliance in the shortest possible time, and by 2024 at the latest. Given the overlap of proposed MLS vehicle age and emission standards with the Clean Air plan agenda, there is a need for parallel consultations to be undertaken for MLS and GM CAP so that charging, funding, and licensing policy positions are coherent and joined-up. The wider points raised by the Coalition, including COVID-19 impacts, will be considered as part of the GM CAP and MLS consultations as set out in section 6 above.
- 9.8 Ultimately the collaborative approach that the MLS represents will help achieve the vision of a strong, professional and healthy taxi and private hire sector providing safe and high-quality services to residents and visitors across the whole of GM. This vision sees taxis and Private Hire as a crucial part of the overall transport mix, that can consistently deliver safe and high-quality services for the public. The proposed MLS will help deliver improved safety, customer focus, higher environmental standards and accessibility.
- 9.9 In addition, GM understands that, like many parts of the economy, and in particular the transport sector, the taxi and private hire trade have been severely impacted by COVID-19, lockdown and the effects of social distancing policies. Therefore, the MLS consultation, which is a matter for the 10 district councils, will include questions designed to elicit a fuller and more informed understanding of the wider effects of COVID-19 on the economic health and sustainability of the taxi and private hire trades.

10 NEXT STEPS

- 10.1 Officers will:
- Continue dialogue with JAQU to secure a clear response from Government on GM's outstanding clean air funding asks;
 - Continue to undertake the preparatory implementation and contract arrangements that need to be undertaken to deliver the CAZ and other GM CAP measures;
 - Continue preparations to move to a statutory public consultation on the GM Clean Air Plan;
 - Continue work to understand the possible impacts of COVID-19 on the GM CAP; and
 - Prepare further reports to set out the formal governance mechanisms that will underpin the deliver a GM Clean Air Zone (CAZ) and the supporting measures.

11 RECOMMENDATIONS

- 11.1 The recommendations are set out at the front of the report.

12 **APPENDIX 1 – GM RESPONSE TO DFT’S DECARBONISING TRANSPORT – SETTING THE CHALLENGE**

1. Greater Manchester welcomes the opportunity to feedback on DfT’s Decarbonising Transport – Setting the Challenge [‘the document’] and give our views on the actions required to put the UK’s entire transportation system on a plausible pathway to deliver the greenhouse gas reductions urgently needed to achieve carbon neutrality. GM broadly agrees with the 6 strategic priorities and welcomes the opportunity to participate in the workshops to help develop these further.
2. Greater Manchester agrees with the acknowledgement in the document that the decarbonisation of transportation is not optional and that urgent action is needed to put the UK on a trajectory of becoming carbon neutral by 2050. It is encouraging that Government, in addition to identifying freight and logistics as playing a key role, has recognised within its strategic priorities the need to accelerate modal shift to public transport and active travel and that many of the solutions lie within the localities where unique opportunities and challenges lie. As mentioned throughout the document, delivering carbon neutrality will not be possible without a major change in travel behaviours and a fundamental shift in the way people and goods are moved.
3. Greater Manchester aims to be a carbon neutral city-region by 2038. The pathway to the Greater Manchester 2040 Transport Strategy’s Right Mix vision focuses on changing travel behaviour towards public transport, active travel, more local travel, and more travel to town and city centres in order to reduce car mode share from 61% of trips in 2017 to no more than 50% of trips in 2040. Although the Right Mix takes us some way towards Greater Manchester’s carbon neutral target, more challenging reductions in car travel are likely to be necessary if Greater Manchester is to meet the carbon budgets that underlie the target. Central Government will need to take the lead if Greater Manchester is to achieve those major changes in travel behaviour.
4. It is disappointing to note that Government policies and strategies do not appear at present to be joined up. The document explicitly states that embodied carbon is out of scope, as is that of the power generation and distribution for transport and construction of infrastructure, as these are considered elsewhere by Government. Whilst GM recognises that travel energy carbon costs are often most easily understood and addressed in the near-term, the carbon costs of infrastructure is a necessary component for a coherent decarbonisation strategy. The need for joined-up thinking was identified in HMT Infrastructure Carbon Review¹⁵ which states “the overarching recommendation is that Government and industry clients should work together to make carbon reduction a requirement on all infrastructure projects and real value will come from joining up the value chain and unleashing innovation”. PAS 2080¹⁶ mirror these aspirations and promote carbon reduction

¹⁵

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/260710/infrastructure_carbon_review_251113.pdf

¹⁶ PAS 2080:2016 Carbon Management in Infrastructure – BSI Group

in the value chain and it is recommended that a similar PAS be developed for transport.

5. The apparent lack of a joined-up approach may lead to inappropriate technologies and solutions being pursued and implemented; as was the case with the promotion of diesel vehicles over petrol to help reduce carbon emissions where siloed decision-making resulted in much higher traffic-generated emissions of nitrogen dioxide (NO₂) and contributed to the UK Government's failure to meet the 2010 legal limit for roadside NO₂. In addition, an urgent review of the Bus Service Operators' Grant¹⁷ (BSOG) is needed, as it is based on annual fuel consumption and therefore is actively encouraging the use of fossil fuels: instead, subsidy ought to encourage and stimulating the adoption and use of electric vehicles for bus, the most heavily used public transport mode in GM and throughout the country. Additionally the 2011 Budget saw a freeze on fuel duty which has meant that its real value is currently the lowest since November 1994.¹⁸
6. Finally, the valuation of carbon in transport appraisal is not raised within the consultation document. The economic value of reducing carbon as contained in the DfT Transport Appraisal Guidance is in need of urgent revision to ensure that it plays a driving role in the economic case for transport interventions and investments. Indeed, it is questionable whether we have sufficient information about the social costs of carbon emissions to justify trading-off those costs against other benefits in a transport appraisal. If that practice is to continue, a precautionary approach should be used to valuing carbon, reflecting uncertainty about its true long-term costs.

Moving People

7. The principle focus of the document in its discussion of carbon neutrality by 2050 is around the shift to the use of electric vehicles. Although it accepts that car travel will need to be reduced, the work undertaken for the GM Environment Plan by the Tyndall Centre has demonstrated that it is not plausible that such a reduction in carbon could be achieved without a substantial reduction in total kilometres travelled, if the UK is to remain within its carbon budgets. The omission of a range of impactful actions that realistically will enable the carbon reductions to be made is a serious shortcoming and must be addressed in the Plan. Changes to mode of transport alone will not be enough; changes to the pattern of trip origins and destinations will also be needed. It is surprising that in fig 6 an EV is identified as zero carbon yet an electric train is not.
8. Greater Manchester has a significant strategic road network comprising approximately 170km of mostly motorway, carrying around 5.5million kilometres of vehicle traffic per annum. There is a greater length of strategic road network in GM than in any other City Region area. It is for this reason that GM needs a joined-up approach to managing local and strategic roads and clear policy alignment around highway capacity enhancements which could lead to more car travel. The cost of travel plays an important role in the choice of transport mode and as a result of freezing fuel duty, this has meant that once a

¹⁷ BSOG is a grant paid to operators of eligible bus services and community transport organisations to help them recover some of their fuel costs.

¹⁸ Petrol and diesel prices – House of Commons Briefing Paper, Number 4712, 16 June 2020

vehicle has been purchased it is relatively cheap to run, making this a challenge for public transport to compete.

9. It is also important to recognise that there is concern over the potential increase in non-exhaust fine particulate matter generated by EVs, when compared to the equivalent conventional vehicle. The Air Quality Expert Group (AQEG) identified that EV's can weigh up to 24% more than a conventional ICE equivalent, resulting in more brake, tyre and road wear¹⁹. The AQEG have recommended an immediate priority that non-exhaust emissions are recognised as a source of ambient concentrations of airborne particulate matter, even for zero exhaust emissions vehicles.²⁰ It is these fine particulates that have been linked to the poor health outcomes and loss of life years.
10. The document identifies the fact that most journeys are made for leisure purposes and that for 87% of car users, their current lifestyles mean that they need to own a car. Again, it is not realistic that simply nudging people into "the purchase of a new type of vehicle, moving to greater sharing of transport to increase utilisation, or switching modes" will be sufficient to achieve the behaviour changes that in turn will enable the very challenging carbon reduction targets to be met. In the short term there may be merit in providing more information to the public on the real cost of vehicle ownership and comparing this to other more sustainable modes of transport. Beyond this, the Transport Select Committee and others have identified the need for future policies, as the shift to electromobility will no longer provide even the limited road transport pricing impact that fuel duty currently provides to encourage behaviour change. Any national policy to encourage more journeys by active travel or public transport modes will need to consider how best to shift the relative pricing of transport to more fully take into account the carbon costs in the absence of current motoring duties and taxes. A similar approach is also required in the context of future transport interventions, particularly for large scale transport infrastructure.
11. For Greater Manchester to decarbonise transport to meet its 2038 target, it is estimated that 63% of cars will need to be zero-tailpipe-emission by 2025. Based on current car ownership, that is a shortfall of 800,000 vehicles, out of a current car/van fleet of 1.3 million. With global production of passenger EVs projected to be 8.5m by 2025 (10% of total vehicle sales) and 54m (58% of sales) by 2040²¹, the carbon neutral aspirations of GM and the UK Government cannot rely on only EVs as the solution. Work undertaken by Anthesis²² for GM has suggested that by 2030 a reduction of 25% in passenger-kms travelled is needed in addition to decarbonising transportation by 51%. Place-based solutions are fundamental to delivering this, creating attractive walkable residential areas that encourage shorter walk-trips instead of longer car-trips.
12. Rapid and urgent action is needed to put the UK on the trajectory necessary to achieving carbon neutrality in 2050 and meeting its agreed carbon budgets. Early work undertaken by Greater Manchester has shown that delaying action by 5 years would adversely affect the achievement of its cumulative carbon budget to the extent that our target would not be met.

¹⁹ Air Quality Expert Group – Non-Exhaust Emissions from Road Traffic

²¹ Bloomberg's New Energy Finance – Electric Vehicle Outlook 2019 <https://about.bnef.com/electric-vehicle-outlook/>

²² Scatter for GMCA – Technical Annex June 2019

13. The infrastructure needed to support the decarbonisation agenda of both transportation and heat requires the electricity grid to be fit for purpose. The document refers to installing EV charging points in new-build, however there is no reference to retrofitting these to existing property other than by grants applied for by EV owners, nor the ability of the substations to sustain the power needed to charge EVs and the projected electricity needed to heat homes. The document makes no reference to the insight used to determine the best location for EV charging points and the suitable mix of fast/rapid and ultra-rapid chargers. There needs to be joined up thinking to ensure that suitable locations are chosen, particularly given the heavy reliance on on-street parking in many residential areas. Research underpinning our draft Electric Vehicles Charging Infrastructure (EVCI) strategy identifies that whilst the private sector contribution to the network will be valuable, there is limited evidence of it delivering the network needed to meet our clean air and low carbon targets and to support the ambitions of the 2040 transport strategy. Government must support a robust and widespread network of alternative fuel infrastructure necessary to accelerate the uptake of zero tailpipe emission vehicles, to facilitate the move away from ICE vehicles.
14. Furthermore, if active travel and public transport are to be the first, natural choice, then it must also be the most convenient and cost-effective method to travel. Insight is needed to determine the appropriate mix of EV charger types and location to ensure the early uptake of EVs but also support the promotion of modal shift to active and sustainable transport. EVs are not carbon neutral, with embodied carbon accounting for 50% less life-time carbon than a typical internal combustion engine car²³. Therefore, it is important to achieve the right mix of modes of transport early on, to ensure future carbon budgets are not put at risk.
15. It is disappointing that Government does not have a current carbon target for buses and that it has left that to the Confederation for Passenger Transport (CPT). The Document misquotes the CPT's strategy, suggesting that all buses are to be ultra-low or zero emission by 2025 (2023 in some urban areas), when in fact the commitment from the CPT is only to purchase next generation ultra-low or zero emission buses from 2025 (but starting from 2023 in some urban areas). With buses operating for at least 15 years from purchase, this risks excessive delay and further carbon costs. Moreover, with buses providing the primary source of NO_x emissions in a number of our town centres and contributing an average of 822g/km²⁴; GM is very concerned about the very slow adoption of zero emission vehicles in the bus industry. At the current rate of progress it will take 300 years before the UK bus fleet is fully composed of zero emission vehicles, according to the Low Carbon Vehicle Partnership²⁵.
16. If a shift to public transport is a strategic priority, then it is concerning to see that Government is waiting for a natural renewal of the fleet; and that is even more the case given the likely impact of the Covid pandemic on fleet

²³ ICCT – Effects of battery manufacturing on electric vehicles life-cycle greenhouse gas emissions - February 2018

²⁴ [Carbonindependent.org using DEFRA's carbon calculator](https://www.carbonindependent.org/20.html#:~:text=the%20CO2%20emissions%20relate%20purely,buses%20is%20822%20g%20%2F%20km)

<https://www.carbonindependent.org/20.html#:~:text=the%20CO2%20emissions%20relate%20purely,buses%20is%20822%20g%20%2F%20km>

²⁵ TfGM research

replacement plans. Additionally, current policies that support retrofitting buses to Euro VI are also counter-intuitive and although they will help improve the quality of the air locally, they will not improve the efficiency of the vehicles, instead reducing their efficiency by up to 3%²⁶ in an urban setting and consequently increasing carbon emissions. Carbon emissions need to be considered holistically together with local air quality. Furthermore, the current policy to subsidise bus operators' use of fuel through the Bus Service Operators Grant (BSOG) is counter-intuitive. It is however encouraging that a National Bus strategy is to be launched in 2020 and that the BSOG is to be reviewed by Government to ensure that it supports the environment.

17. The Greater Manchester 2040 Transport Strategy identifies that the bus network plays a vital role in tackling congestion and providing access to work, leisure and other destinations and that there is a need to increase bus patronage. The Strategy proposes Quality Bus Transit corridors where whole-route upgrades of key bus corridors, with a strong focus on quality and reliability will attract new users.
18. There is also no reference to the role that light rail or long-distance bus/coach travel can play in decarbonising leisure travel, especially (in the latter case) since the majority of long-distance journeys are for leisure purposes.
19. The document does little to progress the decarbonisation agenda for rail and largely reflects a direction of travel set by existing Government policy. Despite a clear manifesto commitment by the Government for "more electrification", details on the scale, design and location of such programmes remain vague, although there is an industry expectation that more will be known following the publication of the Traction Decarbonisation Strategy, which Network Rail are leading, later this year. The document is right to state that rail is a relatively low-carbon form of transport and efficient in moving high volumes into city centres and for long distance trips. Heavy rail moves the highest volume of people into Greater Manchester's regional centre during the am peak. Data on carbon dioxide (CO₂) emissions per passenger km in GM estimated that rail produces 60.9g CO₂ per passenger kilometre, bus in comparison was estimated at 102.9g CO₂ per passenger kilometre²⁷. However, rail tends to have longer term investment requirements for rolling stock and infrastructure compared to other modes, so there is a risk that technological development in other modes of transport could undermine rail's comparative advantage in relation to carbon if decisions regarding the decarbonisation of rail are not made soon.
20. The document highlights the need for coordinated investment in both rail infrastructure and rolling stock which will be key to meeting decarbonisation targets. Crucial to this will be the ability to identify the right interventions for the right locations as innovation in hydrogen and battery power cannot be relied upon to deliver the scale and pace of change needed.

²⁶ Bus retrofitting with diesel particulate filters: Real world fuel economy and road worthiness.

<https://www.sciencedirect.com/science/article/pii/S1001074217317643>

https://ars.els-cdn.com/content/image/1-s2.0-S1001074217317643-fx1_lrg.jpg

²⁷ Carbon Footprinting of Policies, Programmes and Projects – AEA Technology 2009

21. There is widespread support for electrification both politically and within the rail industry, as it is considered a proven technology and has several benefits, such that electrification²⁸:
- means 60% lower carbon emissions than diesel trains;
 - is 35% cheaper than diesels to operate;
 - has 20% lower lease costs;
 - offers better reliability - between 140% and 230% increase in distance travelled between failures;
 - delivers improved passenger comfort;
 - enables faster journey times due to superior braking and acceleration; and
 - ensures quieter operation²⁹.
22. Government must also consider that the UK finds itself with a shortage of suitable diesel trains and electrics are available for cascade from other franchises. Given the Government's aspiration to reduce, and ultimately end, the use of diesel trains by 2040, companies will struggle to justify investment in diesel stock even where the lack of infrastructure requires them. Conversely, electrification could allow for a closer alignment between the banning of diesel and petrol cars by 2035 and new diesel trains in a similar timeframe.
23. Government must reconsider the role of cycling and walking if they are to be a serious contender to replace car journeys. The transport authorities have been implementing the activities discussed within the document to promote these modes of transport for many years and appreciates that much more is needed to support carbon neutrality. Greater Manchester's Bee Network contributes is one such activity with a vision for the city region to become the very first to have a fully joined up cycling and walking network, covering over 1000 miles.
24. Government need to actively introduce policies to enable significant and rapid change at levels that we have not seen to date. The light touch approach taken throughout the document may not be enough to ensure that cycling and walking are the preferred option. Policies, strategies and decision-making need to be joined up with comprehensive, interlinked, cross-boundary infrastructure that is suitable to make cycling and walking the easiest option for travel; where people are given priority over cars, rather than the other way around. In this context, regulatory reform that equips local transport and highway authorities with the right powers to plan and deliver safe walking and cycling routes is crucial, for example in terms of innovative road layouts including measures such as implied zebra crossings, and enforced where appropriate, for example in relation to moving traffic offences. Most importantly, holistic land-use and transport planning is needed in order to create the conditions suitable for the shorter journeys for which active travel is relevant and not designed around the car. Will the Government's proposed speeding-up of the planning system in England reflect the need for holistic planning of land-use and transport to achieve rapid reductions in GHG emissions from transport? Or will it accelerate the creation of car-dependent development, undermining alternatives to car travel?

²⁸ RIA electrification Cost Challenge (2019)

²⁹ RIA electrification Cost Challenge (2019)

https://www.riagb.org.uk/RIA/Newsroom/Stories/Electrification_Cost_Challenge_Report.aspx

Moving Goods

25. Although freight is identified as a key player in decarbonising transport, there is no clear direction on how this will be achieved. The current approach to voluntary reductions in GHG emission of 15% by 2025 and the introduction of regulations to set binding CO₂ emission reductions, are too little too late. As identified earlier, to meet the targets set by Government, urgent action is necessary. Investing in technology that only reduces emissions by 15% risks locking those vehicles into the fleet for 10-15 years to come. Rather, the accelerated advancement in alternative technologies such as hydrogen is necessary or, alternatively, the acceptance that in the short term there is no alternative to diesel power for freight vehicles and that the associated carbon emissions must be offset elsewhere. E-cargo bikes for last mile delivery are a sustainable solution to the increased popularity of vans. Micro-consolidation centres do not appear within the document, nor the recognition that out-of-town consolidation centres give the opportunity of greater efficiency for the distribution of goods to the final customer by low carbon means. This leads to the need for a national freight strategy with enough resilience to make a difference and reduce -tonne-km moved.
26. Freight trains makes a significant contribution to the economy and environment of Greater Manchester because each freight train replaces up to 60³⁰ HGVs that would need to be operated in their place, according to the Rail freight Group (RfG). The RfG also highlights that rail freight reduces CO₂ emissions by up to 76% compared to road transport, produces ten times less small particulate matter and as much as fifteen times less nitrogen oxide for the equivalent mass hauled.
27. Rail freight is wholly in the private sector and operated on purely commercial terms (by independent businesses with long term investments and commitments in capital, people, terminals and rail network access); therefore, the aspirations of the industry are not always shared in a wider strategy domain. The vast majority of freight trains are currently hauled by diesel locomotives. Only a very few freight trains operated into Greater Manchester are hauled by electric locomotives and the freight terminals and routes are largely not electrified and historically it has made more economic sense for the Freight Operating Companies (FOCs) or Rolling Stock Companies (ROSCOs) to invest in diesel locomotives.
28. If the Government commits to greater electrification, then the sector will be incentivised to invest in new equipment (circa £3 million per loco). Electric locomotives are a tried and tested existing technology. They are able to haul longer aggregates trains, thereby improving the economics for both FOCs and ROSCOs and potentially mitigate the need for some additional paths; there appears to be no reason railways serving quarries might not also be electrified. Government must work closely with the freight industry to provide assurance for the long-term investment in electric locomotives and to ensure the business is viable by guaranteeing freight paths under a mixed-use network.

³⁰ <http://www.rfg.org.uk/rail-freight/facts-figures/>

29. Neither of the alternative technologies of battery or hydrogen have the energy density, range or sustained power capability to match the performance of diesel trains on freight services. This means that it is essential that electrification is extended to include all freight routes if there is any chance of achieving decarbonisation. With the small profit margins of the freight operators and limited network capacity, there is no option to reduce the length or weight of freight services to match other technologies. There is a possibility that battery technology may be suitable for last mile haulage or for shunting in freight terminals, but this will need to support rather than replace the need for electrification.

Aviation & Maritime

30. Greater Manchester recognises the challenges faced by both the aviation and maritime sectors in decarbonising their fleet, from both a weight and range perspective and that further research and development is needed. Regarding aviation, Greater Manchester's five-year Environment Plan recognises the carbon emissions as a national issue, with an assumption that emissions nationally from all flights should hold steady to 2030 and then reduce to zero by 2075 and that such emissions are monitored.

Summary

31. Whilst new vehicle technologies are important, delivering carbon neutrality will not be possible without a significant change in travel behaviours and a fundamental shift in the way people and goods are moved. The DfT Plan to Decarbonise Transport, whilst a welcome initiative in principle, does not yet set out a set of measures that are realistically capable of achieving the changes in the required timeframe.

32. Rapid and urgent action is needed to put the UK on the trajectory necessary to achieving carbon neutrality in 2050 – the next five years are critical to set us on the right path to meet our carbon budgets.

33. If active travel and public transport are to be the first, natural choice, then they must also be the most convenient and cost-effective ways to travel.

34. A reduction of passenger kms travelled is needed and whilst local polices can influence this, it is Government policy that will underpin its delivery. We need the Transport Decarbonisation Plan to set a consistent National Policy aligned with international agreements, that regions and localities can deliver to make rapid, meaningful progress in reducing transport's contribution to the climate emergency.

35. Policies to tackle carbon emissions must be integrated into wider policy-development to reduce the possibility of unintended consequences and to ensure a holistic approach is taken. Embodied carbon in infrastructure and vehicles; and the need for low-carbon electricity generation must all be included in the final strategy.

36. The next stage in the Government's approach to decarbonising transport, scheduled for autumn 2020, will be crucial. Whilst Government may have fairly assessed the scale of the challenge to date, the response outlined in their

approach to date is insufficient. The final plan will need to set out a clear set of tangible actions and measures of the scale and impact required for implementation in the shortest time possible, so all stakeholders can play their full role in the challenge to decarbonise transport.

Actions GM recommends are needed to be addressed in the Transport Decarbonisation Plan

Policy

- A clear and binding framework is needed for joined up policy and strategic decisions, where whole life carbon is considered, to include embodied carbon and carbon from power production not just carbon in use, together with a review of the national roads investment strategy to take into account the impact on carbon.
- Planning policy must change to ensure that future developments do not encourage the increased need to travel, particularly by car. (There are worrying signs that proposed changes in planning policy by the Government could have the opposite effect).
- National plans are needed to ensure that investment in cycling and walking infrastructure is joined up and effective.
- Policies that encourage employers to allow employees to work from home.
- Policies that make the cost of travelling by car relatively more expensive than sustainable and public transport modes.
- The economic value of reducing carbon as contained in the DfT Transport Appraisal Guidance is in need of urgent revision to ensure that it plays a driving role in the economic case for transport interventions and investments.

Behavioural

- There needs to be less travel, with active and sustainable transport becoming the first choice because it is easier, cheaper, or faster than non-sustainable modes. This may only be possible by increasing the cost of using non-sustainable modes of transport or reducing the relative cost of sustainable modes.
- Active Travel must be convenient with due regard given to the need for shower facilities at places of work and difficulties of storing bikes at home, when living in high rise buildings. In addition, means of securing valuable e-bikes at transportation hubs need to be available when using mixed-mode travel options.
- E-bikes can play an important role in filling the gap in suburban areas where public transport may not be an option. Carefully planned and robust EV charging infrastructure will help support and encourage the uptake.
- New and emerging modes such as E-scooters are also important in bridging gaps and connecting transport modes.

Rail

- Emerging technologies (battery and hydrogen) might help with the reach of the solutions but will not act as a silver bullet to the problems and will not replace the need for significant additional electrification.
- Evidence from the rail industry suggests that electrification can be delivered at a lower cost if design and funding methods are improved.
- A national rolling programme of electrification is needed to enable the rail industry to deliver schemes at significantly lower cost, through supply chain

certainty, while retaining learning and skills and incentivising investment and innovation.

- Replace bi-mode trains with full electric trains where possible and cascade bi-modes to other routes without continuous electrification as a medium-term solution.
- Don't forget the significant commercial incentives required to attract longer term sustainable investment in the freight industry.
- This needs to happen quickly to meet the timescales – lots of network still to be electrified.

Car

- Appreciation that EVs alone are not the solution and that a reduction in miles travelled is also necessary.
- Early and rapid electrification of the car fleet is needed.
- Sustainable infrastructure that allows recharging of vehicles in a way that supports behaviour and transport mode change and the reduction in distance travelled.
- There is a need for standardisation of charging connectors (Universal Plug/socket) for EV charging to simplify charging and make all charging points suitable for any vehicle – at the moment there are several types in use.

Bus

- The consultation paper notes that 5% of journeys were made by bus in the uk but that these journeys only accounted for 3% of GHG emissions. (Paragraph 2.21 of the consultation document). Bus is already comparatively green and Battery Electric Bus technology is now a reality on our streets that can make the industry even greener. Unfortunately, up-front costs of investment are far higher than for diesel buses while the BSOG system reduces the operating cost differential in favour of retaining diesel operation. As a result, at the current rate of conversion, it will take over 300 years before the entire UK fleet is converted.
- Therefore, the investment announced so far (funding for 4,000 zero emission buses) is very welcome, GM would like to see more details on how this money will be made available to the industry and over what time period.

13 APPENDIX 2 – GM MINISTERIAL DIRECTION – MARCH 2020

13.1 Attached as a supplementary paper.

14 APPENDIX 3 – GM CAP POLICY FOR CONSULTATION

14.1 Attached as a supplementary paper.

15 APPENDIX 4 – VEHICLE FINANCE OFFER

15.1 In its Outline Business Case (OBC) Greater Manchester said it would investigate a scheme to offer loans at preferential rates for those taking advantage of the Clean Air funds.

15.2 The Clean Air conversation in 2019 showed that vehicle finance is needed to help owners upgrade their vehicle as introduction of the GM Clean Air Zone is disrupting vehicle renewal cycles and some will need help in getting access to finance.

15.3 In response to this Greater Manchester (GM) has developed a Vehicle Finance measure to address and reduce the adverse impacts on individuals, companies and organisations of financing an upgrade to a compliant vehicle without reducing the effectiveness of the Clean Air Zone.

15.4 The Vehicle Finance measure will provide access to affordable finance amongst eligible applicants who require assistance in funding the cost of a compliant vehicle upgrade. It has been designed to address some of the potential reasons that finance might typically be refused:

- Affordability – the ability or otherwise of applicants to meet finance re-payments.
- Thin credit file – applicants not having enough information in their credit reports to generate a high enough credit score to be approved for credit.

15.5 Vehicle Finance will utilise the GM CAP Clean Commercial Vehicle Fund and Clean Taxi Fund to offer eligible owners of a non-compliant vehicle the option to seek funding as either a lump sum grant or as a contribution towards vehicle financing, they will be able to choose the option which best suits their individual circumstances.

- Lump sum grant contributes to the cost of replacement – the applicant funds the remaining costs with private purchase or their own financing arrangements.
- Vehicle finance contributes to the cost of financing a replacement vehicle through GM's arrangements either a lease or Hire Purchase – the applicant pays monthly for an agreed finance period.

15.6 The measure will be available to small, micro businesses, sole traders, self-employed, charities & and social enterprises, registered³¹ in GM and in ownership of a non-compliant vehicle (HGVs, LGVs, Coaches, Minibuses, GM Licensed Hackneys and Private Hire Vehicles).

³¹ taxi & PHV need to be licensed in GM

- 15.7 Access to the clean air vehicle funds will be via a dedicated website which will guide applicants through a series of steps to:
- Quickly understand if they are eligible for the scheme against set criteria;
 - Create of a user account to facilitate their application for funding and to supply information about their business to evidence that they are eligible;
 - Detail the non-compliant vehicle they wish to replace; and
 - Access a panel of lenders, if they wish to apply for finance.
- 15.8 Those seeking the vehicle finance will need to:
- Hold a UK bank account in the name of the applicant or business; and
 - Consent to the Lending Body carrying out credit reference searches on their credit history.
- 15.9 Those seeking the vehicle finance will benefit in the following way:
- More affordable vehicle prices from lenders due to the anticipated volume of vehicles to be replaced.
 - Monthly repayments made more affordable through the assistance of Clean Air funding.
 - Payments spread out over a period of time to minimise the impact on business budgets.
- 15.10 It should be noted that:
- Applicants for vehicle funding will require a 10% deposit contribution (cash or vehicle trade-in value).
 - Lending decisions will rest with finance provider.
 - Some applicants eligible for Clean Air Funds may not be able to secure finance due to their circumstances however they will still be eligible for a lump sum grant.
 - Funds will NOT be paid directly to Applicants, they will be issued with an electronic voucher and advised of the options available to them.
- 15.11 Why is the GM Vehicle Finance offer more affordable? The key objectives of the measure serve to:
- i. Facilitate access to vehicle finance to a wider range of applicants than would ordinarily be the case
 - ii. Where access to credit isn't normally an issue the cost of the monthly finance will be more affordable.
- 15.12 Through the procurement of a vehicle finance supplier, GM will gain for all prospective applicants:
- Savings through the negotiation power of a larger buying population (versus a single applicant) and procurement to enable more applicants to meet the prospective affordability criteria set by vehicle funders.
 - Access to more affordable finance by allowing the clean air vehicle funding to subsidise the cost of lending (dependent on the status of the applicant and the amount of credit they are seeking to obtain).

- Transparency over the cost of vehicles through the procurement process to ensure value for money for public funds.

16 APPENDIX 5 – EQUALITY IMPACT ASSESSMENT

16.1 Attached as a supplementary paper.

17 APPENDIX 6 – OPERATING BODY OPTIONS & RESPONSIBILITIES

- 17.1 The 'Operating Body' will be a public sector body which will be responsible for day to day operation of the CAZ in particular, and the operation of other GM CAP measures. Paragraph 16.7 sets out further detail on the responsibilities / activities of the 'Operating Body'.
- 17.2 The Clean Air Steering Group assessed seven options for the potential bodies that could discharge the role of the Operating Body. They were:
1. TfGM;
 2. GMCA;
 3. One (or more) of the ten Greater Manchester local authorities on behalf of remaining nine (or less);
 4. An arms-length body of a Greater Manchester family organisation – established through the setup of a Teckal company;
 5. A Local Authority Trading Company (LATC) to offer services to other Local authorities with similar requirements;
 6. External local authority to Greater Manchester to deliver on behalf of Local authorities (e.g. Leeds / Birmingham etc.); and
 7. Partnership with other local authority(ies) external to Greater Manchester (e.g. Pan Northern Clean Air Plan Delivery Body / Partnership).
- 17.3 Based on an initial high-level assessment, the group determined that Options 1 to 4 should be shortlisted for further assessment. That assessment subsequently led to it being agreed that TfGM were best placed to become the Operating Body and there were two options (Option 1 – TfGM and Option 4 – Teckal company established by TfGM) to be taken forward by TfGM for consideration in further detail.
- 17.4 TfGM is willing accept the Operating Body function and take on responsibilities for the CAZ integrating GM CAP delivery with wider strategic GM responsibilities which would be known as the "GM Clean Air Service" (Option 1).
- 17.5 There are a number of tax implications with TfGM becoming the Operating Body, the principles of which are yet to be agreed by HMRC, primarily around the corporation tax liability and VAT.
- 17.6 The corporation tax liability might arise if the charging scheme creates a surplus, at which point the surplus would be taxed at TfGM's standard rate. If the scheme operates at a deficit no corporation tax will be payable. TfGM are in dialogue with HMRC about including this activity within TfGM's 'Simplification Agreement' which would take the activity outside the scope of taxation.

- 17.7 The status of the VAT treatment is yet to be agreed between TfGM and HMRC. The expectation, and the current working assumption, is that all input VAT incurred will be recoverable on the implementation and operation of the scheme, although the mechanism for this needs to be agreed.
- 17.8 Operating Body – assumed responsibilities: Activities that may not be contracted out by the Operating Body:
- Issuing PCNs on behalf of the charging authorities to individuals who have failed to pay and managing refunds as appropriate (within agreed policy).
 - Consideration of representations against PCN notices (internal appeals).
 - Making of representations on behalf of the charging authorities' on any appeal to an external adjudicator.
 - The making of any arrangements under section 192 of the 2000 Act.
 - Authorising those to act as "authorised persons" for the purpose of exercising powers under Part 6 of The Road User Charging Schemes (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2013
 - Management of the suppliers contracted to deliver the three discrete elements of the Charging Zone, namely Signage, CAZ Service and Debt Recovery.
 - Keeping policy under review particularly in relation of discounts and exemptions.
 - Financial Management of received funds and application of net proceeds.
 - Deciding whether to Issue Charge Certificates where a penalty charge notice is not paid before the end of a relevant period (within agreed policy framework).
 - Any decision to recover non-payments through Debt Management.
 - Determining whether the circumstances are ones in which a PCN is not to be issued within the agreed policy e.g. when a HE Emergency Diversion Route (EDR) is activated.
 - Provision of a set of accounts for the scheme.
 - The monitoring and evaluation of the measures.
 - Reporting performance of the CAZ and supporting measures to the Clean Air Committee.
 - Proposing changes to the Clean Air Policy Framework.
 - Complying with any direction given by the SoS in respect of traffic signs or the provision of specified information (assuming the necessary delegations have been provided by the charging authorities to the Operating Body) in relation to the CAZ.
- 17.8.1 Activities that may be contracted out by the Operating Body to approved suppliers:
- Capturing imagery from ANPR Cameras.
 - Manage relationship, and interface, with JAQU Portal. Ensure data is transferred between local and central system securely, expeditiously and in the correct format.

- Manage relationship with other data utilising bodies as directed by the Operating Authority (as directed by Home Office guidance).
- Reconciling Payments from JAQU Portal.
- Identifying captured ANPR data with the reconciled payment data.
- Answering customer complaints & queries.
- Recovery of non-payments through Debt Management.
- Installing and maintaining the ANPR and signage network.
- Manage mobile ANPR camera deployment.
- Process applications for exemptions (and discounts) on behalf of the charging authorities within the agreed scheme rules as contained in the charging scheme order'.
- Maintain and ensure accuracy of GM Whitelist (vehicles exempt from charges).
- Identifying and working with repeat payment avoiders within the agreed policy. Framework.
- The monitoring of the GM Diffusion tubes network.
- Undertake and align CAZ communications / Marketing campaigns with wider GM campaign activity.
- When instructed by the Operating Body, decommission the CAZ.
- Operational Administration of the Clean Commercial Vehicle Fund within the agreed policy.
- Operational Administration of the Clean Taxi Fund within the agreed policy.
- Operational Administration of Vehicle Finance Scheme within the agreed policy.

17.9 Clean Air Management Group – assumed responsibilities

17.9.1 Responsible for management oversight of the GM Clean Air Service in line with the policies and decisions of the participating authorities.

- To have day to day oversight of the performance of the GM Clean Air Service and supporting measures and holding the operating body to account;
- To oversee Clean Air Zone communications / Marketing campaigns and interfaces with wider GM campaign activity;
- To ensure the GM Clean Air Service is adequately resourced to achieve its objectives;
- To brief the Authorities Leadership Teams on progress, development of solutions and any risks/issues associated with the service;
- To provide appropriate steer for the direction of the GM Clean Air Service and development of measures/solutions;
- To receive and appropriately challenge information presented on the GM Clean Air Service;
- To provide input to general GM Clean Air Service-related decisions; and

- To brief senior officers and elected members within their organisations on the information presented and agreed at the Management Group in particular prior to consideration of matters by the Clean Air Committee.

18 APPENDIX 7 – A COPY OF THE LETTER FROM THE GREATER MANCHESTER TAXI TRADE COALITION TO THE GM LOCAL AUTHORITIES DATED 3rd AUGUST 2020

18.1 Attached as a supplementary document.

List of Background Papers:-

- 29 May 2020, report to GMCA: Clean Air Plan Update
- 31 January 2020, report to GMCA: Clean Air Plan Update
- 26 Jul 2019, report to GMCA: Clean Air Plan Update
- 1 March 2019, report to GMCA: Greater Manchester's Clean Air Plan – Tackling Nitrogen Dioxide Exceedances at the Roadside - Outline Business Case
- 11 January 2019, report to GMCA/AGMA: Clean Air Update
- 14 December 2018, report to GMCA: Clean Air Update
- 30 November 2018, report to GMCA: Clean Air Plan Update
- 26 October 2018, report to GMCA: GM Clean Air Plan Update on Local Air Quality Monitoring
- 15 November 2018, report to HPEOS Committee: Clean Air Update
- 16 August 2018, report to HPEOS Committee: GM Clean Air Plan Update
- UK plan for tackling roadside nitrogen dioxide concentrations, Defra and DfT, July 2017

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D I R E C T I O N

ENVIRONMENT ACT 1995

Environment Act 1995 (Greater Manchester) Air Quality Direction 2020

The Secretary of State, in exercise of the power conferred by section 85(5) of the Environment Act 1995(a), gives the following direction.

In accordance with section 85(6) a copy of this direction will be published in the London Gazette.

The Secretary of State makes this direction having determined that it is necessary in order to meet obligations placed upon the UK under the EU Ambient Air Quality Directive(b).

Citation, commencement and application

1.—(1) This direction may be cited as the Environment Act 1995 (Greater Manchester) Air Quality Direction 2020 and comes into force on the day after it is made.

(2) This direction applies to—

- (a) Bolton Metropolitan Borough Council;
- (b) Bury Metropolitan Borough Council;
- (c) Manchester City Council;
- (d) Oldham Metropolitan Borough Council;
- (e) Rochdale Borough Council;
- (f) Salford City Council;
- (g) Stockport Metropolitan Borough Council;
- (h) Tameside Metropolitan Borough Council;
- (i) Trafford Metropolitan Borough Council;
- (j) Wigan Metropolitan Borough Council.

Interpretation

2. In this direction—

“the 2000 Act” means the Transport Act 2000(c);

“the authorities” means —

- (a) Bolton Metropolitan Borough Council;
- (b) Bury Metropolitan Borough Council;
- (c) Manchester City Council;

(a) 1995 c.25.

(b) 2008/50/EC OJ No. L 152, 11.06.08, p.1.

(c) 2000 c.38.

- (d) Oldham Metropolitan Borough Council;
- (e) Rochdale Borough Council;
- (f) Salford City Council;
- (g) Stockport Metropolitan Borough Council;
- (h) Tameside Metropolitan Borough Council;
- (i) Trafford Metropolitan Borough Council;
- (j) Wigan Metropolitan Borough Council.

“AQP” means the UK plan for tackling roadside nitrogen dioxide concentrations 2017, drawn up by the Secretary of State in accordance with regulation 26(1) of the Air Quality Standards Regulations 2010^(a);

“full business case” means a document that sets out the commercial and contractual arrangements, affordability, and management arrangements to ensure successful delivery of the scheme detailed in the local plan for NO₂ compliance;

“interim full business case” means a full business case that has not completed all local level sign-offs by the authorities;

“local plan for NO₂ compliance” means the detailed scheme (excluding any associated mitigation measures) which the authorities identified as part of the AQP to deliver compliance with the legal limit value for nitrogen dioxide in the shortest possible time that was considered by the Secretary of State on 16 March 2020 the approved measures of which are summarised in Schedule 1;

“local transport policies” has the meaning given by section 108(5) of the 2000 Act^(b).

Duty to implement the local plan for NO₂ compliance

3.—(1) The authorities must take steps to implement the local plan for NO₂ compliance for the areas for which they are responsible.

(2) The authorities must ensure that the local plan for NO₂ compliance is implemented so that—

- (a) compliance with the legal limit value for nitrogen dioxide is achieved in the shortest possible time, and by 2024 at the latest;
- (b) exposure to levels above the legal limit for nitrogen dioxide are reduced as quickly as possible.

Duty to submit additional documentation

4. The authorities must submit to the Secretary of State a delivery plan that sets out the strategic, economic, commercial, financial and management detail of each individual measure in the local plan for NO₂ compliance as soon as possible and by 31 July 2020 at the latest.

Duty to prepare a full business case and submit an interim full business case

5.—(1) The authorities must continue with the work necessary to prepare a full business case for the areas for which they are responsible.

(2) An interim full business case must be submitted to the Secretary of State as soon as possible and by 30 October 2020 at the latest.

(a) S.I. 2010/1001. A copy of the plan is available at: <https://www.gov.uk/government/publications/air-quality-plan-for-nitrogen-dioxide-no2-in-uk-2017>.

(b) Section 108(5) was inserted by section 7(1) and (2) of the Local Transport Act 2008 (c.26).

Inquiry in respect of a full business case or interim full business case

6.—(1) The authorities must only exercise their power to hold a local inquiry, whether under section 170(2)(a) of the 2000 Act or otherwise, in relation to any scheme in their interim full business case or full business case in accordance with this Article.

(2) The authorities may only hold a local inquiry if it is necessary to do so, notwithstanding any other opportunities which the authorities have or could have provided for representations to be made in relation to the scheme.

(3) Before an inquiry is held in accordance with paragraph (2), the authorities must consult the Secretary of State and—

- (a) submit to the Secretary of State reasons why the authorities believe an inquiry is necessary,
- (b) submit a proposed timetable for the completion of the inquiry, and
- (c) inform the Secretary of State whether the inquiry will be in addition to or instead of any other opportunity to make representations about the scheme identified in the full business case.

(4) Where the authorities consult the Secretary of State under paragraph (3), the authorities can only begin the inquiry if it has received consent from the Secretary of State including for the timetable for the completion of the inquiry.

(5) In this direction, a reference to holding a local inquiry includes a reference to causing a local inquiry to be held.

Submission of the interim full business case to the Secretary of State

7. When submitting the interim full business case, the authorities must provide the Secretary of State with the following information—

- (a) the date on which it is proposed that the scheme identified in the interim full business case will come into effect;
- (b) confirmation that all public consultation necessary in respect of the scheme identified in the full business case, has been completed (including where applicable consultation in accordance with section 170(1A), (1C) or (5)(a) of the 2000 Act(a));
- (c) a summary of any responses received in response to any consultation and of the changes (if any) made or proposed to the scheme identified in the interim full business case following that consultation (if this information is not available it can be submitted in a further report by 30 November 2020 at the latest);
- (d) where the interim full business case proposes a scheme in connection with which the authorities intend to exercise powers under the 2000 Act, confirmation that the scheme facilitates the achievement of the local transport policies (where applicable) which apply in the authorities' area;
- (e) confirmation—
 - (i) that no local inquiry has been held or is due to be held, or
 - (ii) that a local inquiry has taken place in accordance with the consent and timetable agreed by the Secretary of State under Article 6 of this Direction.
- (f) the date by which a full business case will be delivered to the Secretary of State.

(a) Section 170(1A) and (1C) were substituted, for subsection (1) as originally enacted, by section 111(2) of the Local Transport Act 2008. Section 170(1A) was amended by paragraph 110(2) of Schedule 6 to the Local Democracy, Economic Development and Construction Act 2009. Section 170(5) was amended by paragraph 6(2) of Schedule 5 to the Local Transport Act 2008.

Revocation of previous direction

8. The Environment Act 1995 (Greater Manchester) Air Quality Direction 2019 is hereby revoked.

Variation, revocation or suspension

9. The authorities must not vary, revoke or suspend their implementation of the local plan for NO₂ compliance pursuant to Article 3, without the prior written consent of the Secretary of State.

Guidance

10. The authorities, in taking steps under this direction, must have regard to relevant guidance issued by the Secretary of State.



Parliamentary Under Secretary of State for the Environment
Department for the Environment Food & Rural Affairs

Rebecca Pow MP

16th March 2020

SCHEDULE 1

Article 3

Summary of local plan for NO₂ compliance measures

<i>Measures description</i>	<i>Deadlines</i>
Charging Clean Air Zone Class C with additional measures.	To be implemented as soon as possible and at least in time to bring forward compliance to 2024.

EXPLANATORY NOTE

(This note is not part of the direction)

This direction directs Bolton Metropolitan Borough Council; Bury Metropolitan Borough Council; Manchester City Council; Oldham Metropolitan Borough Council; Rochdale Borough Council; Salford City Council; Stockport Metropolitan Borough Council; Tameside Metropolitan Borough Council; Trafford Metropolitan Borough Council; Wigan Metropolitan Borough Council, for the purposes of this direction are referred to as “the authorities”, to implement their local plan for NO₂ compliance and to prepare and submit to the Secretary of State certain further documentation and an interim full business cases. These steps need to be taken in respect of air quality under Part 4 of the Environment Act 1995 and as part of the UK plan for tackling roadside nitrogen dioxide concentrations 2017. The authorities’ local plan for NO₂ compliance was considered by the Secretary of State on 16 March 2020, and the approved measures must now be implemented to ensure compliance with the legal limit value for nitrogen dioxide is achieved in the authorities’ areas in the shortest possible time. Under section 85(7) of the Environment Act it is the duty of a local authority to comply with a direction given to it. A copy of this direction is available for inspection at Seacole Building, 2 Marsham Street, London, SW1P 4DF.

Greater Manchester's Clean Air Plan to Tackle Nitrogen Dioxide Exceedances at the Roadside

Policy for Consultation



Salford City Council



Warning: Printed copies of this document are uncontrolled

Version Status:	DRAFT FOR APPROVAL	Prepared by:	ARUP
Reviewed by: Date:	MEGAN BLACK JULY 2020		

1 Purpose of this document¹

- 1.1 Government has instructed many local authorities across the UK to take quick action to reduce harmful Nitrogen Dioxide (NO₂) to within legal limit values in the “shortest possible time”. In Greater Manchester, the 10 local authorities, the Greater Manchester Combined Authority (GMCA) and Transport for Greater Manchester (TfGM), collectively referred to as “Greater Manchester” or “GM”, are working together to develop a Clean Air Plan to tackle NO₂ Exceedances at the Roadside, referred to as GM CAP.
- 1.2 This is the GM CAP Policy. This document sets out the proposed policy position at consultation for each of the proposed measures to enable key audience groups who will be most affected by the proposed measures to engage with the consultation and respond in a meaningful way.
- 1.3 It provides the proposed policy positions for each of the measures, which together constitute the GM CAP. This document includes reference to specific technical materials which are published as part of the consultation. In doing so, it is intended to assist consultees in navigating the different materials published as part of the consultation.
- 1.4 This document does not and is not intended to provide detailed information on the processes that underpin the delivery of the Policy for the GM CAP, e.g. how discounts and exemptions will be applied for.
- 1.5 The intention is that GM CAP Policy will be reviewed in line with the findings from the statutory consultation.
- 1.6 The proposals set out within this document reflect analysis undertaken prior to the coronavirus (COVID-19) pandemic. Therefore, in addition to consultation feedback, the future development of this policy will be informed by further assessment of the impacts of COVID-19 on the GM CAP.
- 1.7 The public sector body which will be responsible for day to day operation of the CAZ, the implementation of other GM CAP measures, is assumed to be TfGM. An options appraisal concluded that TfGM should take on responsibilities for the CAZ integrating GM CAP delivery within their wider strategic GM responsibilities to operate the GM Clean Air Service.

2 Background

- 2.1 As a result of elevated NO₂ concentrations in major urban areas, since 2010 the UK has been in breach of the legal Limit Value for annual mean concentrations of nitrogen dioxide (NO₂)², as set by the European Ambient Air Quality Directive (2008/50/EC), which incorporates many World Health Organisation air quality standards into European Law. This legislation is transposed into English law through the Air Quality Standards Regulations 2010.

¹ Yellow highlights indicate where cross references/links to wider consultation documents will need to be added once approved.

² The legal Limit Value for annual mean concentrations of NO₂ is 40µg/m³

- 2.2 The UK Government's Air Quality Plan³ requires local authorities with persistent exceedances of the legal Limit Value, including those within GM, to undertake local action to consider the best option to meet legal NO₂ limits in the shortest possible time.
- 2.3 GM submitted an Outline Business Case (OBC) setting out the GM CAP proposals to the Government at the end of March 2019. In July 2019 a ministerial direction under the Environment Act 1995, the Environment Act 1995 (Greater Manchester) Air Quality Direction 2019 was made, which requires all ten of the Greater Manchester (GM) local authorities to implement a charging Clean Air Zone Class C across the region, hereafter referred to as the Greater Manchester Clean Air Zone (GM CAZ).
- 2.4 The OBC included six measures to support implementation of the GM CAZ and to reduce the adverse impacts identified:
- Clean Bus Fund
 - Clean Commercial Vehicle Fund
 - Clean Taxi Fund
 - Vehicle Finance
 - Electric Vehicle Infrastructure
 - Sustainable Journeys
- 2.5 GM held a public engagement exercise known as the 'conversation' between early May and mid-June 2019 to help inform the GM CAP, and this was supplemented by more targeted stakeholder engagement with affected groups and businesses. In addition, further deliberative research has also taken place. Stakeholder dialogue has also continued throughout development of the GM CAP to support the detailed design of the package of measures.
- 2.6 These forms of engagement and dialogue have all informed the policy positions set out in this document. The full report from the conversation can be found online at <https://cleanairgm.com/technical-documents>.
- 2.7 In March 2020, a further ministerial direction, the Environment Act 1995 (Greater Manchester) Air Quality Direction 2020⁴ was made, requiring all ten of the Greater Manchester (GM) local authorities to implement a charging Clean Air Zone Class C across the region so that:
- (a) Compliance with the legal limit value for nitrogen dioxide is achieved in the shortest possible time and by 2024 at the latest,
 - (b) Exposure to levels above the legal limit value for nitrogen dioxide are reduced as quickly as possible

³ Department for Environment, Food & Rural Affairs. 2017. UK plan for tackling roadside nitrogen dioxide concentrations. Available at: <https://www.gov.uk/government/publications/air-quality-plan-for-nitrogen-dioxide-no2-in-uk-2017>

⁴ Environment Act 1995 (Greater Manchester) Air Quality Direction 2020. Available at: [\[Insert link to where the March 2020 Ministerial direction letter is published on the GM Clean Air website\]](#)

The March 2020 ministerial direction supersedes the July 2019 ministerial direction⁵.

- 2.8 In March 2020, GM were advised that the Government does not support the Sustainable Journeys measure as it would only contribute to a minimal reduction in emissions of nitrogen oxides (NO_x) in key locations. Government also provided feedback that Electric Vehicle Infrastructure is not needed for compliance and so would not be supported by implementation fund monies, but that they would commit to working with TfGM on securing alternative funding. The Office for Low Emission Vehicles (OLEV) was allocated £500m in the 11 March 2020 budget. TfGM, on behalf of GM, will be developing the case for funding electric vehicle charging infrastructure within GM for submission to OLEV/Department for Transport.
- 2.9 Since submission of the OBC, GM has done further analysis to understand who is likely to be who economically vulnerable to the impacts of the GM CAZ. It may also be the case that the proposed amount of grant funding set out in this document to help upgrade to a compliant vehicle, may not be enough to adequately mitigate the potential adverse economic impacts for all those most vulnerable by the GM CAZ. GM is addressing this through the introduction of a Hardship Fund.
- 2.10 This document sets out the policy position at consultation for each of the proposed measures, which together constitute the GM CAP, namely:
- Greater Manchester Charging Clean Air Zone (Section 3)
 - Clean Bus Fund (Section 5)
 - Vehicle Finance (Section 6)
 - Clean Commercial Vehicle Fund (Section 7)
 - Clean Taxi Fund (Section 8)
 - Hardship Fund (Section 9)

3 Greater Manchester Charging Clean Air Zone (GM CAZ)

- 3.1 GM has been directed by the Government to introduce a charging Clean Air Zone Class C across the region. This means that owners or registered keepers of the following vehicle types will be required to pay a daily charge for driving within the zone, if the vehicle does not comply with the vehicle emission standards in the Government's Clean Air Zone Framework⁶:
- Licensed Hackney Carriages
 - Licensed Private Hire Vehicles (PHVs)

⁵ Environment Act 1995 (Greater Manchester) Air Quality Direction 2019. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/817395/air-quality-direction-greater-manchester.pdf

⁶ Department for Environment, Food & Rural Affairs and Department for Transport. 2020. Clean Air Zone Framework. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/863730/clean-air-zone-framework-feb2020.pdf

- Buses
- Coaches
- Minibuses
- Light Goods Vehicles (LGVs)
- Heavy Goods Vehicles (HGVs)

Vehicles which meet the emissions standards will not be subject to charges. The CAZ vehicle categories and minimum emission standards as set out in the Clean Air Zone Framework⁷ are provided in **Appendix 1**.

- 3.2 A central government database (vehicle checker) will determine if a vehicle is in scope for a charge. This vehicle checker is primarily linked to the Driving and Vehicle Licensing Agency (DVLA) database holding information on the classification of vehicles (often found on a V5C document). The vehicle checker can be accessed online at: <https://www.gov.uk/check-clean-air-zone-charge>. Any queries relating to the classification of vehicles is a matter for the registered keeper and the DVLA.
- 3.3 The GM CAZ will be implemented through a Road User Charging Scheme Order⁸ with an estimated start date in Spring 2022.
- 3.4 GM anticipates that once implemented the Clean Air Zone will remain in full operation until at least the second half of 2026. If it is demonstrated by the second half of 2026 that two consecutive years' of compliance with the Legal Limit value for NO₂ of an annual mean of 40 µg/m³ has been met, and there is confidence that compliance will continue to be maintained then, subject to GM governance processes, GM will notify the Secretary of State of its intention to revoke the Charging Scheme Order and commence the decommissioning of the GM CAZ.
- 3.5 **Table 1** provides a summary of the key characteristics of the proposed GM CAZ.

⁷ Department for Environment, Food & Rural Affairs and Department for Transport. 2020. Clean Air Zone Framework, Annex A – Clean Air Zone minimum classes and standards. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/863730/clean-air-zone-framework-feb2020.pdf

⁸ Secondary legislation which empowers traffic authorities to charge road users, in accordance with the Transport Act 2000.

Table 1: Key Characteristics of the GM CAZ

Clean Air Zone: Boundary	Primarily aligned with the administrative boundary of Greater Manchester Authorities, excludes the Strategic Road Network (SRN) ⁹ . https://cleanairgm.com/which-roads-are-affected/
Clean Air Zone: Times of Operation	24 hours a day, 7 days a week, 365 days per year
Clean Air Zone: Vehicles Affected	Licensed Hackney Carriages Licensed PHVs Buses Coaches Minibuses LGVs HGVs
Clean Air Zone: Exemptions	Certain vehicle types may be eligible for exemptions as detailed in para 3.8
Clean Air Zone: Discounts	Certain vehicle types may be eligible for discounts as detailed in para 3.8
Clean Air Zone: Daily Charges	Daily charges would apply for each day a non-compliant vehicle is used within the GM CAZ, with one charge imposed per vehicle, per 'Charging Day' (midnight to midnight), however much a vehicle drives within the GM CAZ in that 24-hour period. • Licensed Hackney Carriages – £7.50 per 'Charging Day' • Licensed Private Hire Vehicles – £7.50 per 'Charging Day' • Buses – £60 per 'Charging Day' • Coaches – £60 per 'Charging Day' • Minibuses – £10 per 'Charging Day' • LGVs – £10 per 'Charging Day' • HGVs – £60 per 'Charging Day' Owners or registered keepers of non-compliant vehicles used within the GM CAZ will be required to pay the relevant charge via a Central Government Payment Portal. The Government intends that a user can pay 7 days in advance, including the journey date (Charging Day), or 7 days retrospectively including the journey date (Charging Day).
Penalty for non/late payment of CAZ charge	£120 (in addition to the daily charge) will be applied to all relevant vehicles (reduced to £60 plus the daily charge if paid within 14 days of Penalty Charge Notice being issued)

⁹ The SRN consists of roads which are not managed by local and regional GM authorities, namely motorways and trunk roads managed by Highways England. The SRN is illustrated on the Highways England Network Management Map available at: <https://www.gov.uk/government/publications/roads-managed-by-highways-england>

- 3.6 **Enforcement** of the GM CAZ will be undertaken in accordance with the prescribed process set out within Road User Charging Schemes (Penalty Charges, Adjudication and Enforcement) (England) Regulations 2013.
- 3.6.1 The GM CAZ will use a network of automatic number plate recognition (ANPR) cameras to identify vehicles which are non-compliant. Where non-compliant vehicles are identified by the ANPR system to be travelling within the GM CAZ and charges have not been paid, owners or registered keepers will be notified of a penalty charge via a Penalty Charge Notice (PCN). Data collected through the ANPR system will be used for the purposes of managing the GM CAZ and will be handled in accordance with the General Data Protection Regulations (GDPR) and Data Protection Act 2018.
- 3.6.2 If the person or organisation named on the PCN pays the amount specified on the PCN within 14 days, the amount payable is reduced to £60 (in addition to the daily charge).
- 3.6.3 If the person or organisation named on the PCN does not either pay the amount specified on the PCN (known as a 'representation') within 28 days of it being issued, then a Charge Certificate would be issued and the penalty charge would be increased to £120 (in addition to the daily charge).
- 3.6.4 A representation to challenge a PCN cannot be made once the Charge Certificate has been served. However, the person or organisation named on the Charge Certificate can make a Statutory Declaration if they did not receive the PCN or they have not received a response to a representation. Failure to pay the cumulative fine specified on the Court Order may result in enforcement agents being instructed to recover the monies owed.
- 3.7 **Discounts and Exemptions** – whilst there is a general presumption that the requirements for charging CAZs will apply to all vehicles according to the relevant zone class, there will be certain circumstances where discounts or exemptions from a charge will be appropriate.
- 3.7.1 The Government's Clean Air Zone Framework³ sets out the permanent exemptions i.e. those which will be exempt from charges for all CAZs including the GM CAZ. These are in place due to some types of vehicle being particularly difficult or uneconomic to adapt to comply with the framework's requirements. They also cover vehicles that are engaged in particularly unique or novel operations. National, permanent exemptions that apply to all CAZs are set out in **Table 2**.

Table 2: Permanent Exemptions to CAZ Charges, set by the Government

Permanent exemptions	Description	Rationale	Further Information
Historic vehicles	Vehicles with a 'historic' vehicle tax class (vehicles built or first registered more than 40 years ago)	Exempt due to age and unsuitability for compliant retrofitting	A database of these nationally exempt vehicles will be managed via the Central Government Payment Portal, so vehicles will be automatically exempt with no additional action required by the owner or registered keeper.
Military vehicles	Vehicles in use by UK Armed Forces	Exempt from charges by virtue of Section 349 of the Armed Forces Act 2006	
Disabled Passenger Vehicle	Vehicles within the DVLA Disabled Passenger Vehicle tax class, used by organisations providing transport for disabled people.	This group of vehicles may include a range of specialist and/or novel or adapted vehicles, where it may generally not be practical to upgrade to a vehicle compliant with the emission standards of the GM CAZ.	
Specialist Emergency Service Vehicles	Specialist vehicles in use by emergency services, such as aerial ladders and major incident command vehicles.	This group of vehicles may include a range of specialist and/or novel or adapted vehicles where it may generally not be practical to upgrade to a vehicle compliant with the emission standards of the GM CAZ.	It is proposed that a locally managed database (white list) of vehicles exempted will be developed in liaison with emergency services.

3.8 In addition to stipulating national exemptions, the Government's Clean Air Zone Framework³ makes provision for local authorities to consider allowing additional exemptions or discounts based on particular local circumstances, specifically highlighting the need to liaise with emergency services operating in the area to understand the type of vehicles in their fleets and the activities for which they are used. Further local exemptions and discounts can be proposed on this basis so long as they do not undermine the ability to achieve compliance in the shortest possible time.

3.9 GM is proposing the following local exemptions and discounts for the GM CAZ. These exemptions and discounts fall into three categories:

- Permanent local exemptions (set out in **Table 3**);
- Temporary local exemptions¹⁰ (set out in **Table 4**); and
- Permanent local discounts (set out in **Table 5**).

¹⁰ A temporary local exemption is time limited exemption, applied for a fixed period. Within this temporary local exemption period, eligible vehicles would not pay a charge. Following the expiry of a temporary local exemption, non-compliant vehicles will be charged. Note there may be a requirement to apply for discounts and exemptions.

Table 3: Permanent local exemptions proposed by Greater Manchester

Permanent local exemptions	Description	Rationale	Further Information
Specialist Heavy Goods Vehicles	Certain types of heavily specialised HGVs, such as certain vehicles used in construction or vehicle recovery.	This group of vehicles includes certain novel or adapted road going HGVs of a particularly specialised nature, meaning it may not be practical to upgrade to a vehicle compliant with the emission standards of the GM CAZ.	It is proposed that owners or registered keepers of specialist HGVs will need to apply for this exemption, as there is no national database of these vehicles.
Non-road-going vehicles	Certain types of non-road going vehicles which are allowed to drive on the highway such as agricultural machines; digging machines; and mobile cranes	This group of vehicles includes a range of specialist and/or novel or adapted vehicles, where it may generally not be practical to upgrade to a vehicle compliant with the emission standards of the GM CAZ.	It is proposed that owners or registered keepers of non-road going vehicles not identified through DVLA vehicle classification will need to apply for this exemption.
Vehicles used by emergency services	Certain types of vehicles used by emergency services front line emergency and certain non-emergency vehicles	This group of vehicles includes a range of vehicles, associated with front line emergency response, and where it may generally not be practical to upgrade to a vehicle compliant with the emission standards of the GM CAZ, which are not captured by the national exemption.	It is proposed that a locally managed database of vehicles exempted will be developed in liaison with emergency services.
Community Minibuses	Those operating under a permit under section 19 or section 22 of the Transport Act (1985), issued by a body designated by the Secretary of State	These vehicles provide important access to employment, education and training for people who may otherwise be isolated, including those with mobility issues and located in areas with poor public transport accessibility. They also facilitate inclusion in social and community activities.	It is proposed that owners or registered keepers of community minibuses will need to apply for this exemption, as there is no national database of these vehicles.

Permanent local exemptions	Description	Rationale	Further Information
Showmen's Guild vehicles	Fairground/funfair vehicles which are registered with the Showmen's Guild	This group of vehicles includes a range of specialist and/or novel or adapted vehicles, where it may generally not be practical to upgrade to a vehicle compliant with the standards of the GM CAZ.	It is proposed that the Showman's Guild will notify GM of the vehicles registered with the Showman's Guild and that these vehicles will be exempted.
Driving within the zone because of a road diversion	Vehicles driving within the zone because of a road diversion who would otherwise not have entered the GM CAZ. Applies only while the diversion is active and subject to non-compliant vehicles being on the designated diversion route.	This exemption is aimed at protecting road safety and recognises that vehicles may enter the GM CAZ for reasons outside of the driver's control. The exemption will apply to vehicles which enter the GM CAZ as a direct result of a road diversion only.	It is intended that no additional action will be required by the owner or registered keeper of a non-compliant vehicle driving on a diversion route who would otherwise not have entered the GM CAZ.
Disabled Tax Class vehicles	Vehicles used by, or for the purposes of a disabled person which are exempt from vehicle tax.	This exemption is complementary to the vehicle tax exemption for Disabled Tax Class vehicles. An exemption certificate will have been secured for vehicles within this group, following a successful application to the Driver and Vehicle Licensing Authority (DVLA) for exemption from vehicle tax. The vehicle must be used solely for the purposes of the disabled person.	A database of these nationally exempt vehicles will be managed via the Central Government Payment Portal, so vehicles will be automatically exempt with no additional action required by the registered keeper.

Table 4: Temporary local exemptions proposed by Greater Manchester

Temporary local exemptions	Description	Rationale	Further Information
LGVs and minibuses (which are not a licensed taxi or PHV or used to provide a registered bus service)	Light Goods Vehicles (LGVs) and minibuses which are not used as a licensed taxi, PHV or on a registered bus service, will be eligible for a temporary exemption until 31st December 2022. After 31st December 2022, non-compliant vehicles will be charged.	GM evidence indicates that the cost and availability of new, second and third hand compliant LGVs will not provide a viable or an affordable option for many operators (especially for the smallest businesses and sole traders) to upgrade to a compliant vehicle in 2022, given the scale of the GM CAZ. Introducing a charge in 2022 risks many operators having to switch from using an LGV to a pre-Euro 6 diesel car or stop trading. Given the number of LGVs operating in GM, there is also a high risk of there being insufficient time in advance of 2022 to administer the funding required to support affected parties to upgrade to compliant LGVs.	As proposed, this temporary exemption for LGVs and minibuses does not affect the projected year of legal Limit Value compliance with the GM CAZ in place, or the number of exceedances in 2023. It is proposed that this exemption will be managed centrally so eligible vehicles will be automatically exempt with no additional action required by the registered keeper.
GM licensed Wheelchair Accessible Taxi & PHVs	Wheelchair Accessible Taxi and Private Hire Vehicles (PHVs), which are licensed to one of the 10 GM Authorities, as of the [date of the close of the consultation] will be eligible for a temporary exemption until 31st December 2022. After 31st December 2022, non-compliant vehicles will be charged.	Wheelchair accessible Taxis and Private Hire Vehicles offer a vital service for disabled people and are often the only mode of travel available to them. 26% of taxi users report that they have a health problem or disability that limits their day-to-day activities, and 26% of taxi users over 65s say that they cannot use buses due to a disability¹¹. The cost of upgrade to a wheelchair accessible vehicle (WAV) is high and	As proposed, a temporary exemption for wheelchair accessible taxis and PHVs does not affect the year of compliance or the number of exceedances in 2023. It is expected that this exemption will be facilitated through the Government's Hackney Cab and PHV Centralised Database, which forms part of the wider digital infrastructure that is being developed to support the introduction of charging Clean Air Zones.

¹¹ November 2019 Hatch Regeneris "CAZ Commercial Vehicle Socio-Economic Impacts Research"

Temporary local exemptions	Description	Rationale	Further Information
		availability of second-hand vehicles is poor (especially for London-style Taxis).¹² The application of GM CAZ charges in 2022 could therefore affect disabled people's access to taxi/PHV services, by reducing the number of wheelchair accessible vehicles operating in the region.	Therefore, no additional action will be required by the registered keeper.
Coaches and buses registered to a business address within GM and not used on a registered bus service within GM.	Coaches and buses registered to a business address within GM and not used on a registered bus service within GM will be eligible for a temporary exemption until 31st December 2022. After 31st December 2022, non-compliant vehicles will be charged.	Although compliant Euro VI coaches have been available since 2013, the majority (67%) of the fleet operating within GM is not compliant with the GM CAZ emission standards¹³. This is because coaches have a long running life and upgrade to a compliant vehicle is very expensive. 69% of coach operators are small businesses and have very small fleets of 1-5 vehicles. There is a risk that even with funding support - coach operators cannot reasonably comply with the GM CAZ emission standards by 2022 and that this creates a risk of reduced coach operations. In comparison to buses, retrofit solutions are also relatively immature, affecting availability.	Analysis shows that coaches make up under 0.5% of total traffic¹⁴ and as proposed, a temporary exemption for coaches is not projected to affect the year of compliance or the number of exceedances of the legal Limit Value in 2023. Owners or registered keepers of coaches and buses registered to a business address within GM and not used on a registered bus service within GM will need to apply for this exemption, as there is no database of these vehicles.

¹² Insert source of evidence based upon final suite of consultation deliverables

¹³ Insert source of evidence/analysis based upon final suite of consultation deliverables

¹⁴ Insert source of evidence/analysis based upon final suite of consultation deliverables

Temporary local exemptions	Description	Rationale	Further Information
		This in turn risks affecting accessibility and the provision of services for vulnerable groups, particularly children, elderly people and those on low incomes. We also recognise that there are buses used within GM for private enterprise, such as wedding transport, which if non-compliant may be subject to a GM CAZ charge.	
Outstanding finance or lease on non-compliant vehicles	Non-compliant vehicles subject to finance or lease agreements entered into before [date of the close of the consultation] which will remain outstanding at the time at which the GM CAZ becomes operational, will be eligible for a temporary exemption until the agreement ends or until 31st December 2022, whichever is sooner. After 31st December 2022, non-compliant vehicles will be charged.	A move to a compliant vehicle is not considered feasible due to outstanding finance, which was entered into before information on the GM CAZ had been made publicly available.	Owners or registered keepers of non-compliant vehicles which are subject to outstanding finance or lease agreements at the time at which the GM CAZ becomes operational will need to apply for this exemption, as there is no national database of these vehicles.
Limited supply (awaiting delivery of a compliant vehicle)	Owners or registered keepers of non-compliant vehicles that can demonstrate they have placed an order for a compliant replacement vehicle or retrofit solution, will be eligible for a temporary exemption until such a time as they are in receipt of the compliant replacement vehicle or retrofit solution, or for 12 weeks, whichever is sooner.	Upgrade to a compliant vehicle is not immediately possible due to an issue with the supply of a compliant vehicle or retrofit solution on order, which is considered outside of the control of the applicant.	Registered keepers of non-compliant vehicles who can evidence that they have placed an order for a compliant replacement vehicle or retrofit solution, which is yet to be received, will need to apply for this exemption, as there is no national database of these vehicles.

Table 5 Permanent local discounts proposed by Greater Manchester

Permanent local discounts	Description	Rationale	Further Information
PHVs (owned or exclusively contracted by 1 person) licensed to one of the 10 GM Local Authorities and also used as a private car	Owners or registered keepers of non-compliant PHVs which are also used as a private car will be eligible to apply for a discounted charge of 5/7 of the weekly total (proposed to be £37.50 per week) from 2022.	This responds to previous consultation feedback which highlighted the large proportion of PHVs that are also used as a private car when not in service, and private cars will not be subject to charges under the GM CAZ. The discounted charge is based upon the proportion of the week that vehicles could reasonably be expected to be in service.	Owners or registered keepers of non-compliant PHVs licensed to one of the 10 GM Local Authorities which are also used as a private car will need to apply for this exemption.
Leisure vehicles in private ownership (>3.5t)	Owners or registered keepers of leisure vehicles (>3.5t) in private ownership (e.g. motor caravan (>3.5t), motorised horse box (>3.5t)), and registered to an address in GM for not less than twelve (12) full consecutive calendar months prior to the date of application, will be eligible to apply for a discounted charge. The vehicle would be eligible for consideration for a charge equivalent to the LGV daily charge (proposed to be £10 a day), rather than the HGV daily charge (proposed to be £60 a day). The discount will be subject to providing evidence that the vehicle is not used for commercial purposes.	A small proportion of HGVs will be in private ownership, largely used for leisure purposes, e.g. motor caravans (>3.5t) and motorised horseboxes (>3.5t). This group of vehicles includes a range of specialist and/or adapted vehicles, which are often bought second or third hand where it may generally not be feasible to upgrade to a vehicle compliant with the emission standards of the GM CAZ. This approach recognises feedback received during the "Clean Air Conversation".	Owners or registered keepers of leisure vehicles in private ownership which have a gross weight above 3,500kg will need to apply for this discount.

4 Funding to upgrade to compliant vehicles

4.1 GM proposes the following package of funding support to help owners or registered keepers of non-compliant vehicles with the cost of upgrading their vehicles so they are compliant with the emission standards required by the implementation of a GM CAZ, so as not to be subject to a charge. The aim of the funding is to mitigate the negative socio-economic effects of the GM CAZ. The funding proposals are:

- A Clean Commercial Fund to provide financial support for the upgrade of non-compliant LGVs and HGVs, minibuses and coaches, which will be targeted to support smaller local businesses, sole traders, individuals and the charity/voluntary sector.
- A Clean Taxi Fund to provide financial support for the upgrade of non-compliant GM Licensed Hackney Carriage and private hire vehicles.
- A Clean Bus Fund to provide financial support for the upgrade of non-compliant buses registered to run services across Greater Manchester.
- A Hardship Fund to support individuals, companies and organisations who are considered to be the most vulnerable to the potential economic impacts of the GM CAZ.

4.2 This means that the owners or registered keepers of a non-compliant vehicle that will be subject to the GM CAZ charges may be eligible to apply for financial support towards upgrading to a compliant vehicle, subject to meeting eligibility criteria.

4.3 GM is proposing that financial support is:

- only offered for vehicles that do not comply with the relevant GM CAZ emission standards and are not eligible for a permanent national or local exemption;
- provided for the replacement of a non-compliant vehicle with a compliant vehicle on a 'like-for-like' basis – i.e. financial support will not be available to facilitate upgrade of a non-compliant vehicle to a compliant vehicle of a different vehicle type (e.g. LGV, HGV) or Euro Category (e.g. N1, N2) (see Appendix A, **Table A1** for details of vehicle types and Euro Categories);
- facilitated directly with accredited suppliers of retrofit and replacement upgrade options, to ensure maintenance of a comprehensive audit trail, accountability for public funding and to reduce the risk of fraudulent activity and misappropriation of funds. The exceptions to this are the Clean Bus Fund and running cost grants under the Clean Taxi Fund;
- with the exception of the Clean Bus Fund, limited to a maximum of 10 vehicles per Applicant, with a maximum of 8 vehicles for Hackney Carriages and 5 vehicles for HGV retrofit;
- managed and administered centrally on behalf of the 10 GM authorities; and

- only available insofar as it complies with UK government and European requirements, including but not limited to State Aid Regulations¹⁵.

5 Clean Bus Fund

- 5.1 **Retrofit** – In the OBC, GM set out that the Clean Bus Fund would provide a financial support mechanism to, where possible, retrofit buses with older engine standards to the less polluting Euro VI standard. This funding would apply to buses registered to run services across the region.
- 5.2 In March 2020 the Government awarded £14.7m as an initial tranche of funding to retrofit buses running services in GM that have older engines which are not compliant with the GM CAZ emission standards. The Government's Joint Air Quality Unit¹⁶ (JAQU) has confirmed that this funding can be delivered as a continuation of Clean Bus Technology Funds and is to be distributed as soon as possible.
- 5.3 As such, a grant of up to £16,000 towards retrofit to a compliant standard via a Clean Vehicle Retrofit Accreditation Scheme (CVRAS) certified system will be available and administered through an extension of the existing system in place under the Clean Bus Technology Fund (CBTF). Financial support will be available to vehicles that have operated for a minimum of 6 months on a GM registered bus service and are less than 13 years old. As this funding mechanism is distinct from the wider delivery of the GM CAP, no consultation feedback is requested on this aspect of the policy.
- 5.4 **Replacement** – In the OBC GM estimated 350 buses could not be retrofitted and it would be for the market to find a solution. This estimate has now been revised based on further evidence and it has been established that there are more than 500 non-compliant buses that cannot be retrofitted operating in GM. GM is proposing to the Government that it requires circa £9m of funding to support the replacement of non-compliant vehicles operating on registered bus services in GM.
- 5.5 On the award of government funding GM proposes that a grant of up to £16,000 will be available towards the cost of replacing a non-compliant bus registered to run services across GM with a compliant vehicle which meets GM CAZ emission standards.
- 5.6 Applicants would need to be able to demonstrate that:
- they are the registered operator for a registered bus service operating in GM;
 - they have not been in receipt of, or be subject to a current Application for, public sector clean air funding in GM or elsewhere in the United Kingdom for upgrade (retrofit or replacement) of the same vehicle(s) that is to be upgraded through the GM Clean Bus Fund;

¹⁵ The UK has left the EU and is now in a transition period, while the UK and EU negotiate additional arrangements before new rules come into place from 1 January 2021. The current rules on state aid continue to apply during the transition period. The final GM CAP policy will need to comply with any government state aid rules or subsidy control framework that are in place.

¹⁶ A joint unit of the DfT and the Department for Environment, Food and Rural Affairs, has led the Government's current work to try and ensure the UK is compliant with EU limit values for nitrogen dioxide in the shortest time possible.

- they have been operating on a registered bus service, within GM, for not less than twelve (12) full consecutive calendar months prior to the date of application;
- the vehicle has been registered to the applicant for not less than twelve (12) consecutive calendar months prior to the date of application, evidenced through the V5C Registration Document;
- the vehicle has a valid MOT, road tax and suitable insurance to operate a bus passenger service at the date of application;
- the upgraded vehicle will be compliant with the GM CAZ emission standards as a minimum;
- the upgraded vehicle will continue to operate on a registered bus service within GM for a minimum of 5 years following receipt of funding. If it is replaced or taken out of service in GM it must be replaced by a vehicle which meets the same emissions standard and passenger capacity, or better, e.g. a compliant double decker bus must be replaced with another compliant double decker bus, and must be of the same age or younger.

5.7 **Management of funds** – If the fund is oversubscribed, it is proposed that, in addition to applicants meeting the eligibility criteria, a process could be applied which seeks to maximise air quality benefits, i.e. funding could initially be targeted towards the upgrade of the oldest vehicles first.

6 Vehicle Finance

6.1 In its OBC, GM said it would investigate a scheme to offer loans at preferential rates for those taking advantage of the Clean Air funds.

6.2 Feedback received as part of the Clean Air conversation in 2019 indicated that vehicle finance is needed to help owners upgrade their vehicle as introduction of the GM Clean Air Zone is disrupting vehicle renewal cycles and some will need help in getting access to finance.

6.3 In response to this GM has developed a Vehicle Finance measure to address and reduce the adverse impacts on individuals, companies and organisations of financing an upgrade to a compliant vehicle, without reducing the effectiveness of the GM CAZ.

6.4 The Vehicle Finance measure will provide access to affordable finance for eligible applicants who require assistance in funding the cost of upgrading to a compliant HGV, LGV, Coach, Minibus, GM licensed Hackney Carriage or GM licensed Private Hire Vehicle. It has been designed to address some of the potential reasons that finance might typically be refused, including:

- Affordability – the ability or otherwise of applicants to meet finance repayments.
- Thin credit file – applicants not having enough information in their credit reports to generate a high enough credit score to be approved for credit.

6.5 Vehicle Finance will utilise the GM CAP Clean Commercial Vehicle Fund and Clean Taxi Fund to offer eligible owners of a non-compliant vehicle the option of either a lump sum grant or a finance contribution towards vehicle finance for upgrade to a compliant vehicle. Applicants will therefore be able to choose the option which best suits their individual circumstances. These options are as follows:

- Lump sum grant contributes to the cost of replacement or retrofit – the Applicant funds the remaining costs with their own capital or financing arrangements; or
- Vehicle Finance contributes to the cost of financing a replacement vehicle through the GM scheme, through either a lease or Hire Purchase – the Applicant pays monthly for an agreed finance period.

6.6 All financial support set out in the following sections includes a proposed amount of grant funding and the alternative figure, available as a contribution towards vehicle finance. Eligibility criteria for both of these options is detailed in Sections 7 – Clean Commercial Vehicle Fund and 8 – Clean Taxi Fund.

6.7 In addition to meeting the eligibility criteria set out in Sections 7 and 8, those seeking vehicle finance will need to:

- hold a UK bank account in the name of the applicant or business;
- consent to the Lending Body carrying out credit reference searches on their credit history;
- require a 10% deposit contribution (cash or vehicle trade-in value);
- note that lending decisions will rest with finance provider; and
- recognise that whilst they may be eligible for a non-repayable grant through Clean Air Funds, they may not be able to secure a vehicle finance agreement due to their individual circumstances.

7 Clean Commercial Vehicle Fund

7.1 GM has set out to the Government an ask of £98m for the Clean Commercial Vehicle Fund (CCVF), to provide a financial support mechanism for the upgrade of LGVs and HGVs, minibuses and coaches, which will be targeted to support smaller local businesses, sole traders and the voluntary sector.

7.2 **HGVs** – In March 2020, the Government awarded GM £7.6m as an initial tranche of funding towards the upgrade of HGVs, by either retrofitting vehicles currently in use, so that they subsequently meet the GM CAZ emission standards, or replacing non-compliant vehicles with compliant vehicles. Funding will be available to both commercial and private owners or registered keepers of non-compliant HGVs.

- 7.3 GM is proposing that a grant of up to £16,000 towards retrofit to a compliant standard via a Clean Vehicle Retrofit Accreditation Scheme (CVRAS) certified system will be available, OR a replacement grant of up to £5,500 per vehicle, dependent on vehicle size. Alternatively, access to vehicle finance will be available for replacement of non-compliant vehicles, offering an average finance contribution of up to £5,500 with the finance contribution per vehicle capped at £8,000.
- 7.4 Replacement grants for upgrade of non-compliant HGVs are proposed to be tiered as follows:
- 44t articulated up to £4,500 per vehicle
 - 32t rigid up to £5,500 per vehicle
 - 26t up to £4,500 per vehicle
 - 18t up to £3,500 per vehicle
 - <7.5t up to £2,500 per vehicle
- 7.5 **LGV** – GM is proposing to the Government that it requires £80m of funding towards replacing non-compliant vehicles with those that meet the GM CAZ emission standards.
- 7.6 Subject to the award of government funding to GM, it is proposed that a replacement grant of up to £3,500 per vehicle will be available, OR access to vehicle finance, offering an average finance contribution of £3,500, with the finance contribution per vehicle capped at £5,000.
- 7.7 **Minibuses** (which are not a GM licensed taxi or PHV or used on a GM registered bus service) – In March 2020 the Government awarded £2m as an initial tranche of funding towards replacing non-compliant vehicles with those that meet the GM CAZ emission standards.
- 7.8 GM is proposing that a replacement grant of up to £5,000 per vehicle will be available, OR access to vehicle finance, offering an average finance contribution of £5,000, with the finance contribution per vehicle capped at £7,000.
- 7.9 **Coaches and Buses** (which are not used on a GM registered bus service) – In March 2020 the Government awarded £4.4m as an initial tranche of funding towards the upgrade of coaches, by either retrofitting vehicles currently in use, so that they subsequently meet the GM CAZ emission standards, or replacing non-compliant vehicles with compliant vehicles.
- 7.10 GM is proposing that a grant of up to £16,000 towards retrofit to a compliant standard via a Clean Vehicle Retrofit Accreditation Scheme (CVRAS) certified system will be available, OR a replacement grant of up to £16,000 per vehicle. Alternatively, access to vehicle finance will be available for replacement of non-compliant vehicles, offering an average finance contribution of £16,000, with the finance contribution per vehicle capped at £23,000.

7.11 Applicants for the CCVF would need to be able to demonstrate that:

- they are either:
 - a small business¹⁷,
 - a micro business/entity¹⁸;
 - Self-employed / sole trader¹⁹;
 - an entity regulated by the Charity Commission (including registered, active charities and active charities exempted from registration);
 - a social enterprise²⁰ (including non-profit organisations); or
 - a private owner (owner or registered keeper) of non-compliant vehicles²¹ which are not used for commercial purposes.
- they have had a registered address within GM for not less than twelve (12) full consecutive calendar months prior to the date of Application.
- they have not already been in receipt of government clean air funding for the purpose of upgrade of the same non-compliant vehicle that is the subject of the application, in GM or elsewhere in the United Kingdom;
- they are not in receipt of, or have made a successful application for, an Office of Low Emission Vehicle (OLEV) grant for the acquisition of the same compliant vehicle that is the subject of the GM CCVF application;
- they have not received and do not expect to receive more than 200,000 Euros (or equivalent) of state aid from any source over a period of three fiscal years, if seeking funding support for the upgrade of a non-Road Freight Transport vehicle²². This figure is inclusive of any discounts, exemptions, grants or Vehicle Finance secured through the GM CAP or any other funding source, including the grant applied for.

¹⁷ A business/company will be considered 'small' if it has any 2 of the following:

- a turnover of £10.2 million or less;
- £5.1 million or less on its balance sheet;
- 50 employees or less;

As defined by Companies House, August 2019

¹⁸ A company will be considered a micro-entity if it has any 2 of the following:

- a turnover of £632,000 or less;
- £316,000 or less on its balance sheet;
- 10 employees or less;

As defined by Companies House, August 2019

¹⁹ Applicants are probably self-employed / a sole trader if any of the following apply:

- you are paid for goods and services you provide;
- you need to prove you're self-employed, for example to claim Tax-Free Childcare or you make voluntary Class 2 National Insurance payments to help you qualify for benefits;
- you submit tax returns (last financial year) for your income;
- you have business insurance or employer's liability insurance;
- you are considered self-employed by HMRC;
- you have a business bank account.

²⁰ A business is a social enterprise if it is able to demonstrate it:

- operates as a business with primarily social/environmental objectives, whose surpluses are principally reinvested for that purpose in the business or community rather than mainly being paid to shareholders and owners;
- does not pay more than 50 per cent of profit or surplus to owners or shareholders, as a social enterprise principally reinvests profit or surplus into the enterprise instead of paying it to owners or shareholders
- is registered with Companies House as an active company in the UK (or the Financial Conduct Authority if a cooperative); AND
- According to the legal structure may be beneficiary of government funds.

²¹ LGVs, HGVs, minibuses, or buses and coaches which are not used to operate a registered bus services within GM.

²² This category includes all HGVs and LGVs which are used for the purposes of performing road freight transport for hire or reward.

- the non-compliant vehicle must be registered to the Applicant, or an authorised employee, director or trustee of the Applicant/organisation, for not less than twelve (12) consecutive calendar months prior to the date of Application, evidenced through the V5C Registration Document provided with the Application;
- the non-compliant vehicle must have been registered to an address in GM for not less than twelve (12) consecutive calendar months prior to the date of Application, evidenced through the V5C Registration Document provided with the Application;
- the non-compliant vehicle has a valid MOT (or annual test)²³, road tax and insurance, as appropriate for the vehicle use/organisation, at the date of Application;
- the non-compliant vehicle will be replaced by a compliant vehicle, or upgraded via a Clean Vehicle Retrofit Accreditation Scheme (CVRAS) certified emission reduction system, to meet GM CAZ emission standards;
- where in private ownership, the vehicle must not be used for commercial purposes;
- the business / organisation / trader / private owner will continue to have a base location in GM for not less than twelve (12) full consecutive calendar months following receipt of funding.

7.12 **Management of Funds** – It is proposed that financial support will be available through sequential funding rounds. These would target funding towards individuals and the smallest businesses within GM, and initially directed towards those who are likely to be most economically vulnerable to the impacts of the GM CAZ. GM is particularly interested in views on the management of the Clean Commercial Vehicle Fund through the consultation [\[hyperlink to Consultation questions\]](#). The proposed funding rounds are set out below:

- an initial round of funding will be open to eligible owners or registered keepers of a non-compliant vehicle of Euro Emission standard 4 (Euro 4) or older, with the exception of small businesses;
- a second round of funding would be open to eligible owners or registered keepers of a non-compliant vehicle, with the exception of small businesses; and
- subject to available funds, a third round of funding would be open to eligible owners or registered keepers of a non-compliant vehicle, inclusive of small businesses.

²³ An annual test (MOT) applies for a lorry, bus or trailer. Further information is available at: <https://www.gov.uk/getting-an-mot/vehicles-exempt-from-mot>

8 Clean Taxi Fund

- 8.1 The Clean Taxi Fund (CTF) will provide a financial support mechanism to support the upgrade of non-compliant Hackney Carriages²⁴ and private hire vehicles (PHVs).
- 8.2 The GM CAP Policy assumes that the Minimum Licensing Standards proposed by GM²⁵ for Hackney Carriages and PHVs, which complement the GM CAP, are implemented in parallel with the GM CAZ.
- 8.3 **Hackney Carriages** – GM is proposing to the Government that it requires £10.4m of funding towards replacing or retrofitting (Liquid Petroleum Gas (LPG) conversion) non-compliant vehicles to meet the GM CAZ emission standards.
- 8.4 Subject to the award of government funding to GM, it is proposed that the following grants will be available:
- A grant of up to £10,000 will be available towards the running costs of purpose-built wheelchair accessible ZEC vehicles; OR,
 - Access to vehicle finance towards the cost of upgrade to a purpose-built wheelchair accessible ZEC vehicle, offering an average finance contribution of £10,000, with the total finance contribution capped at £14,000; OR,
 - A grant of £5,000 towards the LPG retrofit of a Euro 5 vehicle less than ten years old will also be available.
- 8.5 **PHVs** – In March 2020, the Government awarded £10.2m as an initial tranche of funding towards replacing non-compliant vehicles with compliant alternatives to meet the GM CAZ emission standards.
- 8.6 The following grants will be available for:
- Private Hire WAV or minibus – a grant of £5,000 towards the cost of a compliant 6+ seater vehicle, OR access to vehicle finance, offering an average finance contribution of £5,000, with the finance contribution per vehicle capped at £7,000.
 - Non-wheelchair accessible Private Hire Vehicles:
 - a grant of £1,000 towards the cost of a compliant internal combustion engine vehicle OR access to vehicle finance, offering an average finance contribution of £1,000, with the finance contribution per vehicle capped at £2,000.
 - OR a grant of £2,000 towards the cost of a compliant hybrid or plug-in hybrid²⁶ OR access to vehicle finance, offering an average finance contribution of £2,000, with the finance contribution per vehicle capped at £3,000.

²⁴ i.e. those vehicles with a Hackney Carriage License.

²⁵ [\[Link to MLS Consultation Pages\]](#)

²⁶ Which is not eligible/supported by an Office for Low Emission Vehicles (OLEV) Plug-In Grant. <https://www.gov.uk/plug-in-car-van-grants>

- OR a grant of £2,500 will be available towards the running costs of a ZEC vehicle²⁷.

8.7 Applicants for the CTF would need to be able to demonstrate that:

- they have been trading and operating as a licensed Hackney Carriage or private hire driver or operator with one of the 10 Local Authorities in GM for not less than twelve (12) uninterrupted consecutive calendar months prior to the date of Application;
- they are the owner or registered keeper of a non-compliant vehicle which is and has been licensed for the purposes of Hackney Carriage or a private hire services with one of the 10 Local Authorities in GM for not less than twelve (12) uninterrupted consecutive calendar months prior to the date of Application;
- the non-compliant vehicle to be upgraded has been registered to the Applicant for not less than twelve (12) uninterrupted consecutive calendar months prior to the date of Application, evidenced through the V5C Registration Document provided with the Application;
- the non-compliant vehicle will be replaced by a compliant vehicle, or upgraded via a Clean Vehicle Retrofit Accreditation Scheme (CVRAS) approved emission reduction system, to meet GM CAZ emission standards.
- the non-compliant vehicle has current road tax and business insurance at the date of Application, with evidence of such provided with the Application;
- they will declare that they will remain licensed with one of the 10 GM Local Authorities for the purpose of performing Hackney Carriage or private hire duties within GM for two (2) years following the receipt of funding; and
- they have not received and do not expect to receive more than 200,000 Euros (or equivalent) of state aid from any source over a period of three fiscal years, if seeking funding support for the upgrade of a non-Road Freight Transport vehicle. This figure is inclusive of any discounts, exemptions, grants or Vehicle Finance secured through the GM CAP or any other funding source, including the grant applied for.

8.8 **Management of Funds** – It is proposed that funding will be offered on a first-come-first-served basis, once an applicant has evidenced that the eligibility criteria are met.

8.9 **Try Before You Buy Hackney Scheme** – the GM CAP and the proposed GM MLS will require Hackney Carriages to meet stricter emissions standards, which will mean a significant proportion of the trade will need to upgrade their vehicles to meet these emissions standards to avoid a charge. There is also the ambition in the GM Five-Year Environment Plan (5YEP)²⁸ for GM to be carbon neutral by 2038, which will be supported by the uptake of ZEC vehicles.

²⁷ Which is eligible/supported by an Office for Low Emission Vehicles (OLEV) plug-in grant. <https://www.gov.uk/plug-in-car-van-grants>

²⁸ Greater Manchester Five Year Plan. Available at: https://www.greatermanchester-ca.gov.uk/media/1986/5-year-plan-branded_3.pdf

- 8.10 To invest in ZEC vehicles, taxi proprietors also require long term confidence in the local policy landscape, including future interventions and supporting infrastructure. GM has recently agreed to introduce common Minimum Licensing Standards (MLS) - including a position for consultation on when GM Taxi/PHV ZEC should be ZEC. The MLS further proposes that all Hackney Carriages must be 'London-style Black Cab' wheelchair accessible vehicles. Due to the lack of second-hand ZEC Hackney Carriages on the market, all operators looking to upgrade to electric would likely to have to purchase new vehicles.
- 8.11 Deliberative research undertaken in October 2019 identified that some Hackney Carriage and PHV drivers and operators noted the attractiveness of EVs, but would not consider upgrading to one, even with the suggested investment in charging infrastructure. To be persuaded to upgrade to an EV, it is likely participants would need to be confident that use of the vehicles is demonstrably feasible.
- 8.12 Research undertaken in October 2019 has shown taxi drivers are concerned about the cost and suitability of electric vehicle upgrades and the ability to charge EVs when out and about on shift. Measures will therefore be needed to target affordability and other barriers to switching to an EV, as well as the current perceived lack of charging infrastructure.
- 8.13 To tackle the barriers to making the switch to an EV, GM is proposing a 'Try Before You Buy' initiative for GM-licensed Hackney Carriage drivers. The opportunity to hire the vehicle prior to making an investment should help to address identified uncertainties around operating costs, range anxiety and availability of charging infrastructure. Nottingham City Council have run a trial of 3 EV Hackneys for 1-month periods and since its launch in January 2019 have covered 43 trials and have successfully converted 20 of those drivers to electrified Hackneys. The GM scheme would aim to encourage a 40% conversion rate of those taking up the trial. Support to drivers will be further enhanced in any onward transition to EV with the Hackney EV running cost grant (see paragraph 8.4).
- 8.14 **Taxi Electric Vehicle Infrastructure** – As set out above research has shown taxi drivers are concerned about the ability to charge EVs when out and about on shift. Therefore, dedicated electric vehicle infrastructure will be key in supporting the transition to ZEC taxis.
- 8.15 GM is proposing a network of 40 taxi-only rapid electric vehicle charging points, tailored to locations to support ZEC taxis to operate across GM. This measure is complementary with the financial support offered through the Clean Taxi Fund, within which one of the proposed financial support mechanisms is a running-costs grant for those who upgrade from a non-compliant vehicle to a ZEC vehicle.

9 Hardship Fund

- 9.1 Since submission of the OBC and following the feedback received as part of the Clean Air conversation in 2019, GM considers that it is individuals and the smallest businesses who will be most economically vulnerable to the GM CAZ charge and that the proposed amount of grant funding to help upgrade to a compliant vehicle may not be enough to adequately mitigate the potential adverse economic impacts.
- 9.2 GM is proposing a Hardship Fund of at least £10m to support individuals, companies and organisations who are assessed to be most economically vulnerable to the CAZ charge.
- 9.3 GM is currently considering the scope and scale of support required. This assessment is also being considered in light of the impact of the COVID-19 pandemic. It is possible that the groups affected by the GM CAP may require different levels of financial assistance than had been assessed at the time of the submission of the OBC to the Government.
- 9.4 GM knows that the transport sector has already been impacted by the pandemic, and government policies to stem its spread. The sector's ability to recover from revenue loss, whilst also being expected to respond to pre-pandemic clean air policy priorities by upgrading to a cleaner fleet, will clearly require further assessment and consideration. Therefore, the consultation [\[hyperlink to Consultation questions\]](#) is asking questions about the impact of COVID-19 to inform a technical briefing note for decision makers and the amount of hardship funding to be made available.

10 Fraudulent Activity and Misappropriation

- 10.1 GM is proposing that if an applicant is found to have abused the application process for the funds, vehicle finance, discounts or exemptions (e.g. falsified information), such that there is a risk of misappropriation, the right is reserved to terminate applications for funding or take enforcement action to recover awarded grants where information provided is not truthful or accurate.
- 10.2 Furthermore, any applicants found to have abused the application process or made a fraudulent application will not be eligible for any existing GM CAZ exemptions, discounts or financial support and GM will refer the matter to the relevant authorities where applicable.

Appendix A – Clean Air Zone vehicle categories and minimum emission standards as set out in the UK Government's Clean Air Zone Framework

Table A1 – CAZ vehicle categories and minimum emission standards as set out in the Clean Air Zone Framework²⁹

Vehicle Type	Euro Category	Minimum ³⁰ CAZ Compliant Euro Emission Standard	Example vehicles ³¹
Bus	M3 (Gross Vehicle Weight over 5000kg and more than 8 seats in addition to the driver)	Euro VI	Public Buses (single decker, double decker and midi), Coaches (single and double decker).
Coach		Euro VI	
HGV	N2 (Gross Vehicle Weight ³² over 3500 kg and ref. mass over 2610 kg) N3 (Gross Vehicle Weight over 5000 kg)	Euro VI	Articulated vehicles, rigid HGVs, flatbed lorries, concrete mixers, 2-axle lorry, some motorised caravans (>3.5t) and motorised horseboxes (>3.5t).
Minibus	M2 (Gross Vehicle Weight not exceeding 5000 kg, reference. mass not exceeding 2840 kg and more than 8 seats in addition to the driver)	Euro 6 and VI (diesel) Euro 4 and IV (petrol)	Minibuses (excluding those which are licensed as a Taxi or Private Hire Vehicle – see Taxi and Private Hire Vehicles below).
LGV	N1 (Gross Vehicle Weight not exceeding 3500 kg and reference. mass not exceeding 1305 kg)	Euro 6 (diesel) Euro 4 (petrol)	Vans (short and long wheelbase), some car derived vans, some light 4x4 utility vehicles and pickups.
Hackney Carriage and Private Hire Vehicles	Minibus – M2 (Gross Vehicle Weight not exceeding 5000 kg, reference. mass not exceeding 2840 kg and more than 8 seats in addition to the driver) M1 Passenger vehicle with up to 8 seats in addition to the driver	Euro 6 (diesel) Euro 4 (petrol)	Vehicles licensed as Hackney Carriages and/or Private Hire Vehicles.

²⁹ Defra and DfT. 2020. Clean Air Zone Framework, Annex A. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/863730/clean-air-zone-framework-feb2020.pdf

³⁰ Note the minimum compliant standard is specified in Table 3.1.2. Vehicles which meet Euro 5 (V) and 6 (VI) petrol standards will also be compliant.

³¹ As set out by Greater Manchester. These example vehicles do not feature in the Government Guidance and are provided for guidance only.

³² The weight of a vehicle or trailer, including the maximum load, that can be safely carried when it is being used on the road. This will be listed in the owner's manual. Also known as the maximum authorised mass (MAM) or permissible maximum weight.

Greater Manchester's Clean Air Plan to Tackle Nitrogen Dioxide Exceedances at the Roadside

Equality Impact Assessment at Consultation



Salford City Council



Warning: Printed copies of this document are uncontrolled

Version Status:	DRAFT FOR APPROVAL	Prepared by:	ARUP
Reviewed by: Date:	MEGAN BLACK JULY 2020		

1 Introduction

- 1.1 This is the Equality Impact Assessment (EqIA) to support the consultation process for the GM Clean Air Plan (GM CAP).
- 1.2 The assessment considers the potential for the GM CAP to result in disproportionate or differential equality effects on people with protected characteristics. The assessment is made at the scale of Greater Manchester and builds on the EqIA that was published at the Outline Business Case stage in March 2019.

2 Scope of an Equality Impact Assessment

- 2.1 An EqIA is a recognised, specific process, used to inform the development of policies in order to facilitate maximum positive outcomes and to avoid or minimise adverse impacts on equality groups.
- 2.2 An EqIA considers the impact on nine protected characteristics:
 - 1. age;
 - 2. disability;
 - 3. gender reassignment;
 - 4. marriage and civil partnership;
 - 5. pregnancy and maternity;
 - 6. race;
 - 7. religion or belief;
 - 8. sex; and
 - 9. sexual orientation.
- 2.3 An EqIA does not directly consider the impact on those communities that are economically disadvantaged or that have high level of social deprivation, unless there is a clear correlation with a protected characteristic. A separate socio- economic assessment is being undertaken for the GM CAP that will consider these factors.

3 Requirement of public bodies

3.1 Under Section 149 of the Equality Act (2010), public bodies are subject to the Public Sector Equality Duty, which requires that, they have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act;
- b) Advance equality of opportunity between persons who share a protected characteristic and persons who do not share it; and
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

3.2 The aim of the EqIA is to identify whether people with protected characteristics could be affected by the GM CAP disproportionately or differentially:

- **Disproportionate effects** arise when an impact has a proportionately greater effect on people with protected characteristics than the rest of the population.
- **Differential effects** arise where people with protected characteristics could be affected differently from the rest of the population, due to a particular need or sensitivity.

4 Future development of the Equality Impact Assessment for the GM Clean Air Plan

4.1 The EqIA will be reviewed in line with the findings from the statutory consultation to reflect any changes in the final projects' policies. This will inform a final EqIA for the FBC. Simultaneously, each of the Greater Manchester Local Authorities will develop a specific report for their particular districts, highlighting significant differences in comparison to the GM-wide findings. The ten local reports will act as appendices to the final EqIA for the Full Business Case.

Equality Impact Analysis

Section one: Initial Screening

Analysis Reference	210720
Department	Transport Strategy
Team or Service Area	Clean Air Project
Officer completing the analysis	ARUP
Phone	
Email	
Type of activity	Project
Title of activity	GM Clean Air Plan to tackle Nitrogen Dioxide Exceedances at the Roadside

Under current equality legislation, TfGM is required in the exercise of our functions to have due regard for the need to:

eliminate unlawful discrimination, harassment and victimisation;
advance equality of opportunity between persons who share a relevant characteristic, and persons who do not share it; and
foster good relations between those who have a protected characteristic and those who don't.

Equality Analysis (formally referred to as Equality Impact Analysis (EQIA)) is a tool that will help you to consider equalities issues when drawing up or reviewing a strategy, project, policy, process or procedure which affects the delivery of services and the employment practice of Transport for Greater Manchester (TfGM). Equality Analysis will improve the work of TfGM by making sure it does not unlawfully discriminate against people and that it fulfils its duties under current equality legislation and where possible, it promotes equality.

You will need to demonstrate where appropriate that there has been engagement with beneficiary groups and at the end of this analysis you will need to provide documentary evidence of all the information you have taken into account during this process.

Question 1

Is this a new or existing activity?

Existing

Question 2

What is the main aim and purpose of the activity?

The main aim of this activity is to undertake a feasibility study and produce a region wide plan - the Greater Manchester Clean Air Plan (GM CAP) to address exceedances of nitrogen dioxide. Greater Manchester is taking a collaborative and collective approach to meet the Government requirement to produce a feasibility study in accordance with the HM Treasury's Green Book, identifying the measures that will deliver compliance within the shortest possible time.

The feasibility study has completed the Outline Business Case stage and GM is now ready to consult on the package of measures proposed to tackle nitrogen dioxide exceedances.

These include:

- A chargeable Class C Clean Air Zone across GM
 - o Phase 1: (assumed from 2022) daily penalty for non-compliant buses, taxis/PHV and HGVs
 - o Phase 2: (assumed from 2023) expanding to non-compliant LGVs
- Vehicle Renewal Schemes (financial incentives to upgrade non-compliant vehicles) for Commercial vehicles, Taxis and Private Hire Vehicles and Buses.
- Vehicle Finance – access to affordable finance amongst eligible applicants who require assistance in funding the cost of a

compliant vehicle upgrade.

The proposal DOES NOT IMPACT THE USE OF PRIVATE CARS.

The proposal is being made now to comply with a government requirement. It is being coordinated centrally to ensure consistency across the region and compliance with government guidance.

Question 3

List the main elements of the activity. (for strategies list the main policy areas):

The statutory consultation on the detailed proposals, including the proposed charging Clean Air Zone, will need to be conducted in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy.

Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances.

In light of the restrictions much of this activity will have to be conducted in a virtual way, using digital tools such as webinars, attendance at virtual meetings and social media. GM will also include opportunity for telephone and postal correspondence for those who may not have digital access.

GM is confident that given the connections made to an extensive number of stakeholders through the Clean Air Conversation in 2019, this will engage with the key audience groups who will be most affected by the proposed measures.

Question 4

If this is a new/proposed activity or a change to an existing activity please explain why the proposal being made for what reason?

This assessment builds on the document that was published at the Outline Business Case (OBC) stage in March 2019, assessing equality impacts in more detail, which has been prepared ahead of the statutory consultation process.

This is an overarching high level impact assessment for the consultation and the local authorities will carry out their own impact assessments at full business case (FBC) stage.

Question 5

What outcomes does the activity aim to achieve?

A feasibility study that sets out the measures proposed to address nitrogen dioxide exceedances in Greater Manchester which has been developed collectively by all Greater Manchester local authorities, and co-ordinated by TfGM, in line with Government direction and guidance.

Question 6

Who are, or will be, the main beneficiaries of the activity?

Please tick one or more of the following

Travelling public	No
TfGM staff	No
Partners including Operators	No
Suppliers	No
Others - please specify	Yes
	People living, working and travelling in Greater Manchester.

Question 7

Do you need to consult with people who might be affected by it directly or indirectly? Please justify your response

Plan to consult - Who do you plan to consult and when?

A programme of research, analysis, public and stakeholder engagement took place throughout 2019 and has continued since submission of the OBC. This has given us more information to identify the potential impact of the proposals on low income workers; key business sectors such as retail and leisure, transport and distribution; and on small local businesses.

A public 'conversation' on the outline proposals ran from 13 May 2019 to 30 June 2019, seeking wide-ranging feedback from the general public, businesses and stakeholders on the proposed measures for achieving compliant NO2 levels in Greater Manchester. Around 3,300 responses were received over the seven-week period, including responses from umbrella groups representing more than 50,000 members. Around 70% of the responses were residents of Greater Manchester and 16% were businesses in Greater Manchester. These results, along with outputs from wider stakeholder engagement with a range of groups, have been used to inform the development of the more detailed proposals.

As required by the Transport Act 2000, a statutory consultation on the more detailed proposals, including the proposed charging CAZ, will be undertaken in 2020. Stakeholder dialogue and other awareness-raising activity around the proposals and the wider issue of air pollution will continue leading up to the consultation on the detailed plan.

The key audience groups for the public conversation are those who will be most affected by the proposed measures.

This engagement will all inform the further development and detailed design of the measures and will help to refine the that will comprise the Full Business Case.

Question 8

Having due regard for equality duty involves:

Removing or minimising disadvantages suffered by people due to their protected characteristics; Taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people; Encourage people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low. Please complete the table below and give reasons, evidence and comment, where appropriate, to support your judgement(s).

Use the table below to record where you think that the activity could have a positive impact on any of the target groups or contribute to promoting equality, equal opportunities or improving relations within equality target groups. Use the table below to record where you think that the activity could have an adverse impact on any of the equality target groups i.e. it could disadvantage them and impact is high. Use the last column in the table below to give reason/comments/evidence where appropriate to support your judgement

Equality Impact Analysis

Age			
Target Group	Positive	Adverse	Comment/Evidence
Children and Young People (aged 19 and under)	High	Low	Young people are more sensitive to changes in air quality and will therefore benefit more quickly from improvements in air quality. Young people would therefore benefit differentially. Young people are more reliant on public transport, taxi and PHVs and may also be more likely to use minibuses and community transport. Any changes in provision would have a disproportionate impact on this group in relation to access. Younger people are generally more fit, are more reliant on public transport and generally do not drive. They are therefore more likely to respond to initiatives of behavioural change towards more active forms of travelling. Young people are more reliant on public transport, taxis and PHVs to transport them to places of work, education, and social/leisure activities. Increased travel costs incurred would disproportionately impact this group in terms of affordability. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Older People (aged 60 and over)	High	Low	Older people are more sensitive to changes in air quality and will benefit more quickly from improvements in air quality therefore having a differential effect. Older people are more reliant on public transport, taxi and PHVs and may also be more likely to use minibuses and community transport. Any changes in provision or fare increases would have a disproportionate impact on this group in terms of access and affordability. Older people are more reliant on public transport, taxis and PHVs to transport them to places of health services and social/leisure activities. Increased travel costs incurred would disproportionately impact this group in terms of affordability. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

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Equality Impact Analysis

Disability			
Target Group	Positive	Adverse	Comment/Evidence
People with physical impairments (Includes mobility, co-ordination, lifting and carrying, manual dexterity, wheelchair user)	Medium	Low	People with certain disabilities (particularly if these relate to respiratory problems) are likely to be more sensitive to changes in air quality and will benefit more quickly from improvements in air quality. This would be a differential effect. People with physical impairments are more reliant on public transport, taxi and PHVs because they are more likely to not drive. They are also more likely to use community transport. Any changes in provision would have a disproportionate impact on this group in terms of accessibility to services, work and social activities. Disabled people are more reliant on public transport, taxis and PHVs to transport them to places of work, education, and social/leisure activities. Increased travel costs incurred would disproportionately impact this group in terms of personal affordability. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

People with communication or sensory impairments (Includes blind/partially sighted, deaf/hard or hearing, difficulty speaking)	Medium	Low	People with certain disabilities (particularly if these relate to respiratory problems) are likely to be more sensitive to changes in air quality and will benefit more quickly from improvements in air quality. This would be a differential effect. People with physical impairments are more reliant on public transport, taxi and PHVs because they are more likely to not drive. They are also more likely to use community transport. Any changes in provision would have a disproportionate impact on this group in terms of accessibility to services, work and social activities. Disabled people are more reliant on public transport, taxis and PHVs to transport them to places of work, education, and social/leisure activities. Increased travel costs incurred would disproportionately impact this group in terms of personal affordability. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

People with a learning disability or cognitive impairment (Includes conditions which affect ability to learn, understand, read, remember, and concentrate eg. Downs Syndrome, autism, ADA)	Medium	Low	People with certain disabilities (particularly if these relate to respiratory problems) are likely to be more sensitive to changes in air quality and will benefit more quickly from improvements in air quality. This would be a differential effect. People with physical impairments are more reliant on public transport, taxi and PHVs because they are more likely to not drive. They are also more likely to use community transport. Any changes in provision would have a disproportionate impact on this group in terms of accessibility to services, work and social activities. Disabled people are more reliant on public transport, taxis and PHVs to transport them to places of work, education, and social/leisure activities. Increased travel costs incurred would disproportionately impact this group in terms of personal affordability. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

People with mental health problems (Includes depression, schizophrenia)	Medium	Low	People with certain disabilities (particularly if these relate to respiratory problems) are likely to be more sensitive to changes in air quality and will benefit more quickly from improvements in air quality. This would be a differential effect. People with physical impairments are more reliant on public transport, taxi and PHVs because they are more likely to not drive. They are also more likely to use community transport. Any changes in provision would have a disproportionate impact on this group in terms of accessibility to services, work and social activities. Disabled people are more reliant on public transport, taxis and PHVs to transport them to places of work, education, and social/leisure activities. Increased travel costs incurred would disproportionately impact this group in terms of personal affordability. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

People with long standing illness/health condition (Includes cancer, HIV, MS, diabetes, heart disease, epilepsy, continence)	Medium	Low	People with certain disabilities (particularly if these relate to respiratory problems) are likely to be more sensitive to changes in air quality and will benefit more quickly from improvements in air quality. This would be a differential effect. People with physical impairments are more reliant on public transport, taxi and PHVs because they are more likely to not drive. They are also more likely to use community transport. Any changes in provision would have a disproportionate impact on this group in terms of accessibility to services, work and social activities. Disabled people are more reliant on public transport, taxis and PHVs to transport them to places of work, education, and social/leisure activities. Increased travel costs incurred would disproportionately impact this group in terms of personal affordability. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Other disability/impairment not covered by any of the above	Medium	---	People with certain disabilities (particularly if these relate to respiratory problems) are likely to be more sensitive to changes in air quality and will benefit more quickly from improvements in air quality. This would be a differential effect. People with physical impairments are more reliant on public transport, taxi and PHVs because they are more likely to not drive. They are also more likely to use community transport. Any changes in provision would have a disproportionate impact on this group in terms of accessibility to services, work and social activities. Disabled people are more reliant on public transport, taxis and PHVs to transport them to places of work, education, and social/leisure activities. Increased travel costs incurred would disproportionately impact this group in terms of personal affordability. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Gender			
Target Group	Positive	Adverse	Comment/Evidence
Men	Medium	Medium	Taxi drivers and bus drivers are over 90% more likely to be male than female. Any increased business costs are therefore likely to be disproportionately experienced by men.
Women	Medium	---	There is no evidence that this group would experience disproportionate or differential effects as a result of the GM CAP.
Transgender People	Medium	---	There is no evidence that this group would experience disproportionate or differential effects as a result of the GM CAP.

Race			
Target Group	Positive	Adverse	Comment/Evidence
Asian or Asian British Backgrounds (This includes Pakistani, Indians and Bangladeshi, Chinese or any other Asian background)	High	Low	People from black and minority ethnic community backgrounds are more likely to live in areas of GM where air quality is currently poorest. They will therefore disproportionately benefit from improvements in air quality. People from black and minority ethnic community backgrounds are more reliant on public transport therefore increased costs would affect them disproportionately. A high proportion of taxi drivers are from black and minority ethnic community backgrounds. Any increases in business costs are therefore likely to be experienced disproportionately by this group. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Black or Black British Backgrounds (This includes Caribbean, African or any other black background)	High	Low	People from black and minority ethnic community backgrounds are more likely to live in areas of GM where air quality is currently poorest. They will therefore disproportionately benefit from improvements in air quality. People from black and minority ethnic community backgrounds are more reliant on public transport therefore increased costs would affect them disproportionately. A high proportion of taxi drivers are from black and minority ethnic community backgrounds. Any increases in business costs are therefore likely to be experienced disproportionately by this group. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

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Equality Impact Analysis

Mixed /Multiple Ethnic Groups (This includes White and Black Caribbean, White and Black African, White and Asian or any other mixed background)	High	Low	People from black and minority ethnic community backgrounds are more likely to live in areas of GM where air quality is currently poorest. They will therefore disproportionately benefit from improvements in air quality. People from black and minority ethnic community backgrounds are more reliant on public transport therefore increased costs would affect them disproportionately. A high proportion of taxi drivers are from black and minority ethnic community backgrounds. Any increases in business costs are therefore likely to be experienced disproportionately by this group. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

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Equality Impact Analysis

White British Background (This includes English, Scottish & Welsh, Irish and Gypsy or Irish Travellers)	Medium	---	People from a traveller background could potentially be differentially affected by the CAZ charges from an affordability perspective. More insight into this is required at a local authority level when LA specific reports are produced to support the GM EqIA for the FBC. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.
Non-British White Backgrounds (This includes Irish, Polish, Spanish, Romanians and other White backgrounds)	Medium	---	More insight into this is required at a local authority level when LA specific reports are produced to support the GM EqIA for the FBC. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Arabs	High	Low	People from black and minority ethnic community backgrounds are more likely to live in areas of GM where air quality is currently poorest. They will therefore disproportionately benefit from improvements in air quality. People from black and minority ethnic community backgrounds are more reliant on public transport therefore increased costs would affect them disproportionately. A high proportion of taxi drivers are from black and minority ethnic community backgrounds. Any increases in business costs are therefore likely to be experienced disproportionately by this group. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.
Any other background not covered by any of the above	---	---	

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Equality Impact Analysis

Religion/Belief			
Target Group	Positive	Adverse	Comment/Evidence
Buddhists	Medium	---	In some Greater Manchester Local Authority areas there is a higher percentage of drivers of taxis and private hire vehicles from black and minority ethnic communities (Asian) backgrounds. Any increases in business costs are therefore likely to be experienced disproportionately by this group. There could be a correlation between race and religion, suggesting a potential equality impact for this group. No quantitative evidence has been found to support this. No evidence has been found in this study to suggest a correlation between religion and a differential / disproportionate health impact from improved air quality. More analysis into this is required at a local authority level when LA specific reports are produced to support the GM EqlA for the FBC. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Christians	Medium	---	No evidence has been found in this study to suggest a correlation between religion and a differential / disproportionate health impact from improved air quality. More analysis into this is required at a local authority level when LA specific reports are produced to support the GM EqlA for the FBC. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

DRAFT FOR FBC

Equality Impact Analysis

Hindus	Medium	---	In some Greater Manchester Local Authority areas there is a higher percentage of drivers of taxis and private hire vehicles from black and minority ethnic communities (Asian) backgrounds. Any increases in business costs are therefore likely to be experienced disproportionately by this group. There could be a correlation between race and religion, suggesting a potential equality impact for this group. No quantitative evidence has been found to support this. No evidence has been found in this study to suggest a correlation between religion and a differential / disproportionate health impact from improved air quality. More analysis into this is required at a local authority level when LA specific reports are produced to support the GM EqlA for the FBC. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Jews	Medium	---	No evidence has been found in this study to suggest a correlation between religion and a differential / disproportionate health impact from improved air quality. More analysis into this is required at a local authority level when LA specific reports are produced to support the GM EqlA for the FBC. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

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Equality Impact Analysis

Muslims	Medium	---	In some Greater Manchester Local Authority areas there is a higher percentage of drivers of taxis and private hire vehicles from black and minority ethnic communities (Asian) backgrounds. Any increases in business costs are therefore likely to be experienced disproportionately by this group. There could be a correlation between race and religion, suggesting a potential equality impact for this group. No quantitative evidence has been found to support this. No evidence has been found in this study to suggest a correlation between religion and a differential / disproportionate health impact from improved air quality. More analysis into this is required at a local authority level when LA specific reports are produced to support the GM EqlA for the FBC. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Sikhs	Medium	---	In some Greater Manchester Local Authority areas there is a higher percentage of drivers of taxis and private hire vehicles from black and minority ethnic communities (Asian) backgrounds. Any increases in business costs are therefore likely to be experienced disproportionately by this group. There could be a correlation between race and religion, suggesting a potential equality impact for this group. No quantitative evidence has been found to support this. No evidence has been found in this study to suggest a correlation between religion and a differential / disproportionate health impact from improved air quality. More analysis into this is required at a local authority level when LA specific reports are produced to support the GM EqlA for the FBC. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Others	Medium	---	No evidence has been found in this study to suggest a correlation between religion and a differential / disproportionate health impact from improved air quality. More analysis into this is required at a local authority level when LA specific reports are produced to support the GM EqIA for the FBC. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Sexual orientation			
Target Group	Positive	Adverse	Comment/Evidence
Gay men	Medium	---	There is no evidence that this group would experience disproportionate or differential effects as a result of GM CAP. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Lesbians	Medium	---	There is no evidence that this group would experience disproportionate or differential effects as a result of GM CAP. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.
Bisexual	Medium	---	There is no evidence that this group would experience disproportionate or differential effects as a result of GM CAP. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Equality Impact Analysis

Other			
Target Group	Positive	Adverse	Comment/Evidence
Other	High	Low	Extremely low-dose exposures to pollutants during windows of vulnerability in utero and in early infancy may result in health effects throughout their lifespan. Pregnant women will benefit from improvements in air quality. This would be a differential effect. As set out at Q3, during the consultation GM will engage with the key audience groups who will be most affected by the proposed measures. in a way that adheres to guidance around social distancing contained in the Government's COVID-19 recovery strategy. Every reasonable effort will be made to enable residents, businesses and visitors to engage with the consultation materials and respond in a meaningful way to make it as inclusive as possible, in the circumstances. For further information on health impacts: see Q19.

Question 9

If this activity involves new build or alteration to existing building, has any consideration been given to provision of a multi-faith room?

Not applicable

Question 10

Have you identified two or more high adverse impacts in the table above?

No

Question 11

If you have identified one high adverse impact or any medium/low adverse impacts, what improvements to the activity would/could you make to mitigate high/medium/ low adverse impact? Please give details of the improvements you plan to make.

Equality Impact Analysis

Question 12

Have you set up equality monitoring systems to carry out regular checks on the effects your activity has on:

Equality Group		Details
Age	No	Not applicable at this stage - monitoring activity will be developed at the Full Business Case.
Disability	No	Not applicable at this stage - monitoring activity will be developed at the Full Business Case.
Gender	No	Not applicable at this stage - monitoring activity will be developed at the Full Business Case.
Race	No	Not applicable at this stage - monitoring activity will be developed at the Full Business Case.
Religion/Belief	No	Not applicable at this stage - monitoring activity will be developed at the Full Business Case.
Sexual orientation	No	Not applicable at this stage - monitoring activity will be developed at the Full Business Case.
Other	No	Not applicable at this stage - monitoring activity will be developed at the Full Business Case.

Question 13

How will you measure the success of this activity? (Including any corporate performance measures)

The success of the GM CAP will be measured through a programme of outcome and output measurement, which is contained in the draft Monitoring and Evaluation Plan which is an appendix to the Management Case of the Outline Business Case.

The key measure of success will be through air quality monitoring, specifically NO2 compliance.

Question 14

In question 10 above you may have outlined improvements to the activity which will mitigate a high, medium and/or low adverse impact/s. How will you ensure that everyone involved in the activity knows and understands what improvements you intend make and is able to put the activity into practice with those improvements?

Current mitigation measures are set out in the comment boxes. Engagement activity - described in Q7 - will all help to refine the proposals that will be set out in the Full Business Case.

Question 15

Are there any elements within this activity that require a separate Equality Impact Analysis?

No

Equality Impact Analysis

Question 16

Please confirm that during the implementation of this activity, where appropriate, TfGM's corporate strategies and procedures will be followed. If your answer to any of these questions is "no", explain why you will not be following the strategy or procedure.

Strategy/Policy		Details
Communication with members of the public - TfGM's Corporate Communications Strategy will be followed	Yes	
Procurement - TfGM's Procurement Strategy will be followed	Yes	
Consultation and Engagement - TfGM's Consultation and Engagement Strategy will be followed	Yes	
Projects - Project Management Procedures will be followed	Yes	

Question 17

Is a Full Impact Analysis needed? If in question 8 you identified two or more adverse impacts then you should either abort the activity, or carry out a full analysis

No (not required)

Question 18

List all of the information that you have taken into account in carrying out this Equality Analysis

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20. ONS (2018) Life expectancy at birth and at age 65 by Local Areas, UK, 2015-2017. Available at <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/datasets/lifeexpectancyatbirthandage65bylocalareasuk>
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Question 19*Additional comments*

This is an Equality Impact Assessment (EQIA) for the statutory consultation. A further and fuller assessment of economic and equalities impacts will be required at Full Business Case stage.

A programme of research, analysis, public and stakeholder engagement will continued throughout the consultation period. This will give us more information and identify potential impact of the proposal on low income workers; key business sectors such as retail and leisure, transport and distribution; and on small local businesses. Research information and the feedback from the engagement activity will influence the detailed design of the package of measures.

The EqIA will be reviewed in line with the findings from the statutory consultation to reflect any changes in the final projects' policies. This will inform a final EqIA for the FBC.

Simultaneously, each of the Greater Manchester Local Authorities develop a specific report for their particular districts, highlighting significant differences in comparison to the GM-wide findings. The ten local reports will act as appendices to the final EqIA for FBC.

Health Impacts

There is evidence showing the association of NO2 on poor health outcomes. Epidemiological studies have shown that long-term exposure to air pollution (over years or a lifetime) reduces life expectancy, due to cardiovascular and respiratory diseases and lung cancer. Short-term exposure (over hours or days) to increased levels of air pollution can also have a range of health effects, including effects on lung function, asthma, as well as increases in respiratory and cardiovascular hospital admissions, and mortality. Additionally, outdoor air pollution can influence productivity and contribute to social costs such as increasing days off work and school due to restricted health.

Health impacts – Medium positive impact:

An improvement in air quality as a result of the Clean Air Zone will have a positive impact on the health of the whole population in GM. A result, it is concluded that all protected characteristics will experience at least a medium positive impact in relation to health from the GM CAZ. A further review of health evidence is in progress, to support the final EqIA for the Full Business case.

Health impacts – HIGH positive impact:

Some groups are particularly vulnerable to poor air quality including older people, children (particularly young children), pregnant women and people living with long-term health conditions or disability. Any improvements in air quality are therefore likely to differentially benefit these groups, and they have been assessed as benefitting from a HIGH positive impact from the GM CAZ. Areas of existing high pollution often correlate with low income communities and therefore any improvements in air quality would benefit these communities disproportionately. Economically disadvantaged groups are more likely to include the following protected characteristics: young people, unemployed, long term sick and people from black and minority ethnic community backgrounds. A further review of health evidence is in progress, to support the final EqIA for the Full Business case.

Supporting documents

None

Process signed off by	Megan Black
Date completed	20th July, 2020
Validator's Comments	
Validated by	Diversity and Inclusion Manager
Date validated	2020-07-21
Next Review Date	

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03 August 2020

Dear Sir/Madam

Re: **Consulting on Greater Manchester Clean Air Zone & Minimum Licensing Standards during Covid-19**

The Coronavirus has had and is still having a massive and devastating impact on the taxi trade up and down the country, including across Greater Manchester.

The repercussions for everyone have been unprecedented and with the whole UK on lockdown for over 10 weeks, the self-employed have suffered financial implications like never before with taxi passenger numbers almost vanishing.

With all shops, hair and beauty salons and most work places forced to close with staff furloughed or working from home, transport hubs closed and services massively reduced, and people advised not to go out; daytime work for the taxi trade was almost non-existent.

The closure of all nurseries, schools, colleges, universities, adult education, and day care centres severely affected those drivers who rely on contract work.

Sports events forced to cancel and bars, clubs, pubs and restaurants all having to shut meant no night or weekend work for the drivers.

Holidays and flights were all cancelled with an increasing number of travel restrictions causing airlines to ground planes, meant that drivers working the airport and those who rely on the tourist trade had no income.

Footfall in the shops and on the highstreets disappeared as shops closed and people stayed at home or self-isolated, following the government's social distancing advise.

By far the biggest users of taxis are the elderly, disabled, vulnerable and those with children; all the groups told to self-isolate and stay at home.

As more and more people had to work from home or self-isolate, as education institutions and public buildings closed, as shops, bars, pubs, clubs and restaurants closed, as sporting and social gatherings were cancelled – people stopped using taxis.

With taxi drivers coming into close and regular contact with the public, placing drivers at high risk of infection meaning; many made the decision not to work to protect themselves and their families.

Garages and MOT stations closed meaning cab owners were unable to get their vehicles repaired, and fleet owners had their cabs returned meaning many cabs were left parked up as driver were unable to make a living.

No passengers mean no fares, no fares mean no money, and no money meant taxi drivers and small businesses struggled or failed to survive. Passenger numbers are still down and nowhere near pre-Covid levels, with drivers struggling to make £40 working a 12-hour shift.

Many drivers have mortgages or rent to pay as well as already expensive taxi finance and insurance payments to make on top of that, and whilst mortgage and finance companies were sympathetic in

offering payment holidays, other bills still had to be paid and the payment holidays will still have to be paid back, with interest.

No business or financial institution in the world could have predicted what has happened and this crisis, unfortunately, has been the nail in the coffin for some drivers, with most of those who have survived now living day to day, with massive debts as a result.

Five months since the pandemic started, and with a local lockdown reinstated and Covid-19 still relentless in its devastating impact on our city region, the GM taxi industry is in a fight for survival.

The added pressures and financial impact of moving forward with CAZ and MLS at this moment in time will be devastating for taxi drivers, some of whom have had no income for months. To go ahead with these plans now would force thousands of hard-working, self-employed individuals out of work, with the costs involved simply unaffordable under current circumstances.

Families will be forced into financial hardship; homes will be lost, unemployment and mental health issues will increase, putting further pressure on our already overstretched benefits and social care systems.

The consequences will be disastrous for all self-employed and small taxi businesses across Greater Manchester, unless the right decision is made now; to delay the consultation on CAZ and MLS until a time when the full impact of Covid-19 on the trade can be assessed.

Yours faithfully,

Greater Manchester Taxi Trade Coalition

- Unite the Union Manchester
- Unite the Union Salford
- GMB Manchester
- Manchester TODA
- Manchester Hackney Association
- Tameside TODA
- Stockport TODA
- Oldham TODA
- Association of Trafford Taxi Drivers
- Rochdale Taxi Trade Group
- Airport Taxi Association
- The Hackney Drivers Association of Wigan
- The Hackney Drivers Association of Bolton
- The Hackney Drivers Association of Bury
- RMT Union Wigan

REPORT FOR DECISION



DECISION OF:	Cabinet
DATE:	2 September 2020
SUBJECT:	Recommencement of Car Parking Charges in Bury
REPORT FROM:	Cabinet Member for Transport and Infrastructure
CONTACT OFFICER:	Donna Ball, Executive Director of Operations
TYPE OF DECISION:	Key decision
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	In March 2020 the Council suspended car parking charges as a result of the COVID lockdown. The suspension of car parking charges has had an impact on the income generated from car parking. This report provides members with the option to recommence parking charges in line with private operators and other GM Councils.
OPTIONS & RECOMMENDED OPTION	Option 1 To recommence car parking across all 12 Bury town centre car parks with effect from 14th September 2020 Option 2 To continue with free car parking on Council owned car parks in Bury town centre accepting that there will be a continued loss of around £130,000 per month Option 1 above is recommended, given all private operators in the town centre have restarted charging and the losses currently being sustained. This is also in line with other GM Councils
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The Council budgets for income from a range of services as part of its annual budgeting process. Any income shortfalls have to be

	met from the Council's budget elsewhere or from reserves. The Council is facing significant financial pressure as a result of Covid and a resumption in the charging will limit any further adverse impact. Although government funding has been provided to support Council's with the financial impact of Covid but this is not sufficient to cover the full financial impact.
Equality/Diversity implications:	none
Considered by Monitoring Office:	The Council has powers under the Road Traffic Regulation Act 1984 to impose charges by Order for parking in off-street car parks provided under that Act and to charge for parking at on-street parking places. Changes in parking charges introduced by Order can be made (as appropriate), by Notice. Regulations governing the Notice and Order making procedure are provided in the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996.
Wards Affected:	All
Scrutiny Interest:	

TRACKING/PROCESS**DIRECTOR:**

Joint Executive Team/CCMT	Cabinet Member/Chair Briefed	Ward Members (if necessary)	Partners
✓	✓		
Scrutiny Committee	Other Committee	Council	Comms

1.0 BACKGROUND

Since the beginning of the coronavirus lockdown towards the end of March 2020, the Council suspended car parking charges in Bury Town Centre in an effort to assist the public and especially those involved in the fight against Covid-19 such as NHS and care workers etc.

The decision was also taken to suspend car parking enforcement. This has since been re-established, however, with full on-street enforcement taking place from the beginning of August.

There are currently 12 public car parks within the town centre that operate under a pay and display regime as listed below.

Bury Town Centre – Council Operated Public Car Park Spaces					
Area	Regular Bays	Contract Bays	Electric Vehicle	Disabled Bays	Total Bays
George Street	55	0	0	1	56
The Castle	32	6	2	2	42
Bolton Street Station	94	0	0	4	98
Foundry Street	133	0	2	5	140
Trinity Street (new layout)	219	0	2	8	229
Castle Leisure Centre	212	0	0	7	229
Parsons Lane North	21	0	0	0	21
Parsons Lane (Wilko's)	125	0	2	16	143
Market	418	0	2	25	445
Irwell Street	35	0	0	1	36
Manchester Road	91	10	0	4	105
Moorgate	24	0	0	2	26
TOTALS	1459	16	10	75	1560

In addition, there are 66 on-street spaces where parking up to one hour in duration can take place, 310 on-street spaces where parking up to two hours in duration can take place and 43 on-street spaces where parking up to four hours in duration can take place.

This equates to an additional 419 spaces over and above the 1560 spaces located within the 12 town centre car parks.

2.0 ISSUES

The full suspension of car parking charges has had an impact on the income generated from the Council's car parking assets. These current losses are set out below;-

- Off-street parking - £98k per month
- On-street parking - £32k per month

Consequently, an average figure of around £130,000 has been lost per month since April 2020. This equates to £0.65 million of losses by the end of August with an end of financial year projection of around £1.5 million of losses if parking charges remain suspended.

A survey of the other 9 Districts in Greater Manchester has shown the following overall situation in Greater Manchester regarding car parking charges.

District	Charges in Effect?	District	Charges in Effect?
Bolton	Yes	Salford	Yes
Bury	No	Stockport	Yes
Manchester	Yes	Tameside	Yes
Oldham	Yes	Trafford	Yes
Rochdale	Yes	Wigan	Yes

Furthermore, the private car park operators in Bury town centre (Millgate, Rock and Q Parks) have already reintroduced charging in their car parks.

It is accepted that attempting to forecast how Covid-19 will impact on future car parking income is extremely difficult to do as it is far from clear when a recovery will arrive in earnest or when a national or local spike could reappear. Incidences of Covid-19 are not the same as public confidence - which is the real driver to people returning to pre-pandemic activities.

Furthermore, car parking usage is variable/seasonal and is not constant throughout the year due to school and religious holidays as well as the run up to the Christmas period.

Consequently, losses have been calculated based against income from the same period last year.

3.0 RISK

Given charging already existed with the town centre the identified risk associated with restarting this process is relatively low. Due to more businesses changing to remote working there could be less demand for parking that has been previously utilised by town centre workers. During the current climate we are unable to predict how long it will be before we see occupancy that matches pre Covid-19 figures for shoppers and visitors to the town centre as set out above.

All town centre car parks offer PayByPhone parking which allows parkers to pay for their parking session via the telephone or mobile app. This reduces the risk of customers having to come in contact with P&D equipment.

4.0 SUMMARY

Given all private operators in the town centre have restarted charging and the losses being currently sustained, it is recommended that car parking charges in Bury Town Centre be reintroduced.

The lead-in period to enable this will be 1-2 weeks.

Consequently, a 14 September start for charging is recommended as the start date to give sufficient time to prepare and sufficiently publicise the changes.

Warning notices will be issued from 7 September and temporary signs will be erected at the entrance of all car parks to warn motorists.

List of Background Papers:-

Contact Details:-

David Giblin
Head of Engineering Services
d.r.giblin@bury.gov.uk

REPORT FOR DECISION



DECISION OF:	Cabinet
DATE:	02 September 2020
SUBJECT:	Wider Vehicle Replacement Strategy
REPORT FROM:	Leader and Cabinet Member for Finance and Growth and Cabinet Member for Environment and Climate Change
CONTACT OFFICER:	Donna Ball, Executive Director of Operations
TYPE OF DECISION:	Key decision
FREEDOM OF INFORMATION/STATUS:	In the public domain
SUMMARY:	The report sets out the requirements for vehicle and plant replacements for the 3 year period, 2020/21 to 2022/23.
OPTIONS & RECOMMENDED OPTION	Cabinet is asked to: • Approve the 3 year Vehicle Replacement Strategy (2020/21 to 2022/23). • Approve the implementation of the 2020/21 to 2022/23 replacement programme, including the tender and purchase of vehicles and plant and to the proposed funding. • Delegate the approval of each procurement process to the Director of Operations, the Council's S151 Officer in consultation with the Cabinet Member for Environment and Climate Change, subject to the procurement being in line with the proposed strategy. • Note that Cabinet will be notified of contract awards throughout the lifetime of the strategy and progress will also be reported as part of the Council's quarterly financial monitoring reports.

IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The costs of the vehicles can be met from the Council's Capital Programme for which funding for Vehicle Replacement was built in to the programme from 2020/21. The associated borrowing costs have also been reflected in the council's budget although there may be an opportunity to reduce the impact through the consolidation of leasing budgets that are currently held by individual services, some of which have been used to support more expensive short term leasing arrangements. The proposed approach to procurement will ensure that the Council is continually testing the market and ensuring value for money and the delegation process ensures oversight and governance of the whole process.
Health and Safety	If vehicles and plant aren't replaced they will in time become unsafe. Specifications for new vehicles will include enhanced H&S features and take account of vibration levels, noise and loading height.
Equality/Diversity implications:	No
Considered by Monitoring Officer:	As set out in the Report
Wards Affected:	There are no ward implications arising from these proposals.
Scrutiny Interest:	

1.0 BACKGROUND

- 1.1 The Council currently has a fleet of over 200 vehicles and plant, the vast majority of which is beyond end of life and is in urgent need of replacing. The age of the fleet is causing problems with increasing unreliability of vehicles, which is directly impacting on operational delivery in services such as highways, waste collection and street cleansing. To address some of these issues, the council currently has greater reliance on short term lease and spot hire arrangements which are proving more costly and costs of repairs and maintenance for vehicles is also increasing.

- 1.2 In recognition of this and, at the same time take the opportunity to address the wider climate agenda, the Council made available £10m over 3 years in the capital programme to support the replacement of the fleet. Cabinet received a report on the replacement of some of the Council's Refuse Collection Vehicles in July 2020 due to the urgent need to place an order for them. This report sets out the rationale and the proposed procurement route for the remainder of the vehicle fleet.

2.0 CLIMATE CHANGE AND CLEAN AIR PLAN

- 2.1 The Council has previously declared a climate emergency and has made a commitment to be carbon neutral by 2030. As part of Greater Manchester, the Council is also consulting on the Greater Manchester Clean Air Plan which includes proposals for the introduction of a Clean Air Zone (CAZ). Whilst the outcome of the consultation will not be known for some time, the over-riding principles and aims of the strategy need to be considered when developing a strategy for vehicle and plant replacement in Bury. If approved, the proposed vehicle and plant replacement strategy will ensure that the whole of the council's fleet will be fully compliant with the CAZ. As well as having significant clean air benefits, the approach will also ensure that the council will not incur any fees and charges that may be introduced, subject to the outcome of the consultation, across Greater Manchester for non-compliant vehicles.

3.0 VEHICLE REPLACEMENT STRATEGY

- 3.1 The 2020/21 capital programme was set by Full Council in February 2020 as part of the 2020/21 budget setting process. Included in the programme was £10m of investment for vehicle replacement. This was further endorsed as part of the Cabinet resolutions which included a significant focus on the climate change agenda. Since then, a review and prioritisation of the current vehicles has been undertaken and it is proposed that the replacement programme be conducted in phases over 3 financial years.
- 3.2 In developing the phasing, the service has, as well as age and condition, taken account of the longer term operational needs for the vehicles, frequency of use and council priorities and outcomes. This has also helped to establish the numbers of each type of vehicle required.
- 3.3 Replacing these vehicles will enable services to operate more effectively, efficiently and safely, using a modern, fit for purpose fleet, utilising the latest technologies. It will also ensure compliance with the GM CAZ and avoid the risk of incurring penalties.

Table 1 - the original proposed replacement programme

Phasing of Vehicle and Plant Replacement		
Phasing	Number of Vehicles	Estimated Cost £m
Phase 1 2020/21	117	7.940
Phase 2 2021/22	48	0.893
Phase 3 2022/23	49	0.934
Total	214	9.767

- 3.4 In July 2020, Cabinet approved the purchase of 12 refuse collection vehicles. These vehicles are included in the numbers and costs in Table 1 above. The

strategy for the procurement of the remaining vehicles has been delayed by the Covid-19 pandemic and there may be slippage between the financial years as a result of this. Should this be the case, cabinet approval will be sought to carry forward the budget into the next financial year.

- 3.5 The costs in Table 1 are derived from *estimates* of the replacement cost of each vehicle currently on the fleet. In reality, there is a strong likelihood that not every vehicle will need to be replaced, due to changes in service requirements, following service reviews or the adoption of new ways of working. Conversely, additional vehicles or different, higher specification, more expensive vehicles may be required in some cases.

4.0 PROCUREMENT APPROACH

- 4.1 The vehicle fleet replacement programme includes a diverse range of requirements and the various vehicle supply markets have different characteristics. It is not a 'one-size fits all' situation. Consequently, in order to achieve best value outcomes, it is recommended that a case by case approach is taken to determine the appropriate procurement route, based on the options outlined above, utilising professional peer networks and market knowledge in the decision making process. This will allow consideration of any changes in market conditions and facilitate the use of collaborative options if they present themselves. It also allows consideration of alternative procurement routes such as contract hire, which may be appropriate for some specialist vehicles (such as compact sweepers) and second hand options which can be a more cost effective option in some circumstances.
- 4.2 It is proposed that the procurement for the replacement programme will be managed in a number of phases, based on vehicle type, and tendered on that basis. The timing of the procurement will be determined by the service. It is proposed that, subject to the procurement being in line with the proposed strategy, approval of each procurement process be delegated to the Director of Operations, the Council's S151 Officer and the Cabinet Member for Environment and Climate Change. Cabinet will be notified of contract awards throughout the lifetime of the strategy and progress will also be reported as part of the Council's quarterly financial monitoring reports.
- 4.3 Cabinet can agree to delegate authority to nominated officers to agree individual procurements given the complexity of the replacement programme and the need to have an efficient process that will not unduly delay the placing of orders. Tender prices are only valid for a limited time and waiting for a full Cabinet approval may mean that prices expire. It needs to be noted that individual decisions in the programme involving expenditure over £250,000 will still need to be published in advance in the Forward Plan, unless urgent. Those under £250,000 will have to be recorded as Officer Delegated Decisions and published by Democratic Services.
- 4.4 If there is a case to move urgency within the 28 day Forward Plan notice period on an individual scheme involving spend over £250,000 the Officers will need to notify the relevant Cabinet members, Chair of Overview and Scrutiny Committee and nominated opposition members and give 5 days' notice of the decision. If the decision cannot wait 5 days, the Chair of Overview and Scrutiny would have to formally agree the urgency.

- 4.5 The Emergency Powers Group which was set up to support the Council's response to the Covid-19 emergency can provide a useful means to facilitate such decisions.

5.0 ALTERNATIVELY FUELLED VEHICLES

- 5.1 Within each vehicle specification will be a request to tenderers to provide prices for alternatively fuelled vehicles and these will be evaluated along with other quotes to determine which provide the best value for money. There is a requirement for all suppliers to provide emission levels of all vehicles tendered for. Where there is a specific need and providing it is cost effective then certain specifications will be written based on the requirement of electric or other alternatively fuelled vehicles.
- 5.2 When considering reducing the Council's carbon footprint from vehicle emissions one has to ensure that all new vehicles are fit for purpose, reliable and able to be maintained. One has to consider the technology maturity. Currently there are few suppliers of electric vehicles, particularly HGVs, but this is a fast changing picture and the cost of electric vehicles is likely to decrease in the next few years. However, many electric vehicles are not tried and tested yet and the support around these vehicles is still in its infancy.
- 5.3 It should be borne in mind that all future vehicle purchases (where available from manufacturers) will meet the latest Euro 6 standard for exhaust emissions, introduced in 2015, which all new mass produced vehicles sold in the EU must meet, and was designed to reduce harmful pollutants from vehicle exhausts. This includes nitrogen oxides (NO_x), carbon monoxide (CO), hydrocarbons (THC and NMHC) and particulate matter (PM) i.e. soot from diesel cars. The effect of reducing these pollutants can also mean improved fuel economy and lower CO₂ emissions. All new replacement vehicles purchased will automatically be compliant with the GM CAZ.
- 5.4 There are health concerns about emissions from diesel engines. The fine particles in diesel exhausts are of special concern because, due to their respirable size, they can penetrate deep into human lungs. It is reported this increases respiratory and cardiovascular disease and worsening of symptoms in people with asthma. Where electric or hybrid vehicles are not available or fit for purpose, the Council should consider the purchase of petrol vehicles that emit the less harmful fine particulates that new diesel vehicles produce.
- 5.5 As the Council moves to procure more electric vehicles, electrical charging infrastructure will be required at Bradley Fold Depot and perhaps elsewhere at other satellite locations. That infrastructure does not exist currently.

6.0 FINANCING OPTIONS

- 6.1 The total cost of the proposals is estimated to be c£9.8m and can be funded from within the funding made available in the capital programme. It should however be noted that c£2.1m has previously been approved by Cabinet in July 2020 for the purchase of 12 Refuse Collection Vehicles. There are two options available to the Council in procuring vehicles: purchase and leasing. Leasing is traditionally higher cost than purchasing and this is borne out by the fact that most Authorities choose outright purchase:

- 6.2 **Outright purchase** – this has the advantage of the Council having control of its asset in terms of being able to dispose of without early termination costs. Furthermore, there are no return conditions or mileage limitations.
- 6.3 **Operator lease** – this has been the preferred method for many years but does have the restriction of not being able to return the vehicle ahead of the lease expiry date unless outstanding annual lease payments are made. Strict return conditions with penalties and mileage excess rates are also applied. It is also very difficult to synchronise the delivery of a new vehicle to coincide with the expiry of the lease of the vehicle to be replaced. This leads to short term extensions of leases, which can be relatively expensive. Financially this method often appears to be most advantageous but this can be misleading because it does not necessarily take account of all costs. It is also inflexible operationally.
- 6.4 It is proposed that the Council proceeds on the basis of outright purchase.
- 6.5 The cost of borrowing is already factored within the Council's budget and therefore these proposals will not add any further financial pressure on the council's financial strategy. Provision for some leasing costs is held at service level and will offset the costs of borrowing that were built into the council's budget from 2020/21 onwards. As part of a wider transformation of the council's financial framework, the council is seeking to centralise corporate costs including leasing and therefore the delegated budgets will be consolidated and held corporately. This will enable the council to have much greater oversight and control over its borrowing and borrowing costs.

7.0 CONCLUSION

- 7.1 The proposed vehicle and plant replacement programme is necessary to ensure the continued safe and efficient operation of the Council's functions. There have been no replacements for a number of years which has meant reduced reliability, additional maintenance costs, impact on ability to deliver quality services, additional spot hire of vehicles and increased pressure on individual services and in particular the Transport and Workshop staff. It is imperative that vehicles are replaced as soon as is practicably possible.

List of Background Papers:-

None

Contact Details:-

Glenn Stuart, Head of Waste and Transport
Neil S Long, Assistant Director Operations

REPORT FOR DECISION



DECISION OF:	CABINET
DATE:	2 September 2020
SUBJECT:	BURY TOWN CENTRE MASTERPLAN
REPORT FROM:	Cllr. Eamonn O'Brien (Leader) – Cabinet Member for Finance and Growth
CONTACT OFFICER:	Paul Lakin, Director of Economic Regeneration and Capital Growth
TYPE OF DECISION:	CABINET (KEY DECISION)
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	This report seeks Member approval to appoint a multi-disciplinary consultancy to prepare a comprehensive, aspirational and deliverable masterplan to guide the role, function and physical development and regeneration of Bury town centre and its peripheral areas over the next 10 to 15 years.
OPTIONS & RECOMMENDED OPTION	It is recommended that Members: • Approve the use of consultants to prepare a new masterplan for Bury town centre. • Note that the draft masterplan will be presented to Cabinet for approval for consultation purposes and that, following consultation, a final version will be subject to further Cabinet approval.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The request is for an allocation of £100,000 to cover the costs of consultants to prepare a masterplan for Bury Town Centre. The cost of the works can be met from the Council's capital programme within which there is currently an approved scheme for this

	project. A budget of £1.9 million has been earmarked for works in connection with Bury town centre.
Equality/Diversity implications:	The development of a new masterplan for Bury town centre will be key to helping the town centre to adapt to changing economic conditions and to help it maintain its role as one of the Borough's key economic drivers and service providers.
Considered by Monitoring Officer:	A new masterplan for Bury town centre will provide the context for future development. 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
Scrutiny Interest:	

TRACKING/PROCESS**DIRECTOR:**

Joint Executive Team	Cabinet Member/Chair Briefed	Ward Members (if necessary)	Partners
	27 July 2020		
Scrutiny Committee	Other Committee	Council	Comms

1 Background

- 1.1 Bury is the principal town centre in the Borough and is the focal point for retail, leisure, administration, services, tourism and culture. The town centre has fared comparatively well in recent years. It has seen significant investment and regeneration and is one of the highest ranking retail destinations in Greater Manchester.
- 1.2 The Rock development, in particular, has brought a major addition of retail, leisure and residential floorspace to the town centre. It includes a range of multiple and key anchor retailers as well as a multi-screen cinema, bowling alley and a number of restaurants. Footfall at the Rock, for example, achieved

levels significantly above those seen nationally and it maintained an occupancy rate of around 96%.

- 1.3 The success of Bury town centre has been helped by the Council's longstanding commitment to having a clear vision and robust strategy in place. In particular, the 'Bury but Better' Town Centre Vision and Development Strategy (2003 and 2009) have provided a framework to shape and manage the successful growth and development of the town centre and surrounding areas.
- 1.4 Whilst Bury has performed well as a retail-led centre it is apparent that the seismic changes occurring in the physical retailing world will have a major impact on every town and city in the country. The centres that survive the fall-out from the relentless shrinkage of physical retail are those that have a diverse range of visitor and leisure attractions, modern workplaces and a reconfigured and varied retail experiences all of which is bound by public transport accessibility and a high quality pedestrian experience.
- 1.5 If town centres adapt appropriately, they can continue to be key economic drivers for the Borough and they can play a key role in the delivery of economic aspirations set out in the emerging Bury 2030 Strategy.
- 1.6 At the sub-regional level, the Greater Manchester Combined Authority has introduced initiatives, such as the Mayor's Town Centre Challenge, to support town centres across Greater Manchester and to help them to adapt to a rapidly changing economic climate.

2 Issues, challenges and opportunities

- 2.1 There are some parts of Bury Town Centre which work well and as a whole it has an attractive townscape which some good architecture and an interesting mix of shops, bars and cafes with a strong cultural and visitor offer. However, there are some parts which require radical intervention. The wider Markets area is run down and the neighbouring retail parades are tired. The pedestrianised section of the former Rock high street up to the new Rock is run-down with weak ground floor uses and wastes an opportunity to create a high quality central square in the middle of the town. The Interchange is looking tired and is dominated by rows of bus infrastructure which provides a poor customer experience and wastes land in the heart of the town.
- 2.2 These areas present the strongest case for intervention and, if fixed, would help transform the Bury town centre offer. These areas should provide the major focus of the masterplan and are effectively 'change zones' where major transformative regeneration could occur. The job of the masterplan is to identify what this change might look like and create development ideas and concepts that link consistently to other uses in the town centre. This document will be critical in securing confidence in the future of the centre, and in winning the confidence of private sector investors that Bury town centre is a highly investable proposition.

- 2.3** In addition, since the latest 'Bury but Better' Strategy was produced in 2009, town centres across the country have been facing significant challenges that have eroded high street retailing and its role in underpinning the vitality and economic strength of town centres. These challenges have included:
- Continued and rapid growth in the use of mobile devices and online retailing;
 - Increasing wages, rents and business rates;
 - A shift in consumer spending away from products towards experiences and lifestyle; and
 - Wider economic conditions in general.
- 2.4 The masterplan will have a strong commercial focus, recognising the potential for new development in Bury notwithstanding some of the shorter term challenges associated with Covid recovery.
- 2.5 A commercially focussed masterplan will consider potential opportunities to:
- increase the potential for Bury Town Centre as an employment centre and the size and type of office facilities that could be accommodated;
 - accommodate further hotel investment in the town centre (currently there is only one property) and the location(s) of such facilities;
 - create linkages between proposals for a new Flexi-Hall at Bury Market to the wider town centre offer, and to consider other 'creative' uses of spaces perhaps to establish a stronger creative industry base to build on;
 - incorporate high quality urban housing into the centre of the town or on some of the key peripheral sites (such as Angouleme Way and the Castle sites);
 - create a more defined educational zone in the town centre linking the College campuses and potentially a University presence;
 - attract niche or other distinctive forms of development (such as cultural, visitor or leisure uses) into the town centre; and
 - improve the town centre's current attractions and functions, including its role in providing a major transport interchange for the Borough and to promote active travel (linkages and integration to surrounding neighbourhoods).
- 2.6 The Council has a fundamentally important role to play as the body with the responsibility of providing a long-term vision for the future of the centre. Whilst there are many stakeholders, including investors, landowners and key cultural institutions it is only the Council which can effectively bring all these interested parties together to get them behind a coherent plan.
- 2.7 In particular the Council must work closely with the owners of the major retail malls (the Millgate and the Rock) to ensure the proposals and plans we conceive support them in maintaining key anchor retailers (such as M&S and Debenhams) and to ensure we can demonstrate to retail and leisure investors that we have credible and deliverable plans to increase the levels of footfall into

the town centre. We should also work with these partners to consider how we can encourage new types of retailers, potentially local independent traders, to take up spaces in some of the smaller voided space in the town centre.

- 2.8 An underlying objective of the masterplan is to attract investors who can see the potential to make returns from investment projects in Bury Town Centre. The biggest risk to the future of the centre is that key assets fall into the hands of 'income' investors, who buy assets because they have a reasonable income stream which allows strong returns over the short to medium term, but almost always leads to the assets being underinvested and left to decline over time.
- 2.9 The masterplan must also consider how we make the town centre an attractive, clean and safe place for people to gather. Whilst the plan will have a clear objective of targeting those locations in need of investment (including those identified in section 2.1) it must also consider some other key interventions. The identification of a standard design for public realm, improved signage and wayfinding (in particular considering the poor links between the Interchange and the Rock) and the creation of green spaces. There are a number of smaller squares and ginnels in the town centre that are in a fairly tired condition, these should form a part of the masterplanning exercise.
- 2.10 A new town centre masterplan will play a key role in delivering a response that will help to support economic recovery in the short-term as well as provide the foundations for Bury town centre to maintain its vibrancy and its status as one of the strongest centres in Greater Manchester for years to come.
- 2.11 Importantly, the masterplan would firm up end uses for some of the key sites in and around the town centre to enable their delivery in the short to medium term. It will also have an important role to play in promoting the town centre in general and in attracting development and inward investment by highlighting the major opportunities that exist. At the same time, it will be an important tool in demonstrating that the Council has a cohesive and up-to-date strategy in place to support bids for external funding.
- 2.12 As such, it is proposed to appoint a multi-disciplinary consultancy to prepare a comprehensive, aspirational and deliverable masterplan to guide the role, function and physical development and regeneration of Bury town centre and its peripheral areas over the next 10 to 15 years. It is expected given the strong commercial focus of this assignment that the lead consultancy will have strong in-house capabilities in the agency, investor and property markets disciplines.
- 2.13 The intention is that a brief for the commission is developed and a consultancy would be procured in accordance with Council requirements and procurement rules. It is requested that a budget of £100,000 be allocated to cover the costs of commissioning the work.
- 2.14 The draft masterplan will be presented to Cabinet to approve for consultation purposes and, following this consultation, a final version will be brought back to

Cabinet for formal approval. In doing so, it is intended that the new masterplan will be adopted as a material planning consideration in the determination of relevant planning applications and, in the longer-term, it will be used to inform statutory policies and proposals in the emerging Bury Local Plan.

3 Timescales

- 3.1 The commission to prepare the Bury town centre masterplan is likely to take around six months to complete (October 2020 – March 2021) and it will be important to complete this work in a timely manner so that the Council is able to quickly respond to any funding opportunities that the Government may introduce that would support the implementation of elements of the masterplan.

4 Conclusion

- 4.1 The recommendations are contained in the front of this report.

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

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	Bury town centre masterplan	
Date	15 July 2020	
Officer responsible for the 'policy' and for completing the equality analysis	Name	David Wiggins
	Post Title	Unit Manager: Development Planning
	Contact Number	0161 253 5282
	Signature	<i>D. Wiggins</i>
	Date	15 July 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?	The development of a new masterplan for Bury town centre will be key to helping the town centre to adapt to changing economic conditions and to help it maintain its role as one of the Borough's key economic drivers and service providers.
Who are the main stakeholders?	The main stakeholders involved in the regeneration of Bury town centre 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 Bury town centre 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 Bury is likely to involve the provision of new housing including provision 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 Bury will be informed by the new masterplan for Bury town centre. This will be a key vehicle for the delivery of the Council's continued ambition for Bury to be one of the strongest town centres in Greater Manchester. It will facilitate the development of plans that will enable all stakeholders to understand how the vision for Bury town centre will be achieved, the respective roles they can play in realising the vision, and the sequencing of investment decisions. It is intended to undertake consultation on a draft version of the masterplan.	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 commission consultants to undertake work on a new masterplan for Bury town centre.

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 Bury town centre masterplan 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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REPORT FOR DECISION



DECISION OF:	The Cabinet
DATE:	2 September 2020
SUBJECT:	Radcliffe Strategic Regeneration Framework
REPORT FROM:	The Leader of the Council and Cabinet Member for Finance and Growth
CONTACT OFFICER:	Paul Lakin, Director of Economic Regeneration and Capital Growth
TYPE OF DECISION:	Cabinet Key decision
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	The Council commissioned Deloitte to undertake a Strategic Regeneration Framework (SRF) for Radcliffe in February 2020. They produced an initial draft SRF that was consulted on for six-weeks. The draft SRF has been revised and the Cabinet is now recommended to note the findings of the consultation and approve the revised SRF as the Council's policy for the future regeneration of Radcliffe and as a material consideration in the determination of planning applications. The report also sets out the intended next steps in securing the delivery of proposals in the SRF. In particular, the report seeks Member approval for the proposed governance arrangements to overseeing its delivery.
OPTIONS & RECOMMENDED OPTION	Option 1 (recommended option) Cabinet is recommended to: 1. Consider the key themes raised in response to consultation on the draft Radcliffe SRF and the post consultation amends, and 2. Approve the revised SRF document as the Councils policy document for the future of the town and as a material planning consideration. 3. Agree to extend the contract with Deloitte as specified in paragraph 5.2 to provide a dedicated Programme Management Office which will have

	the role of developing business cases and creating an investment fund proposition. 4. Approve the arrangements for implementation of the SRF, including governance, as set out in section 5 of this report. 5. Approve the use of Corporate Reserves to fund the proposals Option 2 That Members identify further amendments to the revised SRF as part of the approval.
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	The cost of the proposal is £0.114m and will be met from Corporate Reserves. The long term costs of a Programme Management Office have been captured in restructure proposals for the Business, Growth and Investment Directorate that have previously been agreed. The longer term financial implications arising from the production of the detailed works/business cases, will be subject to further reports and approval by Cabinet. The development of a funding strategy/investment fund will be critical in understanding the financing of any proposals and will be a key deliverable of the work being commissioned.
Equality/Diversity implications:	Radcliffe suffers from higher levels of deprivation and poverty than other townships within the Borough. The ongoing commitment to regeneration in Radcliffe is intended to improve the economic performance of the town and to positively address key deprivation indicators. 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.

Considered by Monitoring Officer:	Please see advice in Governance Section
Wards Affected:	All Radcliffe wards
Scrutiny Interest:	Overview and Scrutiny

1. BACKGROUND

- 1.1 The continued regeneration of Radcliffe remains a key priority for the Council and, to support this, the Council appointed Deloitte LLP in February 2020 to prepare a Strategic Regeneration Framework (SRF) for Radcliffe. The aim was to set out a comprehensive plan to direct the future growth and development of the town in a coherent and joined-up manner.
- 1.2 Early and extensive engagement with key Radcliffe stakeholders underpinned the preparation of the draft SRF and in June 2020 Cabinet Members approved a draft of the document for consultation purposes. This was followed by a six-week period of public consultation between 22nd June to 3rd August 2020 to seek the views and inputs from the wider public, key stakeholders and partners.
- 1.3 This report sets out the methods used in consulting on the draft SRF and highlights the key themes of comments raised in response. It also sets out the main areas where the document has been amended since the consultation draft.
- 1.4 The report then sets out an overview of the SRF including its key proposals and then considers the next steps for the SRF, particularly in terms of taking forward specific projects identified in the SRF and the resources and governance arrangements required to deliver them.

2. CONSULTATION ON THE DRAFT SRF

- 2.1 The draft Radcliffe SRF was approved for public consultation by Cabinet on 10 June 2020 and this subsequently took place over a six-week period from 22nd June to 3rd August 2020.
- 2.2 Due to COVID-19 restrictions, it was not possible to use some of the more traditional methods of consultation i.e. face-to-face meetings or drop-in sessions. Consequently, a number of different approaches were introduced to raise the profile of the consultation process and to maximise engagement with local residents and stakeholders.
- 2.3 Feedback was encouraged via an online questionnaire, by post or email and a dedicated phone line and email address was established to enable people to find out more information or to request hard copies of documents. The consultation process included:

- A specific Radcliffe SRF consultation page on the Council's web site which included full and summary versions of the draft SRF, Frequently Asked Questions and stakeholder questionnaire.
- A summary leaflet was sent directly to households in all three Radcliffe Wards.
- Unstaffed promotional exhibition panels were installed at Asda, Lidl, Dunelm, Market Chambers, Radcliffe Market and the Primary Care Centre.
- Press releases and press features.
- Targeted social media adverts on Facebook and Instagram running throughout the consultation period.
- Distribution of social media asset and SRF leaflet to community and business contacts/stakeholders.
- Presentations to various groups including the Radcliffe Regeneration Task Group and Radcliffe Ward Members/Bury South MP.
- A public Webinar was held as an alternative to face-to-face drop in sessions. 196 participants viewed the event which featured presentation and Q & A panel session. The recorded session, along with the question and answers from the event, was uploaded to the SRF webpages.

3. CONSULTATION RESPONSES – KEY THEMES

- 3.1 A summary of the Radcliffe SRF Consultation Responses is attached at Appendix 1.
- 3.2 Despite the Covid-19 restrictions the consultation programme generated a good level of response in comparison to similar consultation exercises:
- The online consultation page had almost 2000 visits and 323 questionnaires were completed which generated some 1400 comments.
 - 28 responses were received via email, postal or telephone and the Council will respond to these to inform how the SRF has changed as a result of the feedback received.
 - 13 Key stakeholder submissions were received e.g. TfGM, Environment Agency, Historic England
 - 196 participants attended the online webinar event, where 86 questions were received. A selection of key queries were answered by the SRF Panel as part of the webinar, and remaining were covered in the FAQ online information supporting the webinar video.
- 3.3 As set out at Appendix 1, the responses that were received generally supported the SRF objectives and proposals including:
- The introduction of a new public services hub in the centre of the town;
 - New workspaces in the centre;
 - New secondary school in the town;
 - New leisure facilities;

- The creation of an improved housing offer, particularly for younger households;
- Opening up access to/making greater use of the river;
- The redevelopment of brownfield sites in the town

3.4 The areas of concern related to:

- The need for a more focussed vision;
- Perceptions of lack of delivery of previous proposals means many people expressed the view that they did not believe these proposals would be implemented;
- The need for increased emphasis on active travel and sustainability plus design and heritage in the objectives;
- Need for inclusion of the objective of a new secondary school within the strategic priorities;
- The impact of the proposals on the highway network in and around the town;
- The provision of additional car parking on the site of the ASDA car park in the form of a second deck of parking;
- The provision of additional housing and parking in the form of a second deck at the site of the Medical Centre car park (East and West);
- Proposed relocation of the Royal Mail sorting office from Dale Street; and
- Proposed creation of live work units at the Blackburn Street gateway site;

4. POST-CONSULTATION AMENDMENTS TO THE SRF

4.1 Following analysis and full consideration of all the responses received as part of the programme of consultation, it is proposed that a number of amendments are made to the draft SRF. The main proposed amendments are set out below:

- **Vision Statement** – amended to become more concise;
- **Strategic Objectives** – new and amended elements to reflect the responses received;
- **Secondary School** – added as a strategic priority;
- **Car Deck at Asda** – proposal removed from the proposals to reflect concerns that this could impact on the town centre as Pilkington Way was perceived to be too much of a barrier;
- **Medical Centre Car Park** – proposal removed due to concerns that the site offered limited development capacity and residential development would be too constrained;
- **Blackburn Street Gateway Site** – the proposed uses for the site have been widened to reflect different uses that could be accommodated on it;
- **Dale Street & Royal Mail Delivery Office** - A shift of focus is proposed, with the redevelopment of the delivery office now a longer term opportunity. Public realm enhancements are emphasised with clarification that no pedestrianisation is proposed.

- **Bus Station proposals** - Change of emphasis relating to the bus station proposals, to an enhancement of the current bus station and improved pedestrian links to the core of the town centre
- **Design Guidelines** - the amended SRF includes a set of high level design principles covering key aspects raised via the consultation process.
- **Transportation and Parking Strategy** - The consultation generated numerous comments and concerns regarding the potential impact of the proposed interventions and developments upon the existing transportation network, e.g. the potential for increased levels of traffic and overall congestion across Radcliffe. Whilst detailed planning applications will be required to be accompanied with Transport Assessments, the SRF identifies the need for a transportation and parking strategy, which will need to form part of a wider transportation strategy for the Borough.

4.2 The revised SRF can be viewed at Appendix 2.

5. DELIVERY OF THE SRF

5.1 The Council will move to implement the SRF as a matter of priority.

Programme Management Office (PMO)

5.2 To build momentum the original contract with Deloitte is proposed to be extended to create a strong programme management office (PMO). The PMO will be fundamental to the delivery of the programme as a whole. This will become the "engine room" for the programme and will:-

- develop an overarching programme for action;
- ensure the governance and engagement strategy for the SRF is assisted by reliable, timely and consistent information; and
- ensure that risks and problems are effectively managed.

5.3 It will be the role of the PMO to ensure the effective operation of the new governance arrangements set out in paragraphs 5.11 to 5.18 below.

5.4 The PMO will also be responsible for setting up and overseeing the various Project Teams that would be needed to deliver the key SRF proposals and other Radcliffe regeneration projects as they emerge.

5.5 The PMO will 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.

5.6 In this early period of implementation it is critical that the Head of the PMO has the capacity and skills to operate at the highest levels. The role report directly to the Chief Executive. The Head of the PMO will be a senior staff member from Deloitte.

5.7 Once the systems, plans and programme activity has been established the Council will provide the resources to support the PMO over the longer-term. The HRA panel has recently approved an Assistant Director (Delivery) role with a key responsibility for driving the Radcliffe SRF programme forward and a dedicated Radcliffe Project Manager who will take on the leadership of the PMO from Deloitte.

The Five Priority Projects

- 5.8 The initial tasks of the Programme Management Office will be to commence detailed planning for five priority projects at the core of the implementation programme. These are:
- the creation of a new public services Hub building in the town centre,
 - a parking strategy
 - a whole town approach to housing
 - development of the Market and the Market Chambers building
 - the creation of a lifestyle/leisure facility.

In addition to these five major projects there is a longer standing commitment to a new secondary school, the decision on this is expected imminently from the Secretary of State. The PMO will be in a position to provide additional support towards implementing this project.

Funding

- 5.9. An early task in the implementation process will be to translate the five priority projects listed in 5.8 above into a fully evaluated programme in terms of practicability, benefits and costs and outline delivery arrangements. This work will inform a more detailed funding strategy that will set out the way in which each proposal can be funded. This will involve funding from the Council, external agencies, the private sector and other grant funding that may be available. This will need to be presented to Cabinet prior to any schemes starting and will also need to be reflected in the Council capital programme at an appropriate time in the future. It is anticipated that this work will outline a business case for a local investment platform to underpin the interventions at the core of the SRF. The investment platform will become part of the Council's capital budget and governance arrangements.
- 5.10. There will also need to be significant private sector investment and the SRF will help to create the confidence in the town to entice investment from existing and new businesses.

Governance

- 5.11 It is important that there are clear roles and responsibilities for oversight and delivery of the Radcliffe SRF. To achieve this, it is proposed that a new structure for governance is put in place, with each tier in the hierarchy having clear terms of reference and division of responsibilities to enable the delivery of the SRF and other regeneration initiatives that may emerge over time.

5.12 **Radcliffe Regeneration Delivery Board (RRDB).**

The key function of this Board will be to provide the strategic direction of the regeneration programme in Radcliffe to deliver the key aims set out in the SRF. This Board will be responsible for oversight of a significant amount of public funding. As such, members of the Board should fulfil their role as public-private partnerships whilst ensuring robust stewardship of public resources.

- 5.13 The Board will include a range of organisations from the public and private sectors that are in a position to contribute through partnership working to improving the quality of life of the residents of Radcliffe. In addition the Board should also include key strategic partners who have a direct responsibility for delivering the SRF, these could include TfGM, the GMCA, Homes England and key landowners.
- 5.14 Decisions on Council spending and contracts will be taken at Cabinet or by officers under delegated power where appropriate.
- 5.15 The RRDB will have a document, published on the Council's website, which clearly sets out the roles and responsibilities and the governance and decision making processes for the RRB including:
- Remit of the Board including terms of reference
 - Board membership and roles
 - Chair/vice-chair term and responsibilities
 - Board structure including sub-committees and reporting arrangements
 - Accountable body arrangements

5.16 **Radcliffe Cabinet Committee (RCC) –**

The purpose of this proposed Committee is to provide executive political leadership for the delivery of the SRF. It also will provide a forum for cross-party engagement. The RCC will comprise the Leader with two Cabinet Members with voting rights plus four Ward Councillors two (Labour and one each from Conservative and Radcliffe First). It is also proposed to invite the MP for Bury South to join the Committee. It would meet every two months and enable Cabinet to monitor progress in delivering the SRF and make recommendations to Cabinet in relation to investment decisions, acquisitions and an advisory role on public services integration.

5.17 **Radcliffe Regeneration Task Group (RRTG).**

This is an existing stakeholder forum that includes all Radcliffe Ward Members, key representatives from the Radcliffe business and community groups. It is chaired by local Ward Members and it is proposed that this group continues to act both as a sounding board to help shape the delivery of the key SRF proposals and to engage local community groups, retailers and local public services managers. To reflect this role this group will be renamed the Radcliffe SRF Advisory Group.

- 5.18 The Council will develop the terms of reference and proposed membership of these bodies. The details of these proposals will be brought to Cabinet at its next meeting.

5.19 **Internal Coordination.**

- 5.20 The Chief Executive and Radcliffe Regeneration Project Manager will ensure that existing Council officer's with the appropriate skills are utilised to support the SRF delivery.

- 5.21 There will also be wider corporate strategies in place or will emerge over time and these will also be factored into the delivery of the SRF.

6. TIMESCALES

- 6.1 The SRF sets out a road to delivery including a priority list of projects designed to advance the key elements of the SRF. These priority projects will form the core of the Delivery Programme which is to be developed by the Radcliffe Regeneration Delivery Group following approval of the SRF and as indicated in Section 5 (Governance) above.

7. APPENDICIES

Attached to this report are a number of appendices.

Appendix 1: Responses to the consultation

Appendix 2: Updated (post consultation) copy of the Radcliffe SRF

Appendix 3: Procurement of Programme Management Office support (restricted)

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

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Radcliffe SRF Consultation Report August 2020**1. The Consultation Process**

The draft Radcliffe SRF was approved for public consultation by Cabinet on 10 June 2020 and this subsequently took place over a six-week period from 22nd June to 3rd August 2020.

Due to COVID-19 restrictions, more traditional methods of consultation i.e. face-to-face meetings or drop-in sessions were not possible. Consequently a number of different approaches were introduced to raise the profile of the consultation process and to maximise engagement with local residents and stakeholders.

Although interested parties were encouraged to provide feedback via the online SRF questionnaire, it was also possible to respond via post or via the dedicated SRF email or telephone line.

Hard copies of the SRF document could also be requested and Council Officers were available to respond to queries or discuss the SRF proposals.

The consultation included:

- A specific Radcliffe SRF consultation page on the Council's web site which included full and summary versions of the SRF, Frequently Asked Questions and stakeholder questionnaire.
- A summary leaflet was sent directly to households in all three Radcliffe Wards.
- Unstaffed promotional exhibition panels were installed at Asda, Lidl, Dunelm, Market Chambers, Radcliffe Market and the Primary Care Centre.
- Press releases and press features.
- Targeted social media adverts on Facebook and Instagram running throughout the consultation period.
- Distribution of social media asset and SRF leaflet to community and business contacts/stakeholders.
- Presentations to various groups including the Radcliffe Regeneration Task Group and Radcliffe Ward Members/Bury South MP.
- A public Webinar was held as an alternative to face-to-face drop in sessions. 196 participants viewed the event which featured presentation and Q & A panel session. The recorded session, along with the question and answers from the event, was uploaded to the SRF webpages for the remainder of the consultation.

2. Consultation Responses

Online Survey

The Radcliffe SRF survey was accessed via the dedicated page on the bury.gov.uk website and utilised the Bury One Community system.

Stakeholders were invited to indicate whether they agreed or disagreed with each of the 18 main SRF interventions with a simple yes/no response. The responses to these questions are shown in the diagrams in section 3.

Please note that it was only where respondents answered 'no' they were then invited to submit comments setting out why they did not support that particular proposals.

In addition, all respondents were able to add in further general comments on the draft SRF at the end of the questionnaire, all of which have been analysed and considered as part of this process and have been included the summary tables in section 3

323 individuals complete the online survey and in addition to the yes/no responses provided around 1400 comments on all aspects of the SRF.

Wider responses

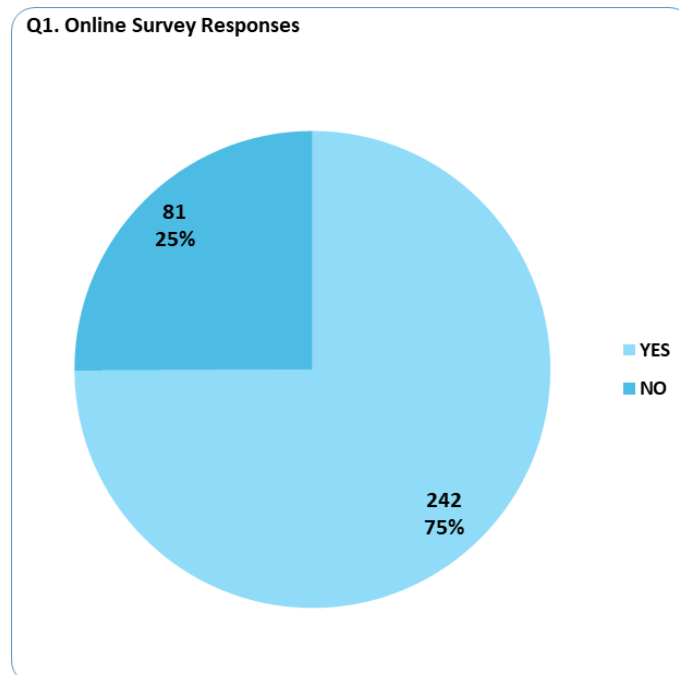
In addition to the Online Survey 28 responses were received via by post, email or telephone, along with direct responses from 13 key stakeholders.

Comments were also generated via the series of presentation events, including the public webinar, as set out Section 1.

All these comments have been considered fully and have been included in the summary tables in Section 3.

3. Consultation Summary Report

Q1. Do you support the SRF's vision and objectives?



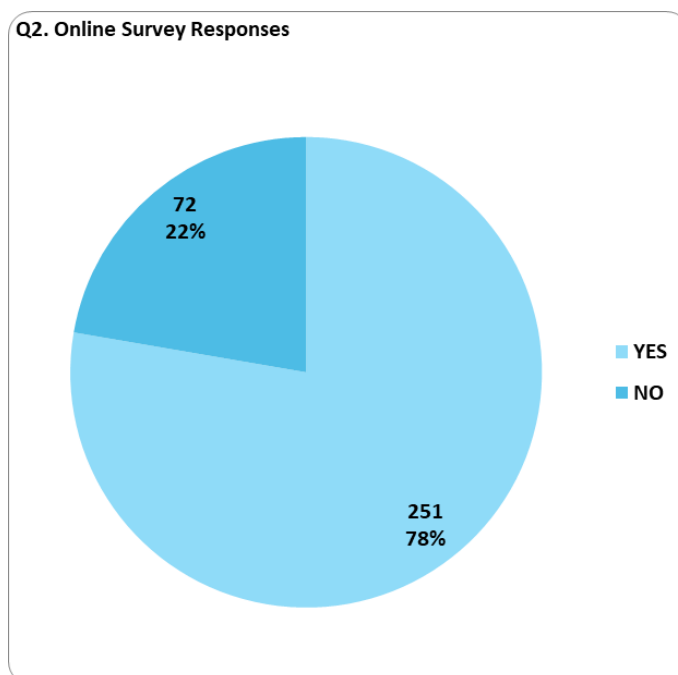
Q1. Overall Responses

75% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- The vision is too long and should be more direct and focussed.
- "The basics" e.g. litter needs to be sorted before regeneration takes place.
- The SRF should have a stronger focus on active travel and public transport in its objectives.
- Though not listed as an objective, strong reservations were raised here regarding the installation of extra car parking spaces due to concerns about impact on Radcliffe's highways.
- Concern that extra housing would put extra strain on Radcliffe's road and service infrastructure. Also noted were concerns that affordable housing was not adequately referenced.
- The objective "A Distinctive Town" did not adequately cover matters relating to design and heritage.
- The objectives do not pay sufficient attention to matters of environment, ecology and sustainability.
- There should be a greater focus on improving resident's skills and career opportunities.
- There should also be a greater focus on the needs of children and young people within the town centre.
- Future development proposals should front onto the river so that it is integrated into the overall design and not separated.

Proposed amendments and commentary

- The Vision has been re-written to reflect the feedback and to provide more focus.
- A section on active travel is included under "A Healthy Town".
- The objective "A Distinctive Town" is split into two objectives - "A Unique Town Centre" and "A Distinctive Town". The former aims to improve Radcliffe's town centre and the latter ensures design is contextual and accessible for all.
- A new objective "A Sustainable Town" has been added.

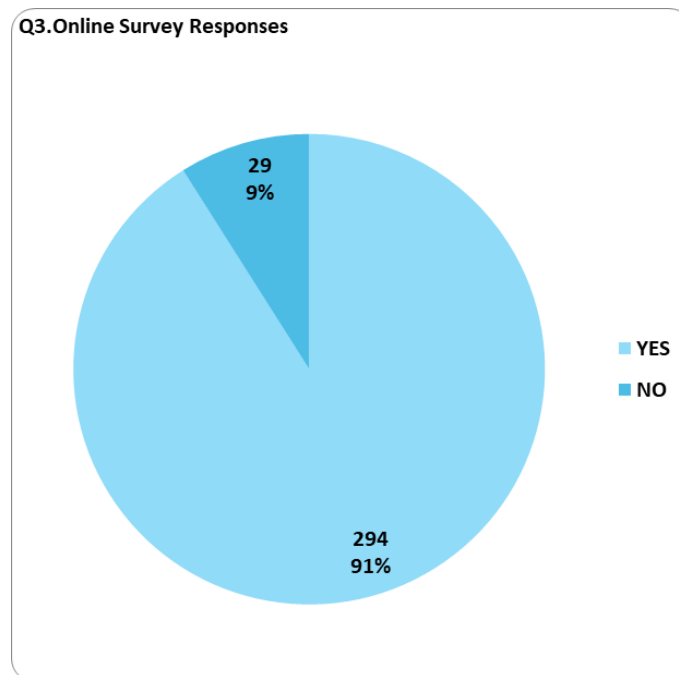
Q2. Do you agree with the SRF's Strategic Priorities?**Q2. Overall Responses**

78% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- The delivery of a new secondary school must be a strategic priority.
- That the delivery of a secondary school and leisure facilities should be the main priorities rather than any other proposals, in particular changes to the bus station, the piazza and riverside walkways.
- Some concerns that the leisure proposals are not firmed up in the SRF and doubts over the suggestion that it should be split across two sites.
- The commitment to a civic function must be followed through.
- Addressing Radcliffe's traffic issues should be a priority.
- There is too much focus on the town centre at the expense its peripheries.
- The delivery of canal improvements should be included as a strategic priority.

Proposed amendments and commentary

- The delivery of a new secondary school is part of the SRF but will also be added to the Strategic Priorities.
- Transport and Parking issues will become strategic priorities and these areas will require further analysis.
- The borough wide Leisure Review will firm up leisure provision within Radcliffe.

Q3 Opening up the front of the market to encourage footfall into the town centre?**Q3. Overall Responses**

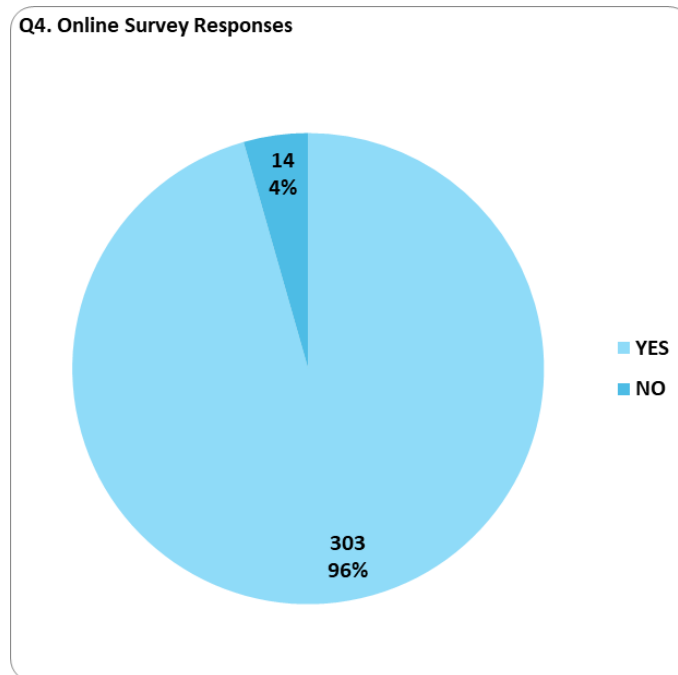
91% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- The market needs to be more attractive physically, provide outdoor seating/tables, parking and higher quality goods and services before it becomes town's centre-piece.

Proposed amendments and commentary

- The market is considered to be an important and popular element of the Framework, which alongside other proposals, will help act as a catalyst for regeneration of the core.

Q4. Re-purposing the Market Chambers building to provide flexible space for start-up businesses and community groups?



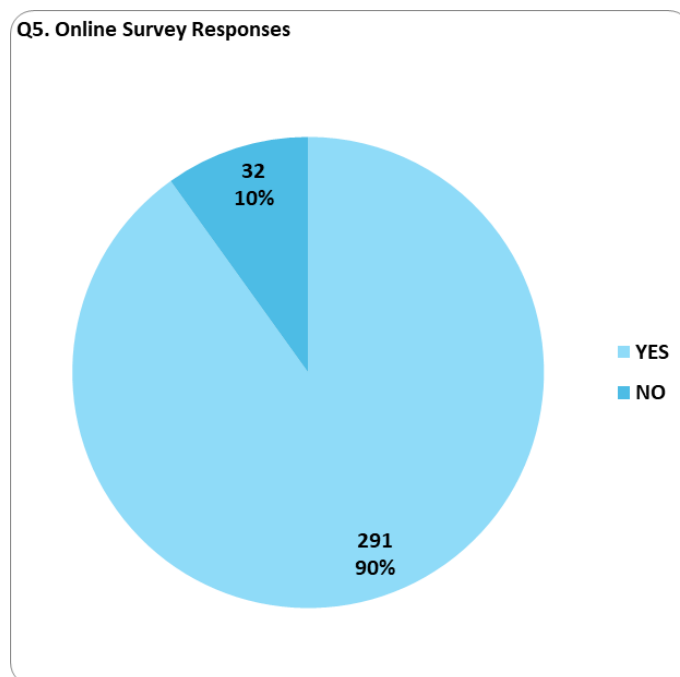
Q4. Overall Responses

96% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- Market Chambers has suffered with flooding before and there may be better locations for this development.
- A more active use such as restaurants would be preferable on this site.

Proposed amendments and commentary

- There was overwhelming support for this proposal. It is an integral part of the strategy and will help provide new jobs and space for community groups.

Q5. The creation of a civic hub to provide offices, council services, possibly cafe, retail and leisure?**Q5. Overall Responses**

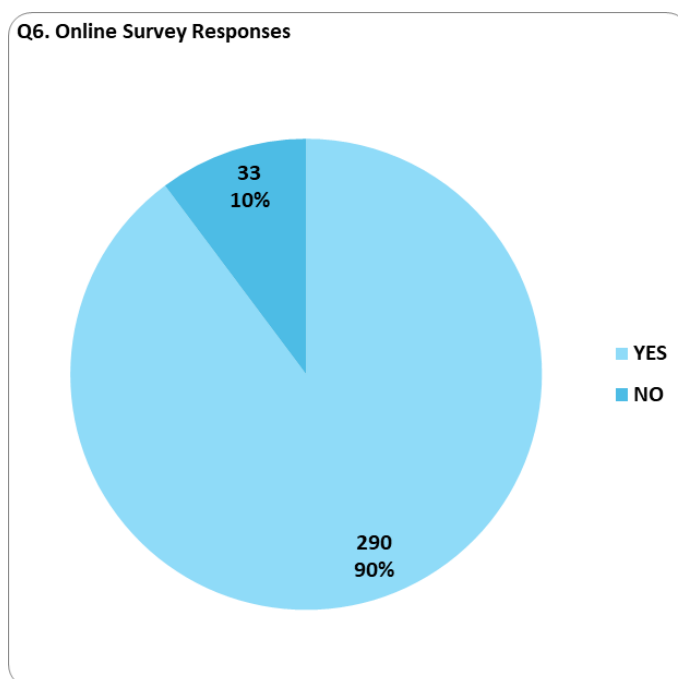
90% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- It must be ensured that the existing businesses are protected.
- The café and retail elements should be excluded from this proposal.
- Whittaker Street is not adequately considered in the document.
- All of the leisure facilities should be provided on this site and more clarity should be provided on what is specifically being offered.
- It should be ensured that ground floor uses are active.

Proposed amendments and commentary

- There was considerable support for this key proposal, which will provide jobs at the heart of the centre and increase footfall for other businesses, improving the general vibrancy of the core.
- The comments suggesting the removal of the potential café and retail elements have been noted but it was considered keeping the option of having active uses on the ground floor was preferable in order to help make the piazza area feel safer through passive surveillance.
- Further text has been added with regards to Whittaker Street.

Q6. A revamped piazza with enhanced public realm (including improved surface treatments and the removal of the drop kerbs) to make a more pedestrian friendly space



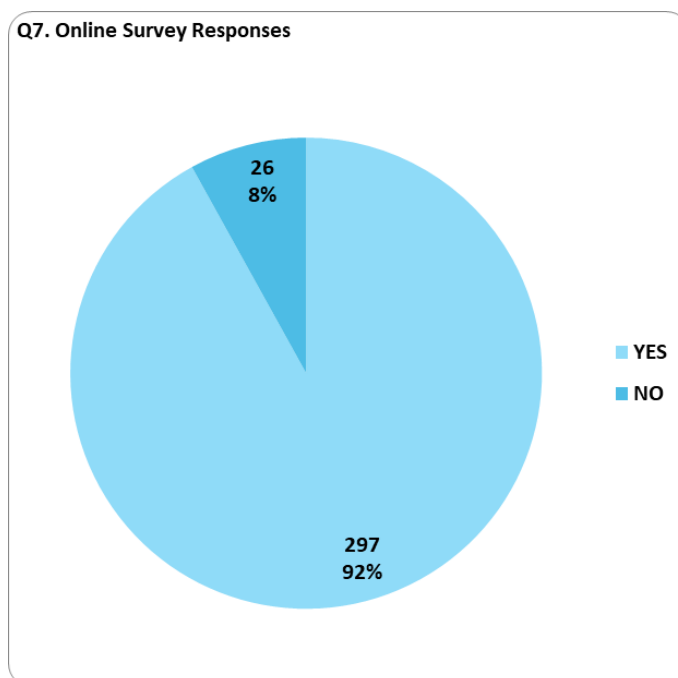
Q6. Overall Responses

90% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- Fear that criminals will capitalise on the newly provided space.
- The town centre offer needs to be stronger before this improvement takes place.
- There have been recent works undertaken on the piazza and it is currently in a good condition.
- It must be ensured that the piazza is friendly to those with disabilities.

Proposed amendments and commentary

- The public realm and usability of the piazza will form part of the wider improvements to the core and the comments raised will be considered as part of the detail proposals as these emerge.
- The introduction of the new civic hub will change the shape of the piazza and will mean that its current form will have to be amended.

Q7. Reopening of the River Walkway and the installation of new riverside viewing platforms**Q7 Overall Responses**

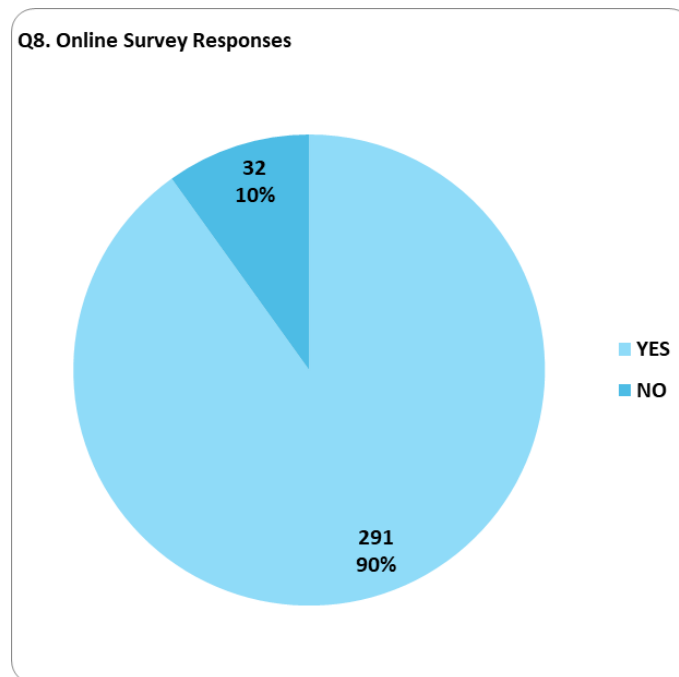
92% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- Fear that criminals will capitalise on the newly provided space.
- The platforms must be safe from being swept away and should be secured so that people cannot fall into the river.
- Invasive species must be removed from the river for it to reach its full potential.
- The creation of cantilevered viewing platforms might set an undesirable precedent and lead to a proliferation of similar proposals along the river Irwell.
- The viewing areas must be set back into the bank where possible rather than structures that encroach into/over the river channel.
- If constructed the viewing platform must be above design flood level sufficiently to enable floating debris to pass beneath.
- The riverside walk should incorporate the north bank, include Radcliffe Tower and propose the reinstatement of the bridge by Pioneer Mills.

Proposed amendments and commentary

- The detailed design of these well supported proposals will take into consideration of the comments received, particularly in relation to safety issues. The SRF seeks to build on Radcliffe's river setting and turn it into an asset for the town.
- The specifics of the riverside walk will be subject to more detailed proposals at a later stage.

Q8. Opening up the riverside around the Lock Keeper pub and create a new riverside park on the adjacent car park



Q8. Overall Responses

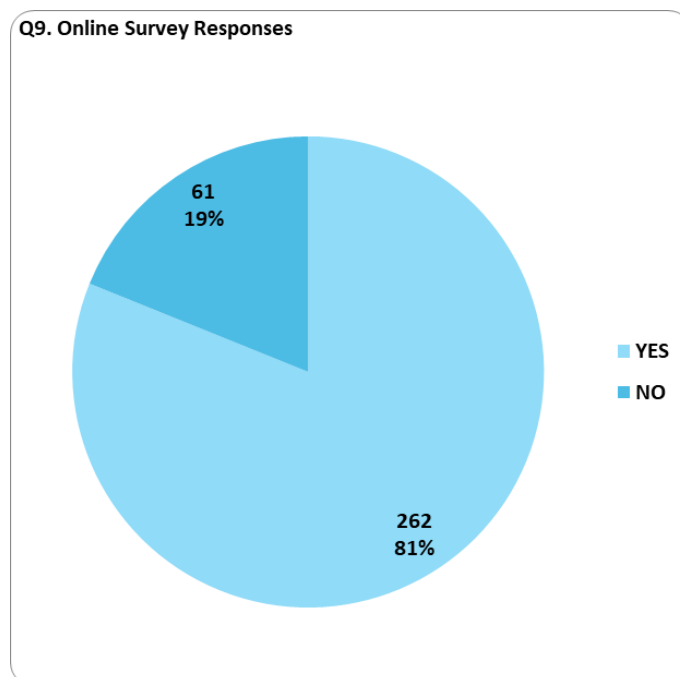
90% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- This proposal should not be a priority when Radcliffe needs a school and leisure more critically.
- It is hard to justify having new parks when the current ones are poorly maintained.
- Removing parking here will not encourage footfall into the centre.

Proposed amendments and commentary

- This popular proposal will help to provide much needed green infrastructure within the core of the town.

Q9. Relocating the Royal Mail sorting office to open up Dale Street, with improvements to public spaces



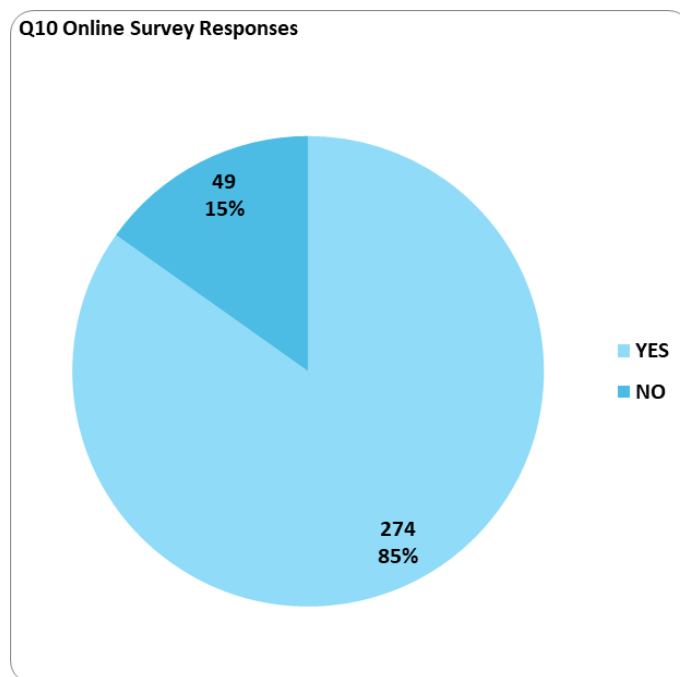
Q9. Overall Responses

81% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- Should the sorting office be removed it must be suitably replaced within Radcliffe.
- The building is well used, well connected and its workers frequent the town centre.
- Dale Street cannot be pedestrianised due to the requirements of buses, Royal Mail delivery vehicles and deliveries to town centre businesses.
- Royal Mail have no plans to move in the short, medium or long term and would like to see the development of the Delivery Office removed as all but a long term aspiration.
- It is required for vehicle movement that Dale Street is not pedestrianised.

Proposed amendments and commentary

- The redevelopment of the Royal Mail Delivery Office has been clarified as being a longer term objective
- The public realm enhancements are retained as part of the proposals

Q10. Improvements to public spaces at the bus station, with strengthened town centre links**Q10. Overall Responses**

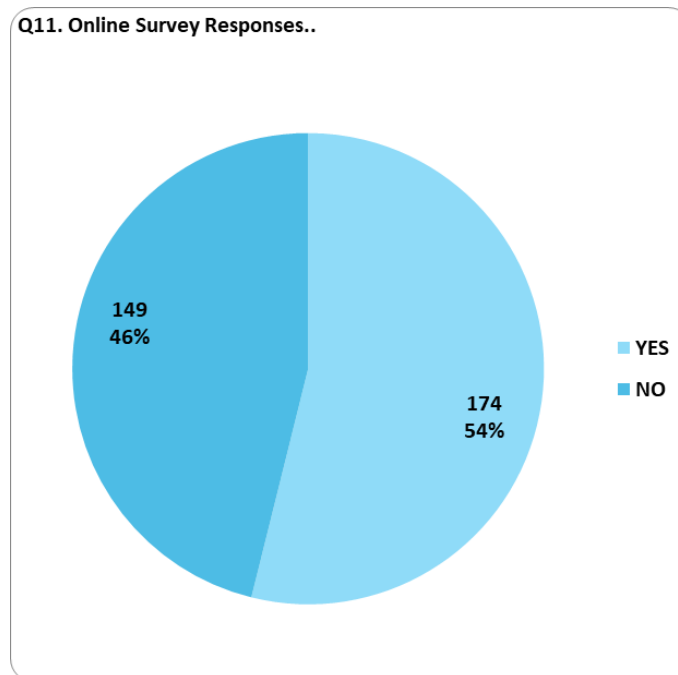
85% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- As the bus station is only recently opened a full or partial rebuild would be an unnecessary spend of money. But the quality of its environment could be enhanced by including more greenery, seating and shelter from the weather.

Proposed amendments and commentary

- In light of the comments received the proposals are altered to provide an enhancement of the current bus station. A partial reconfiguration of the bus station has become a longer term objective.

Q11. The consolidation of the town centre's car parking. Adding a second level onto ASDA's existing car park, allowing for the development of car parks in Radcliffe centre. Creation mixed use units on the ground floor of ASDA's car park



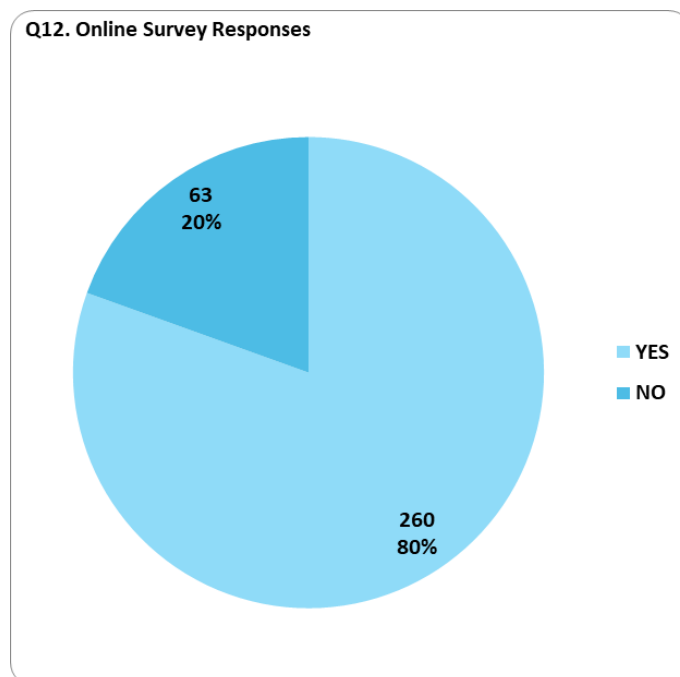
Q11. Overall Responses

54% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- Pilkington Way is a barrier to pedestrian movement between Asda and the town centre. This severance could be compounded with the creation of additional parking capacity at the site.
- New parking/creation of mixed use units on the site may draw people away from the town centre.
- Planning permission recently secured for a drive through coffee shop on the site of the proposed additional car park deck. Whilst this may not preclude retention of the proposal within the SRF, it sets out the intention to develop the site which would reduce the overall development potential.
- Concerns were raised regarding the impact upon the existing highway network and management of the car park decks, and potential for an increase in anti-social behaviour.
- Effort should instead be targeted at improving the pedestrian crossing along Pilkington Way aimed at improving pedestrian movement.
- Better spaces can be found within the centre for the consolidation of car parking.
- A multi-storey car park is an unattractive entrance to a town.
- Lack of quantitative evidence to suggest the need to displace parking from the core to the Asda site.
- Extra parking provision at this site may discourage individuals to use public transport.
- A robust evidence required to ensure that the extra parking proposed at Asda fits with future parking requirements.

Proposed amendments and commentary

- Although a net-favourable proposal, the creation of a second parking deck and mixed use units will be removed from the SRF.
- The content of the SRF has been amended to ensure that car parking issues are considered as part of a wider transportation and parking strategy for the town centre to reflect the development proposals that will come forward in the SRF.

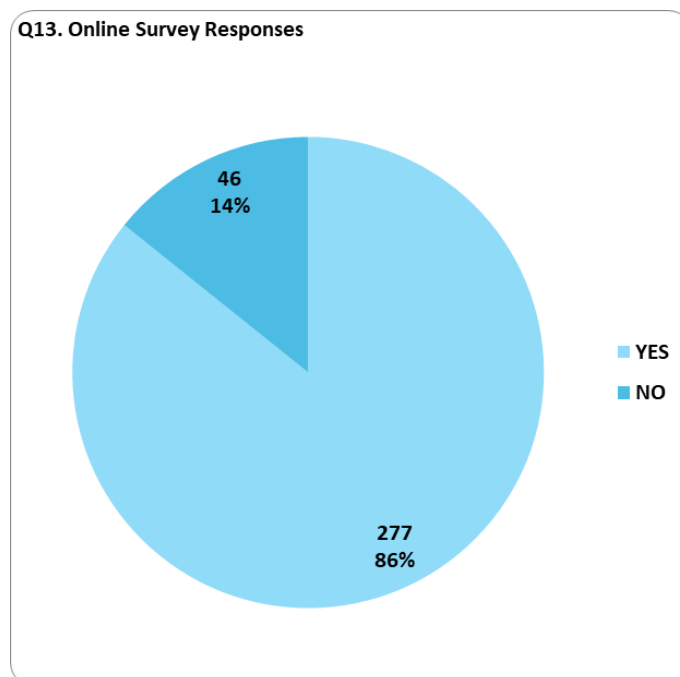
Q12. Improvements to the Metrolink stop for better links into town and parking improvements?**Q12. Overall Responses**

80% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- The improvements are unlikely to attract extra footfall into the centre.
- Extra congestion and pollution may be created through creating extra car parking capacity.
- The bus station and Metrolink stop need to be better integrated together.
- There are fears that the extra parking spaces will be used by people from outside of Radcliffe.
- There is not sufficiently strong focus on active travel infrastructure.

Proposed amendments and commentary

- The proposal is amended slightly, with greater emphasis placed on active travel routes in and out of the centre.

Q13. The creation of new live-work units at the Blackburn Street gateway site?**Q13. Overall Responses**

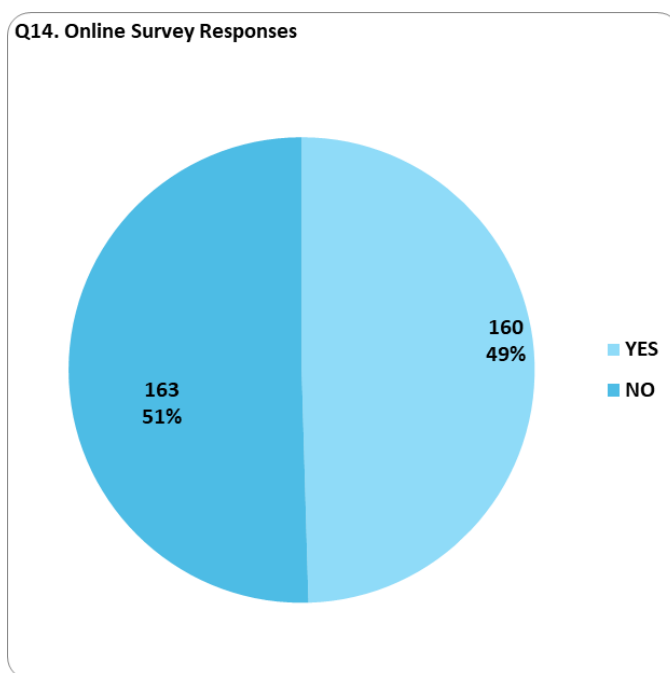
86% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- Confusion over what the proposal entails.
- The surrounding infrastructure (roads, drains, GPs etc.) will struggle to support extra housing here.
- The old leisure facilities should be reinstalled on this site.
- Given the topography of the town and the site's relationship with the church of St Thomas and St John the scale of building proposed here needs to be carefully considered.

Proposed amendments and commentary

- The proposed use on site to be changed from a residential/ employment site to a more fluid town centre use.
- Should the proposal that come forwards contain a car parking element it is expected that this would be a dual use car park for the business(es) and public.
- Extra emphasis given to the design of the site given its setting and "gateway setting", with any new proposal having to front onto Blackburn Street.
- Proposed public realm improvements to Blackburn Street are highlighted.

Q14. The development of part of the medical practice car park into housing with a second level added to the rest of the car park?



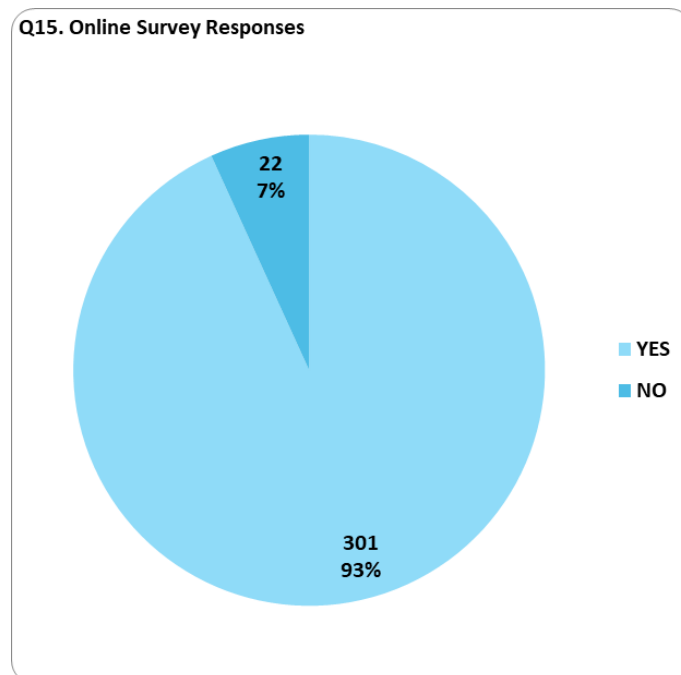
Q14. Overall Responses

49% of responses to the online survey were supportive of the proposal, whilst **51%** were not in support. Where comments were received the focus was as follows:

- The site is not suitable for residential development and offers limited development capacity for housing development. This in turn may impact upon the quality of residential development achievable.
- Many of the parking users are elderly and would struggle with a multi storey parking facility.
- Access to the site is quite difficult.
- The car park is very well used and provides essential public parking serving the medical centre and as such is a key element of parking provision across the town centre.

Proposed amendments and commentary

- In light of the majority of respondents being opposed to this intervention, reference to housing and a second car parking deck on this site has been removed.

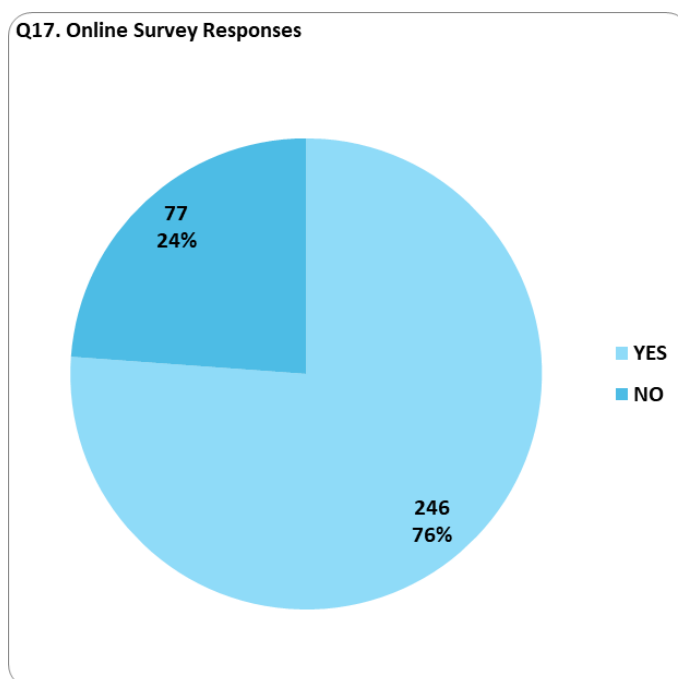
Q15. The development of a riverside park at Kenyon Street**Q15. Overall Responses**

93% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

Proposed amendments and commentary

- This is a highly supported proposal which will aid in making the river more accessible.

Q17. The delivery of a range of new, sustainable homes at the site adjacent to Millwood Primary Specialist School



Q17. Overall Responses

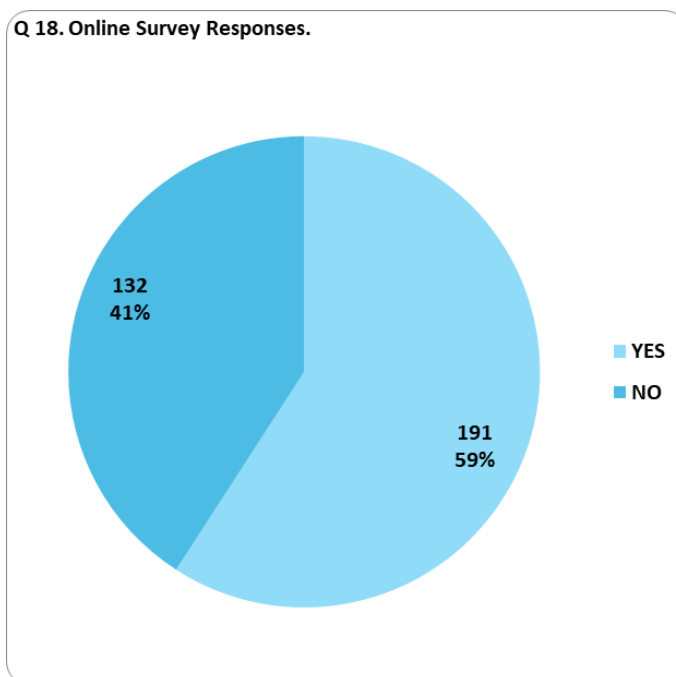
76% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- The surrounding infrastructure (roads, drains, GPs etc.) will struggle to support extra housing here.
- There is an opportunity to use some of the land here in a way which supports Millwood School/ the disabled community.
- The houses here need a concrete commitment to sustainability.
- The canal-side development should take into account the existing ecology of the area.

Proposed amendments and commentary

- The proposals in this site enjoyed favourable support and will help aid the SRF's housing objectives.
- Detailed technical reports will be required demonstrating that infrastructural issues have been sufficiently considered before any construction can take place.
- Likewise, aspects such as ecology will be dealt with at a more detailed and technical stage

Q18. The development of up to 400 homes with improvements to riverside access and green space at the site of the former East Lancashire Paper Mill



Q18 Overall Responses

59% of responses to the online survey were supportive of the proposal. Where comments were received the focus was as follows:

- The surrounding infrastructure (roads, drains, GPs etc.) will struggle to support extra housing here.
- The site must be well designed, have a high percentage of affordable houses and assurances that the ecology on site will be enhanced.
- It must be ensured that the proposals do not compound flooding issues.

Proposed amendments and commentary

- The proposals for the East Lancashire Paper Mill were supported by a majority of those contributing to the questionnaire.
- Detailed technical reports will be required demonstrating that infrastructural issues have been sufficiently considered before any construction can take place.
- Likewise, aspects such as ecology will be dealt with at a more detailed and technical stage.

General Comments (including those received across the whole consultation process.)

General Comments
• Delivery: More emphasis needs to be put on implementation and delivery. • Design: Where possible green roofs and green walls should be installed on new buildings and retrofitted onto old buildings. • The design of new buildings should be “modern but industrial” to reflect Radcliffe’s heritage. These buildings should reference a local palette of materials which reinforces local identity and distinctiveness. • Pioneer Mills: A commitment should be made to redeveloping rather than demolishing Pioneer Mills. • Although in poor condition Pioneer Mills is a significant and visible historic asset in Radcliffe. It should be repurposed and reference to its possible demolition removed. • The complex’s redevelopment would be difficult due to it being very low lying and prone to flooding, likely significantly reducing the potential of the site • Active travel: The SRF needs to take a more joined up approach to active travel, incorporating National Cycle Route 6. • Increase references to Mayors Challenge fund, Bee Network and Active Travel Generally in the SRF. • Reference should be made to a Streets for All approach within the SRF • Sustainability: More emphasis should be given to the green/blue interventions that could be utilised within the urban fabric to improve the environment. • The SRF should support the incorporation of SUDs in new development and also look for opportunities to facilitate the retrofitting in the town centre. • Opportunities should be identified around the utilisation of district heating systems and a whole system approach to energy networks. • Green and blue infrastructure: Any bridge crossing of the river must be designed to be above flood levels to enable floating debris to pass beneath and avoid any potential increase in flood risk. It should also be open span in design, with any new abutments set back from river’s edge to minimise any ecological issues. • A separate green/ blue infrastructure plan should support the riverside proposals due to the complexity of the constraints on the River Irwell. This plan should include an invasive species management plan and should consider SUDS. • Reference should be made of the Water Framework Directive within the SRF and that it will be a requirement that any development on or adjacent to the river, leads to a step change in the ecological potential of the river. • A full ecological assessment of the River Irwell and its (culverted) tributaries, from Close Park to the Outwood Viaduct is carried out, to identify opportunities for enhancement. • Extra emphasis should be put on the development of the canal, with its full restoration proposed, as well as extra lighting, security measures and enhanced links to the Metrolink station.
Proposed amendments and commentary
• Delivery: A re-written delivery and governance section. • Design: “A Distinctive Town” objective amended to incorporate design matters. • A high-level design guide is added. • Pioneer Mills: Reference to its demolition is removed. • Active Travel: A section relating to active travel is added to the SRF’s objectives. • The Active Travel section of the document is improved. • Sustainability: A new objective “A Sustainable Town” is created, which incorporates SuDS and district heating. Also included is a clear link to the 5 Year Environment Plan For Greater Manchester 2019-2024.

RADCLIFFE



Deloitte.

DOCUMENT

Strategic Regeneration Framework

CLIENT

**Bury
Council**

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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 been re-imagined. Our Vision is:

Radcliffe will be a prospering community, based upon a thriving and distinctive town centre, incorporating sustainable transport and growth, promoting healthy lifestyle opportunities, a good range of homes, along with a strong education, employment and leisure offer, for all residents.

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 seamlessly 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.
- **Parking strategy to only allow for short stay parking in the core with long stay parking focused on the periphery of the town centre.**
- 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.

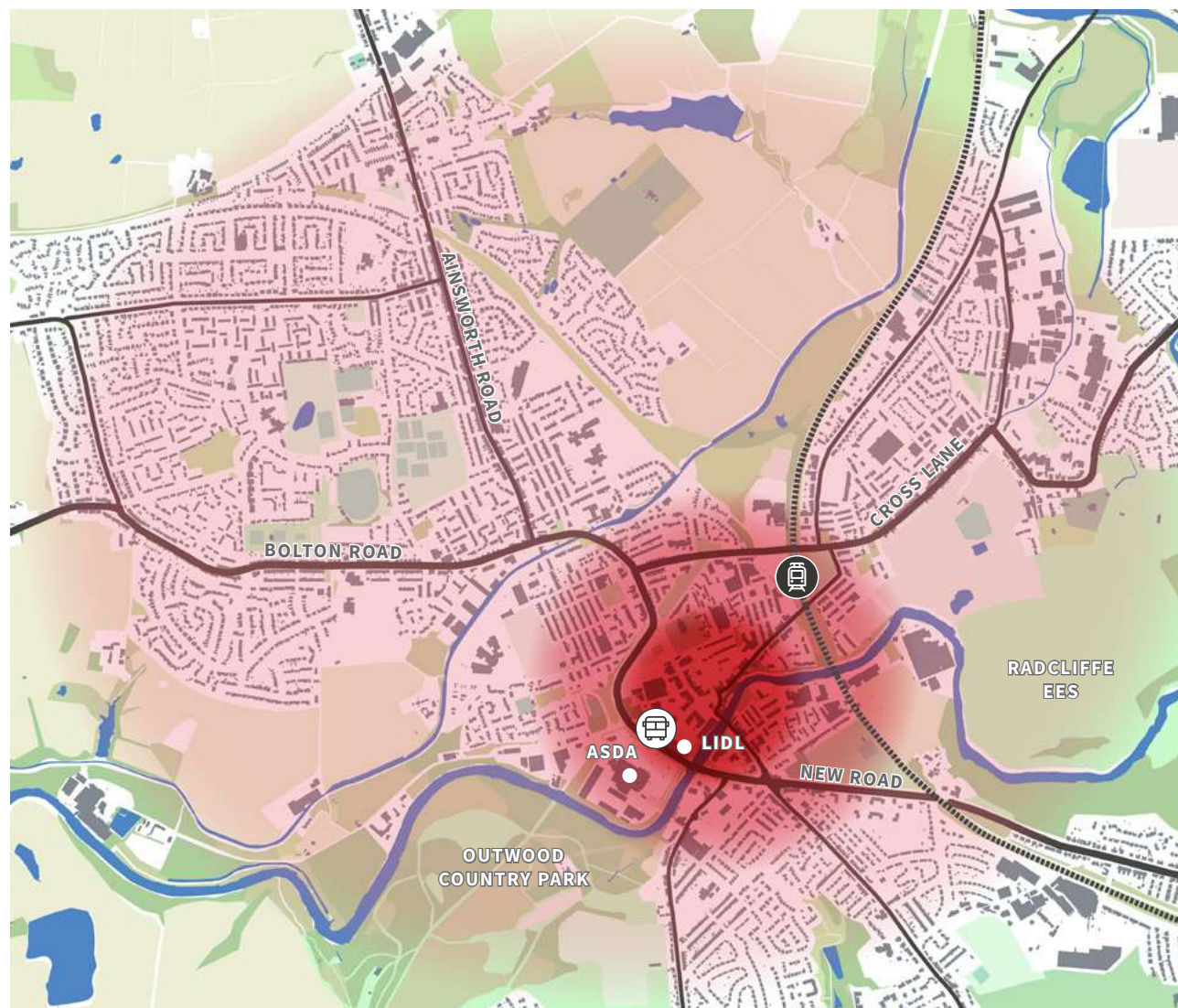
Radcliffe's 'core' is located around Blackburn Street, Stand Lane, Dale Street (into Deansgate) and Church Street West. The Asda to the southern side of Pilkington Way, the Lidl food store and more recently the Market Hall are considered the main attractions for people visiting the town centre from the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

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 Place Making
- 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 stop and a relatively new bus station, however, links to the core of the town need to be improved from the Metrolink stop.

Radcliffe Metrolink provides an accessible and frequent public transport service (every 6 minutes at peak times) to Manchester city centre and Bury Town Centre and a Park and Ride is provided to expand the catchment of the stop to a wider area.

The success of Metrolink has led to additional demand on parking in the area of the stop. TfGM are addressing this with provision of an additional deck to increase capacity.

TfGM have several proposals to improve Metrolink as part of a package of works such as increasing capacity with new trams and providing improved cycle parking.

A resident permit scheme around the Radcliffe stop is in the process of being implemented by the Council.



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.



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.



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.

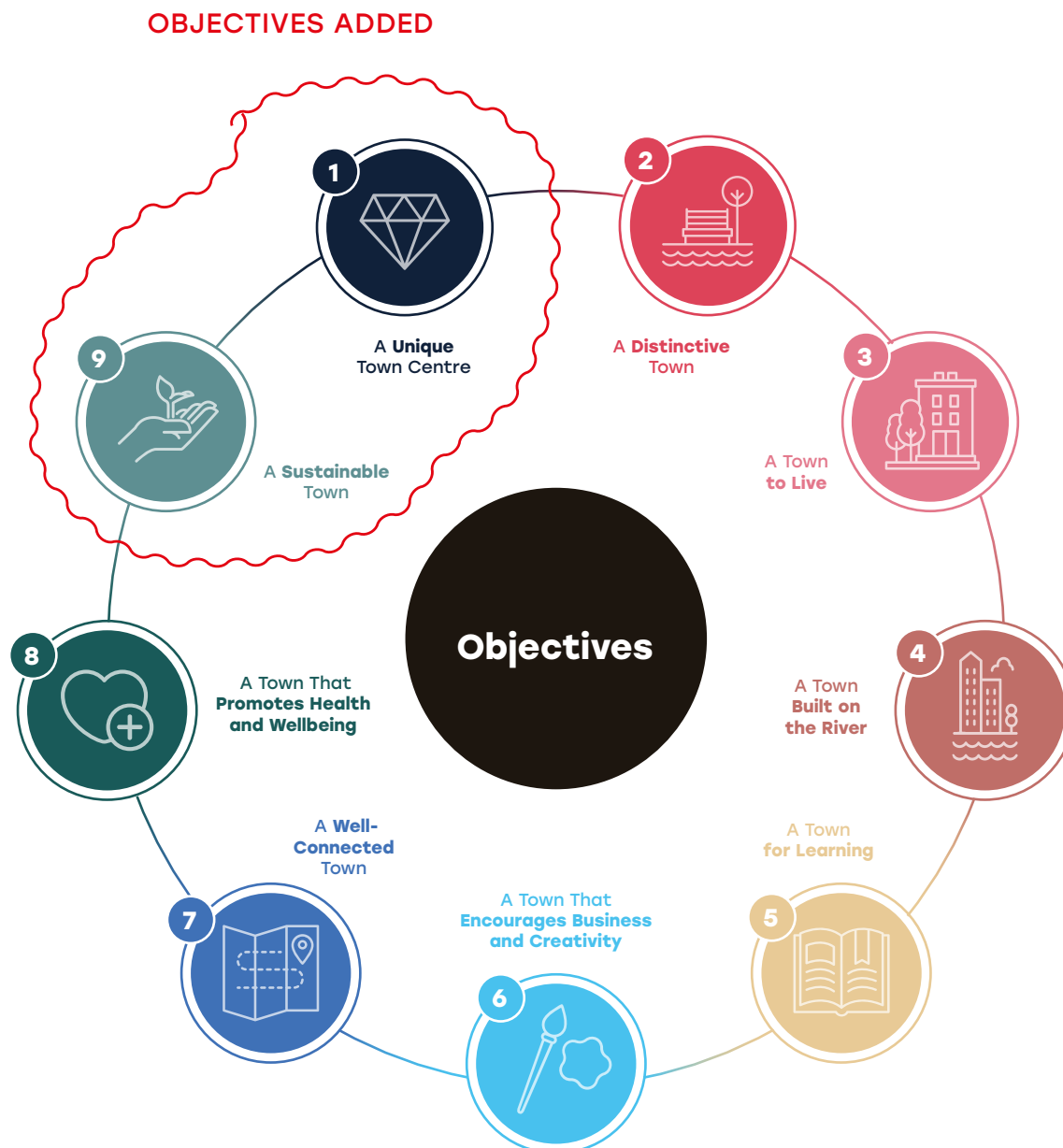
1.5

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. It is a longer term proposal by TfGM to create a Radcliffe - Bolton Metrolink arm. This will directly impact upon Radcliffe's Metrolink stop. 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.

5 Year Environment Plan for Greater Manchester [2019 - 2024] ...

...sets out Greater Manchester's vision to be a clean, carbon neutral, climate resilient city region with a thriving natural environment and circular, zero-waste economy where:

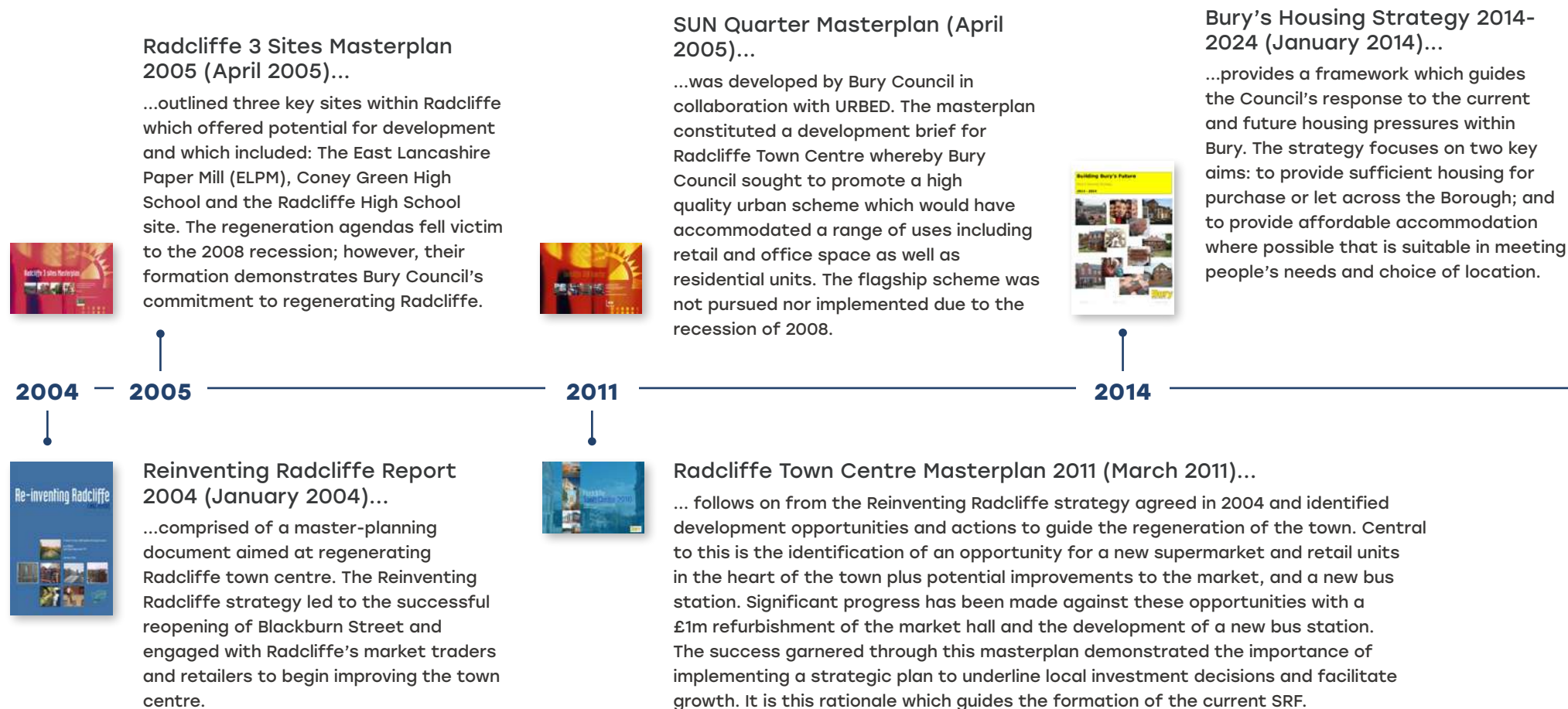
- Infrastructure will be smart and fit for the future.
- There will be an integrated, clean and affordable public transport system, resource efficient buildings, greater local community renewable energy, cleaner air, water and greenspace for all.
- Access to green space in every community, more trees including in urban areas, active travel networks, environmental education and healthy and locally-produced food.
- Citizens and businesses will adopt sustainable living and businesses practices, focusing on local solutions to deliver a prosperous economy.

The Strategy includes the target for Greater Manchester to be carbon neutral by 2038.

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

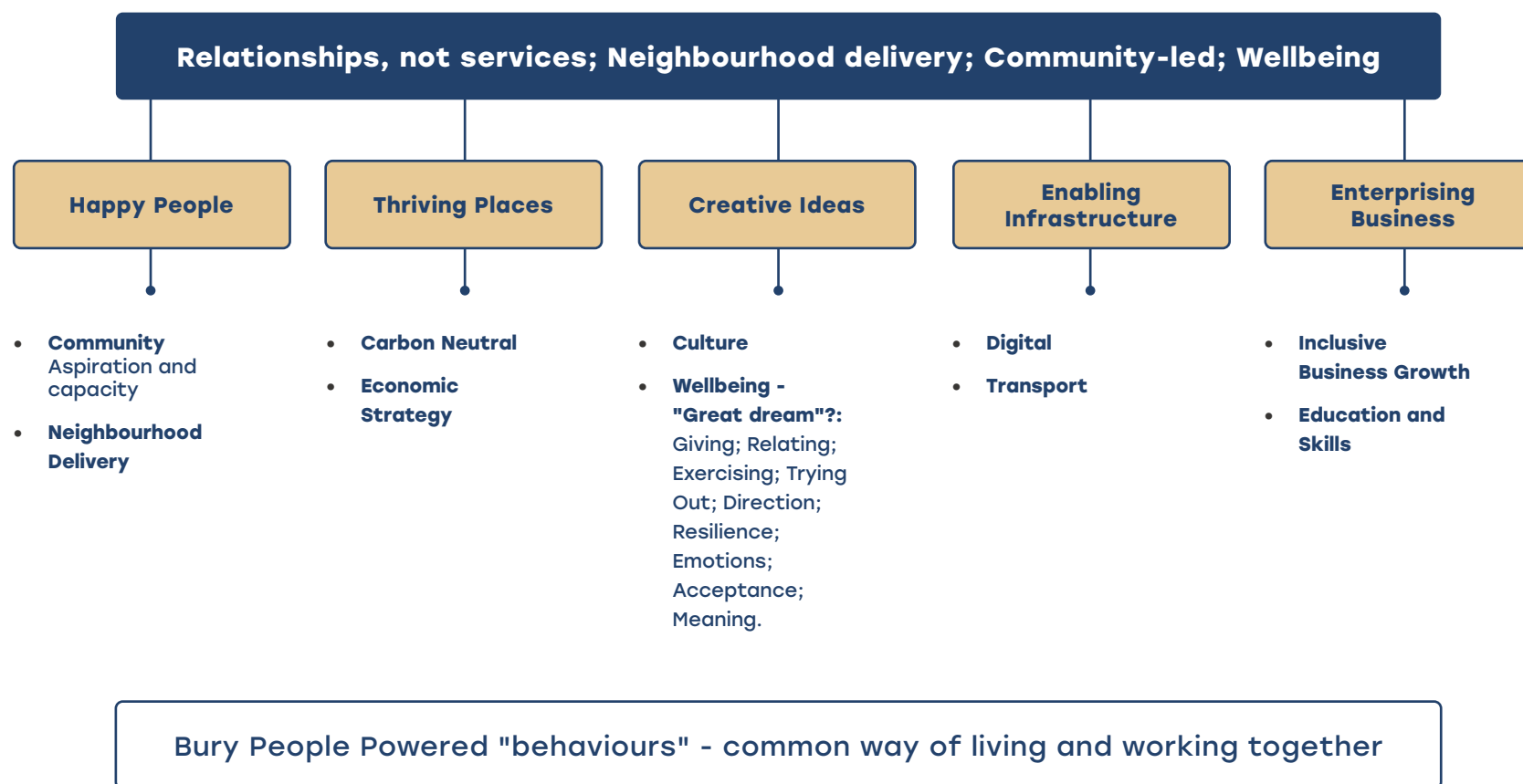
this, the Bury Local Plan will drive forward the creation and retention of good quality jobs for residents, ensuring that there is a sufficient provision of quality, affordable housing whilst introducing climate change mitigation measures. Additionally, the Bury Local Plan Topic Paper 10 Transport 2018 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 The Council's 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 East Lancashire Railway.

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.

Maps from oldmapsonline.com.
Photos (3,4) from heritagephotoarchive.co.uk.

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.

1961

1980



Radcliffe, Piazza area Blackburn St 1960s looking West.

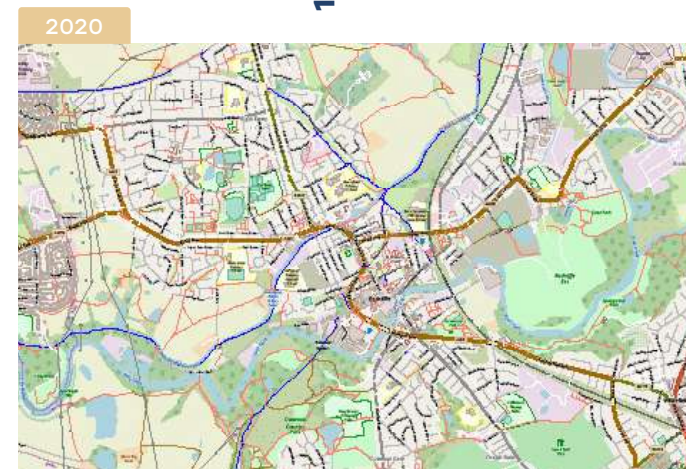


Radcliffe, Blackburn St looking north 1970s

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.

1970

2000

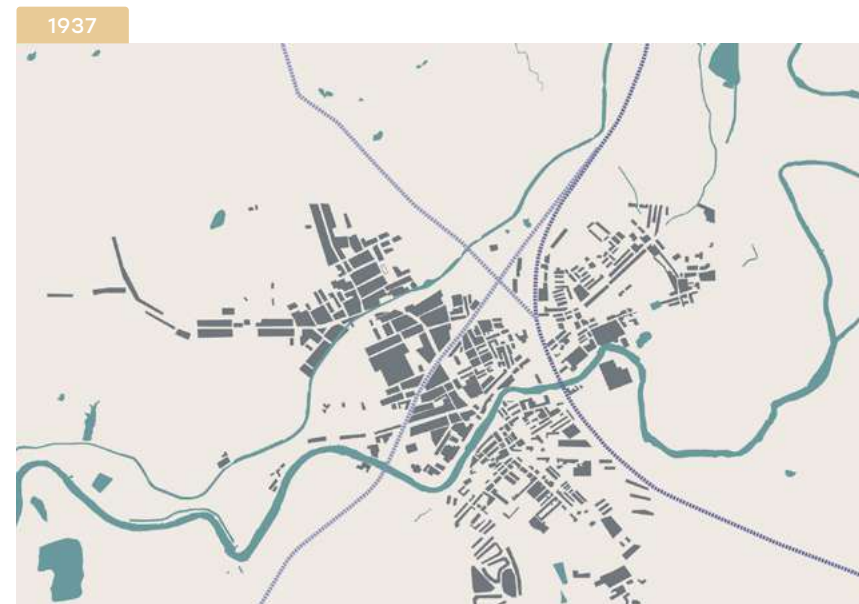


2.4

The Evolution of Radcliffe's Urban Form



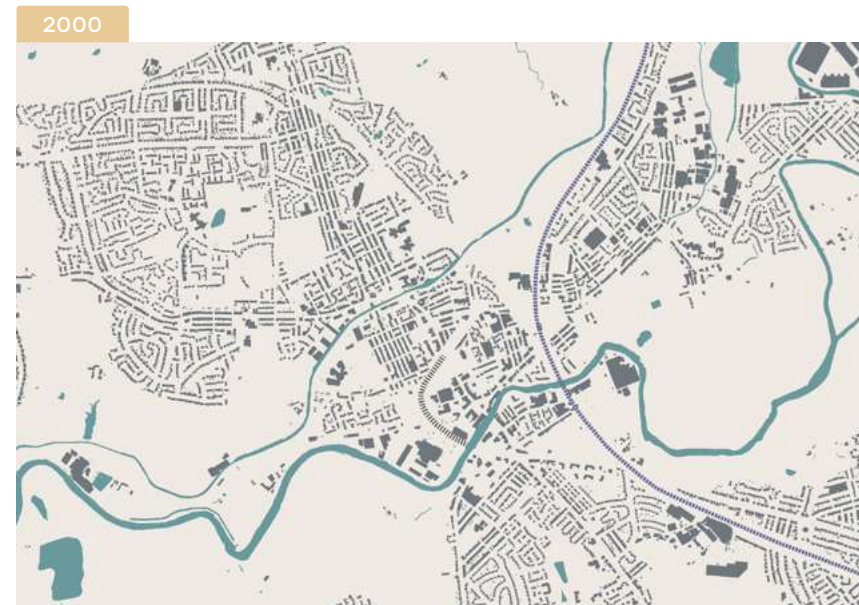
- In 1890-1900's Radcliffe's urban form is defined by its industry, with fine grain civic and commercial buildings, and terraced streets composing the urban core, fringed by mills and other industrial buildings creating a coarse grain towards the edges and along key transport routes.
- The historic core 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 Outwood Country Park and King George V Playing Fields.



- 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.



- 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.

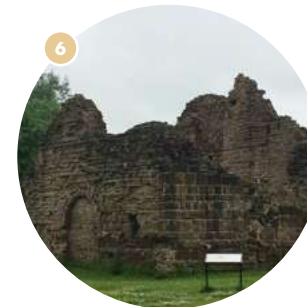
2.5

Key Heritage Assets

Radcliffe is a town born out of a rich industrial and medieval heritage. Key historical and heritage landmarks that remain 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)

These heritage assets should be acknowledged and celebrated as key components of the distinctive identity of Radcliffe.



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.

The consultation undertaken to date has informed and shaped this SRF. A formal public consultation on the SRF took place between June 21st and August 3rd 2020. Following this process a number of amends have been undertaken to the consultation draft version of the SRF to accord with the views of participants.

Consultation is an ongoing process and further 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

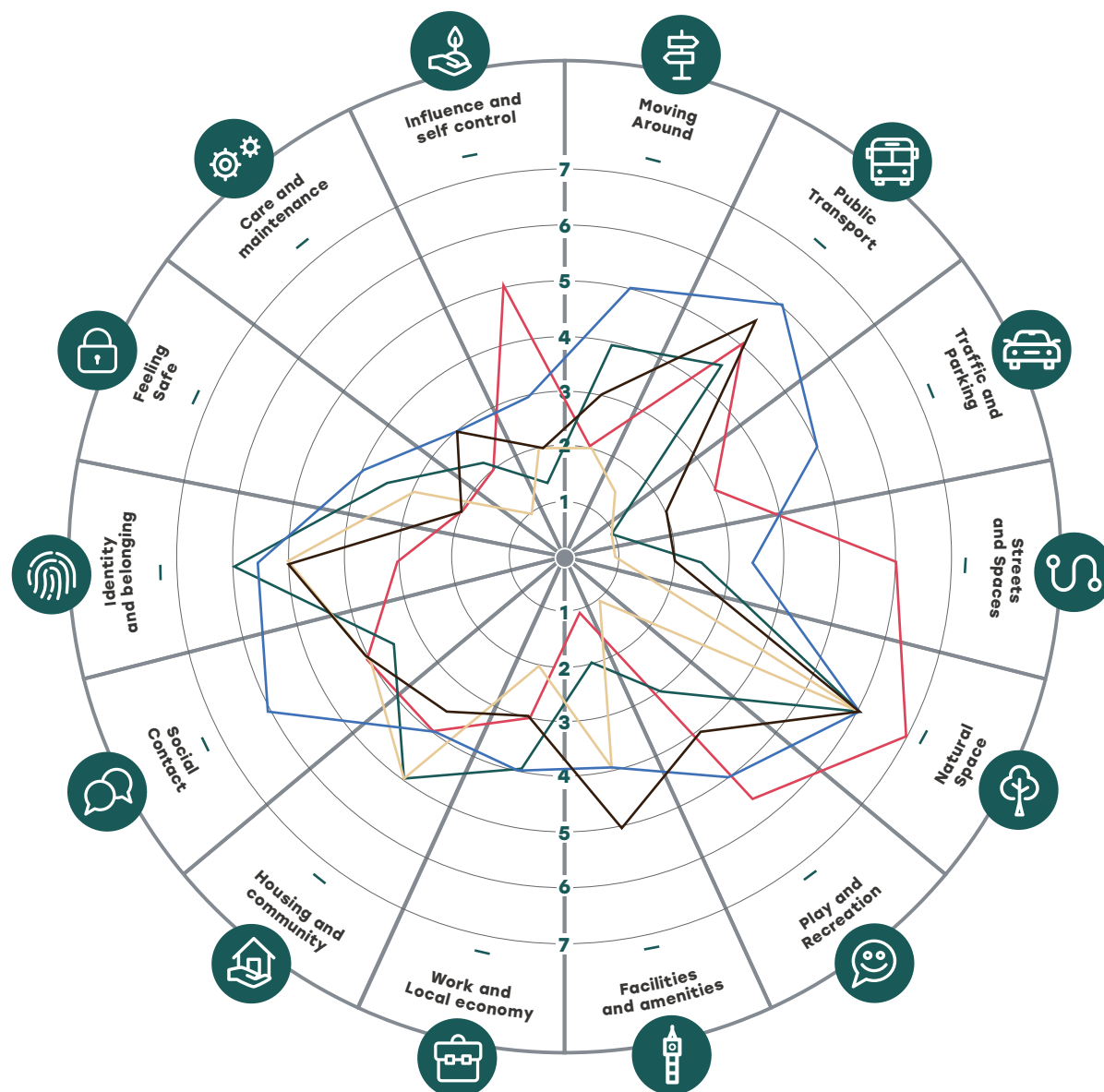
Ongoing Stakeholder Engagement

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 its 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 with spacious walking and cycling routes 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 stop is an asset to the town with the retail core to the west and residential areas surrounding in all directions.
- The Metrolink stop is connected via footpaths along the highway network to the town centre and the residential areas and would benefit from improved wayfinding and walking and cycling infrastructure.
- Parking is a problem, a Town Centre Parking Strategy is needed.
- Demand for parking spaces at the Metrolink stop outstrips capacity; increasing parking capacity is being progressed as a priority by TfGM.
- The bus station is located within the retail core of the town centre and close to high trip generating developments. Bus services have issues of reliability.
- Resolving public transport issues will require continual dialogue with Transport for Greater Manchester and the bus companies who run services through the town.

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

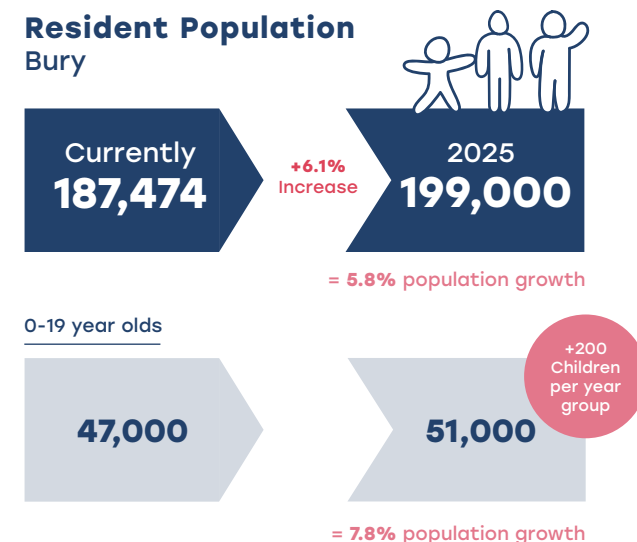
Millwood Primary Special School is a very successful school in the heart of Radcliffe educating children with very complex medical needs and is an asset to the town. 50% of the specialist school and Pupil Referral Unit population in Bury is within Radcliffe, at Spring Lane Pupil Referral Unit and Millwood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

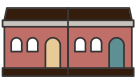
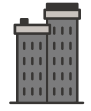
Source - NAR Data

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



A typical residential street in Radcliffe, with terraced housing and a shop on the corner



Recent residential development within the heart of the town centre

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 Stop – improvements to sense of arrival (e.g. wayfinding) to encourage pedestrian/ cycle travel to and from the stop.
- 8 Pioneer Mills (private ownership)
- 9 Radcliffe Former East Lancashire Paper Mill Site
- * Potential GMSF Site

KEY

- Privately owned
- Council owned



4.7

Transport, Movement and Connectivity

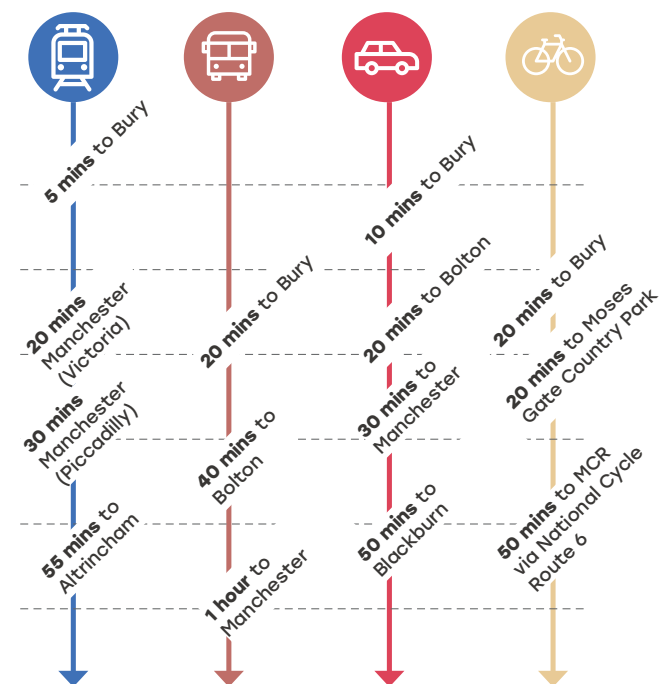
- Radcliffe is very well connected by road, with easy access to the M60, M62 and M66.
- The A665 Pilkington Way provides good access to the surrounding area but also makes it far too easy to bypass Radcliffe Town Centre. As such, the Pilkington Way forms a collar around the town centre, inhibiting access 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 standard spaces and 22 blue badge 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.

- The Greater Manchester Bee Network will cost over £1bn to create but £160m is currently available to make a start via the Greater Manchester Mayor's Challenge Fund. There is a scheme in central Radcliffe which has provisional funding and this is to improve a route to Radcliffe Station from the new development on the ELPM site and across the river to Milltown Street.

The main cycle route through Radcliffe is National Route 6, which on its leg between Manchester and Bury goes from Outwood Viaduct to the canal towpath at Coney Green, via School Street, Darbyshire Street and Whittaker and was upgraded in 2017-18.

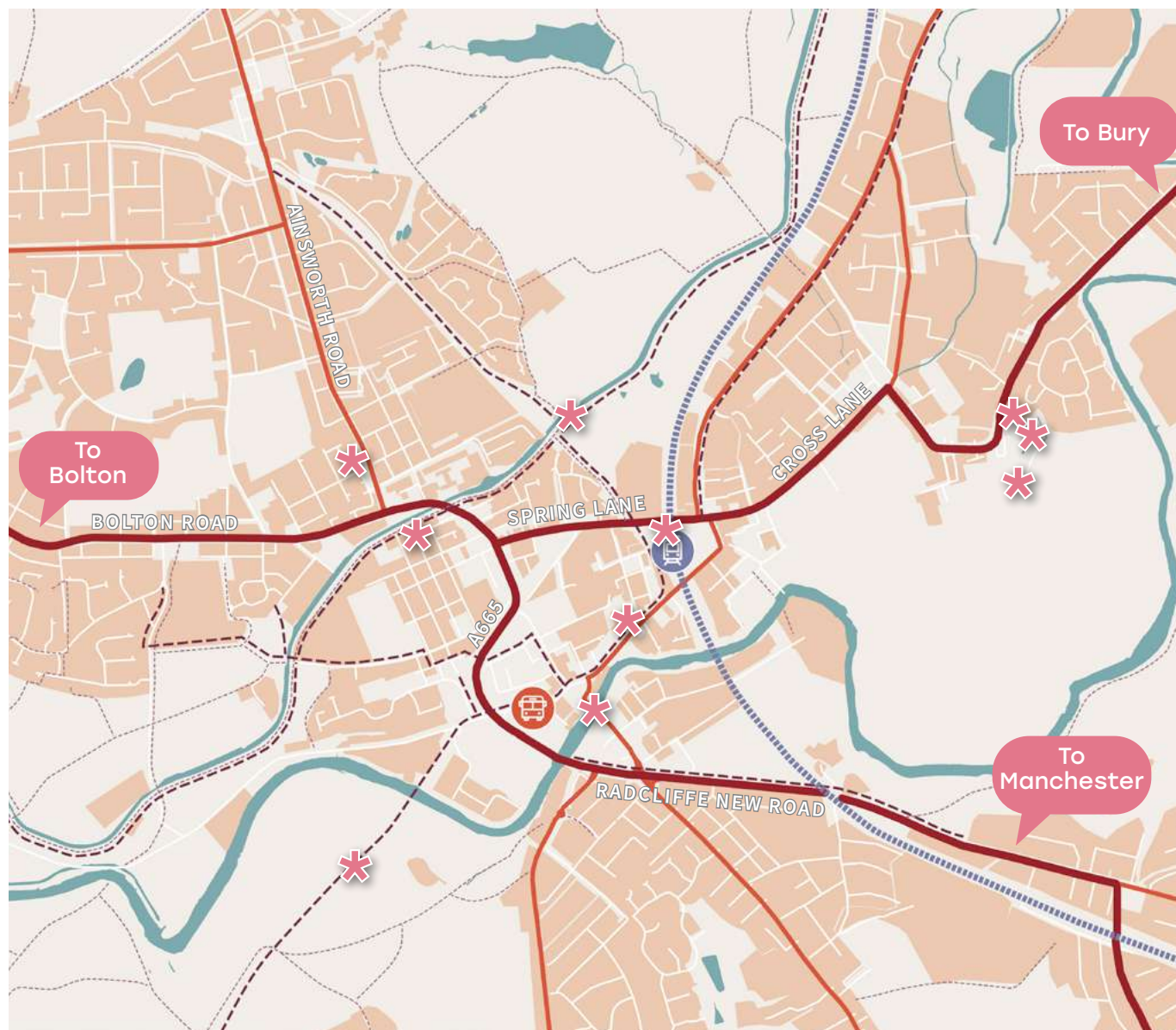
Further to the north, the former Bury to Bolton railway line has incrementally been converted to a shared use path. It is almost complete apart from a short section at Hardman's Fold. There is a link from the Bury to Bolton railway path to the canal towpath at Coney Green via the Banana Path and Greenbank Road. This will be complete once the connection is made between Leander Close and Station Close. To assist crossing of Ainsworth Road a couple of toucan crossings are to be built shortly.

- 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



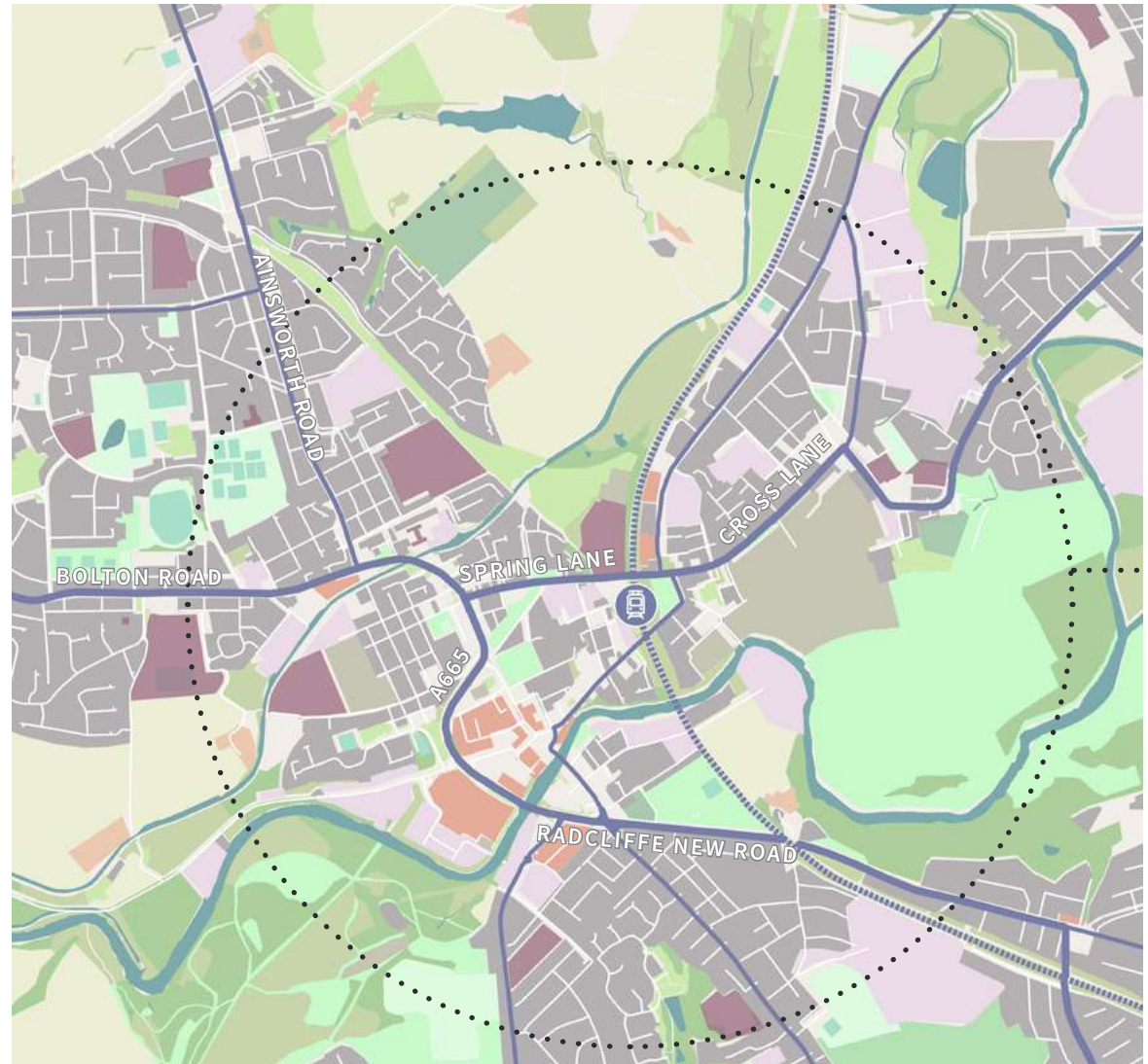
4.8

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



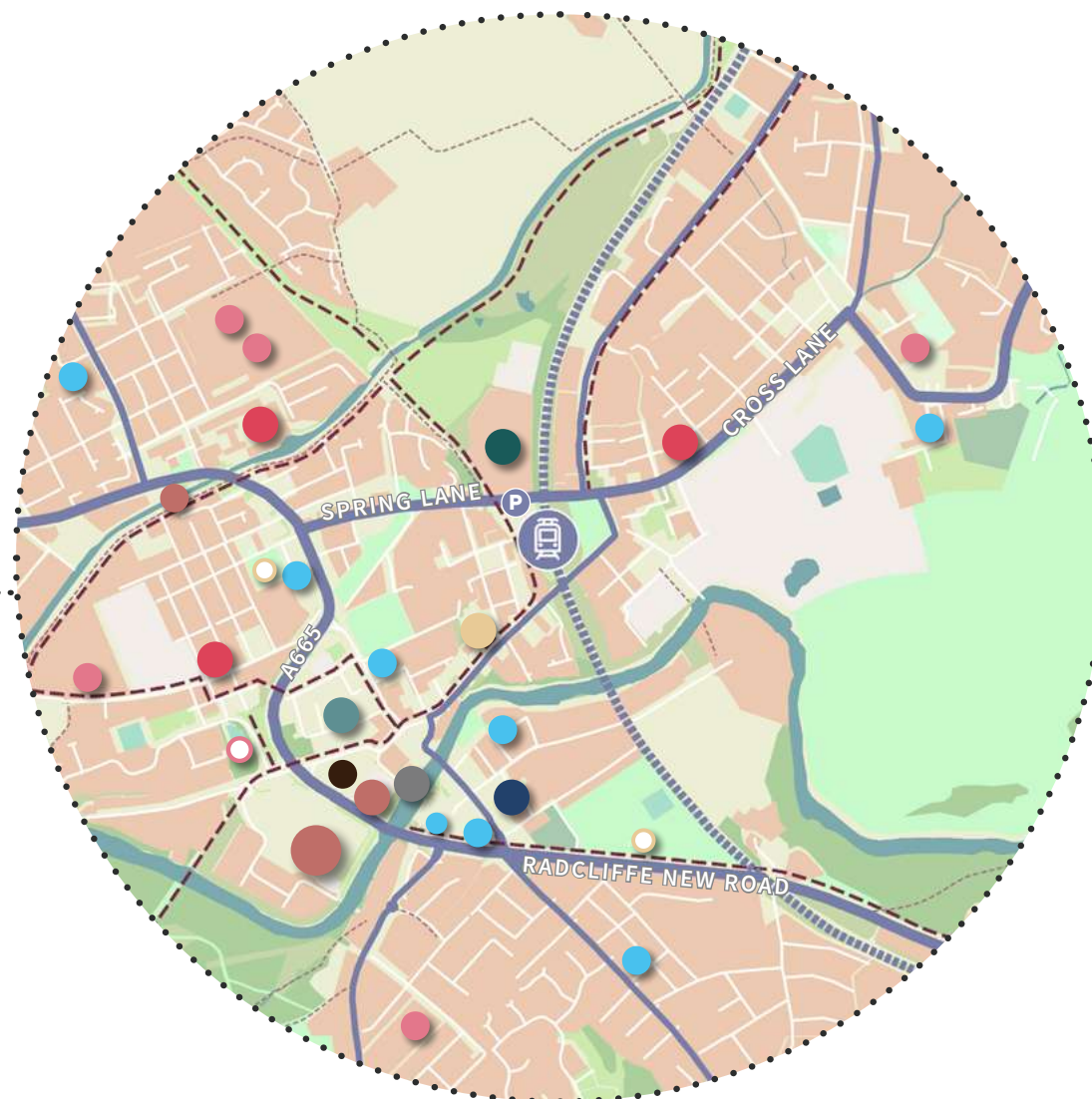
4.9

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	



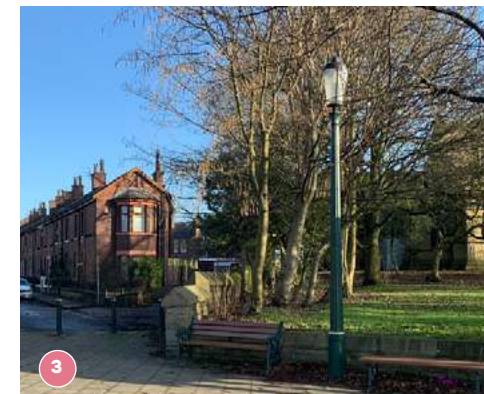
4.10

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.
- The canal is currently blocked by the bridge at Water Street.
- 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 fulfil 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.

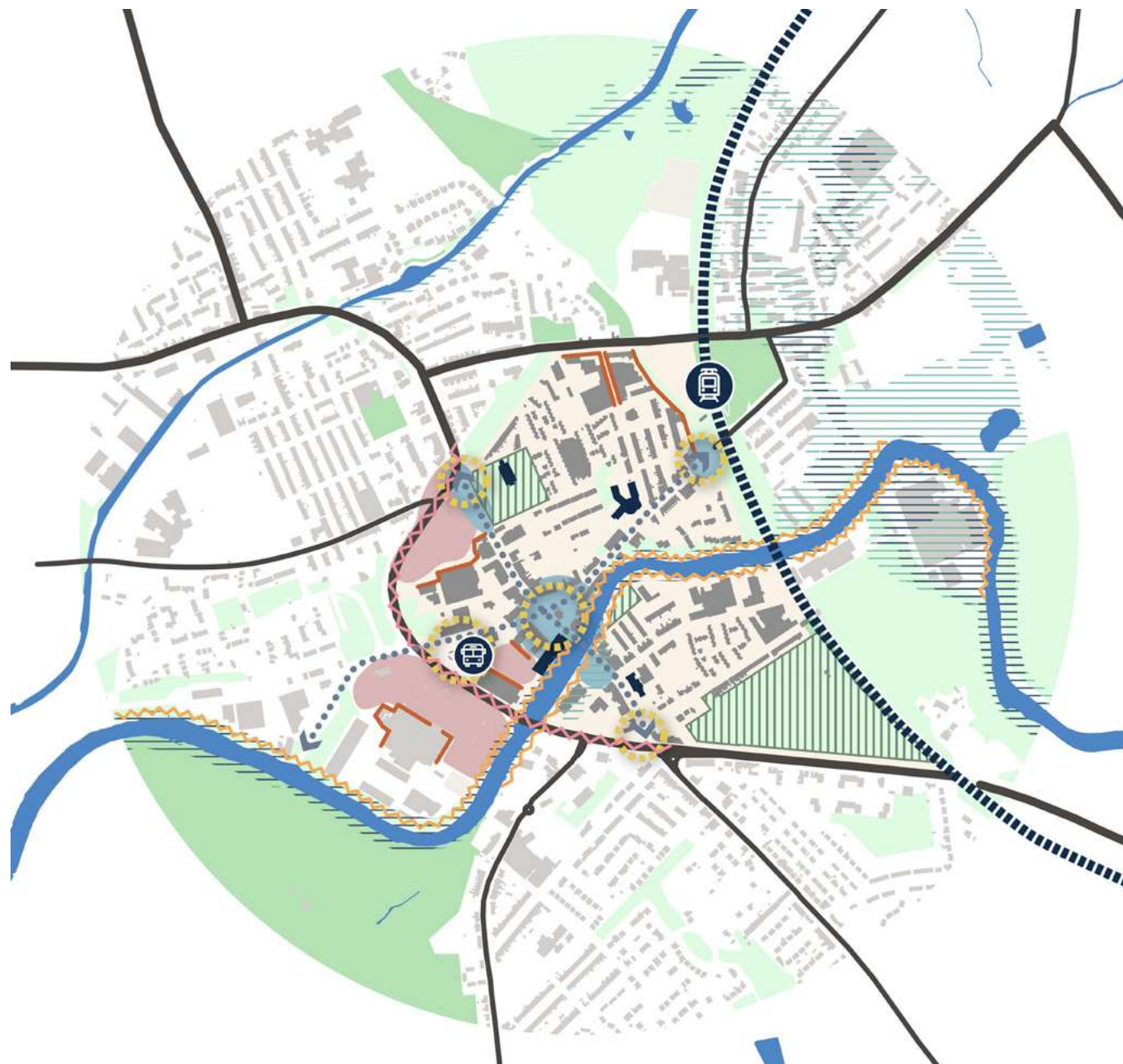
There is poor arrival into the town centre at key locations and junctions including The Parish of St Thomas and St John's Church at the top of Blackburn Street, Pilkington Way and Dale Street, as well as the junction of Stand Lane and New Road. There are poor arrival experiences at key transport nodes including the metro station and the bus station. 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 building 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 that 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 and connectivity to 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.

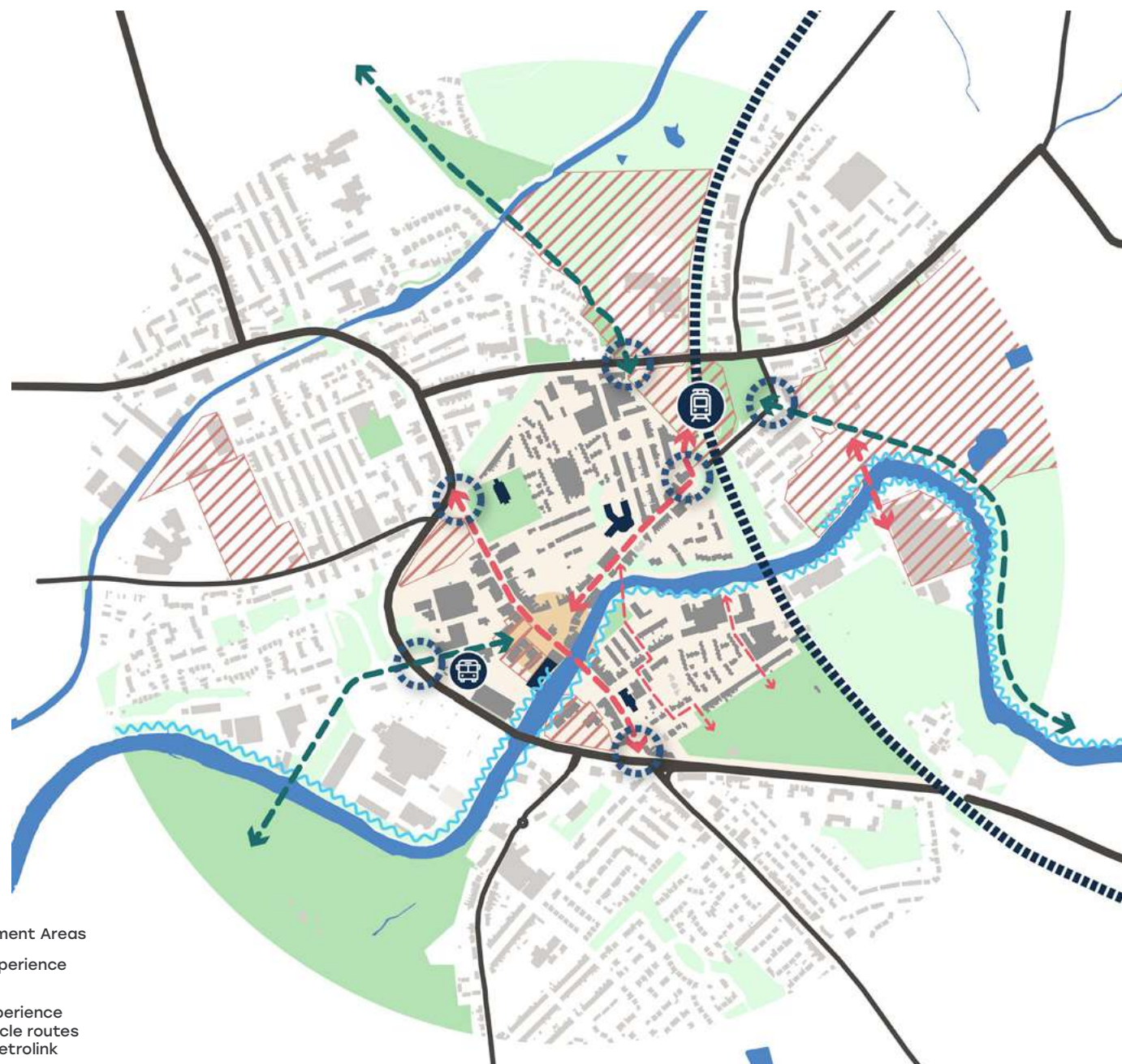
Radcliffe is also blessed with an abundance of green space, both within and around the town. There are opportunities to enhance these green spaces and improve access, promoting active travel and facilitating healthy lifestyles as a result.

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. However, there is an opportunity to further improve this asset by improving pedestrian and cycle connectivity from Metrolink into the town centre and surrounding areas 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

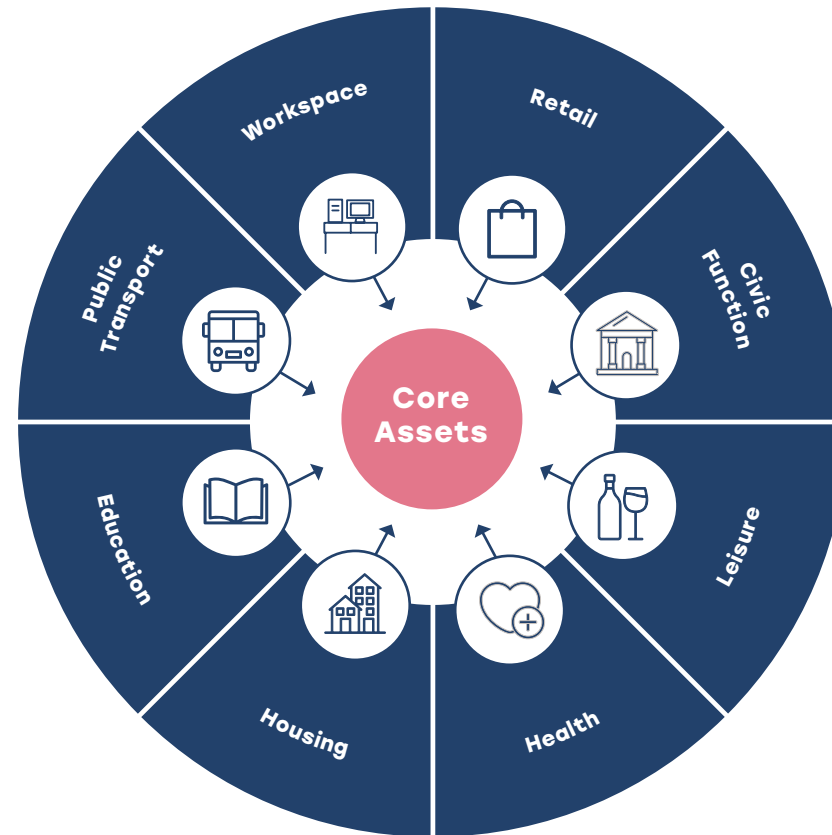
- ▨ Potential Development Areas
-  Enhance arrival experience at Bus Station
-  Improve arrival experience and pedestrian/cycle routes to and from the Metrolink Stop.

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%

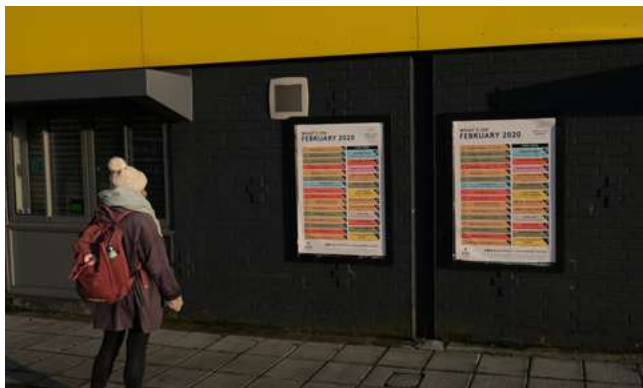
Independent retail units on Radcliffe's high street



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 late 20th 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 reduce the risk to 870 properties through the delivery of more than 2.5lm 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.

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 immediately adjacent to the tram stop 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. An additional deck for the car park is proposed along with a residents parking scheme to help mitigate this issue.

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 perceived level of unreliability.

4.14

Overarching Observations



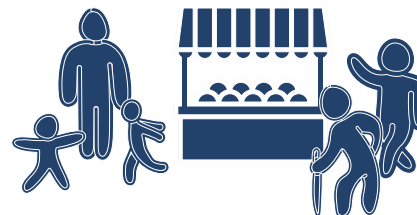
Rich Industry

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.



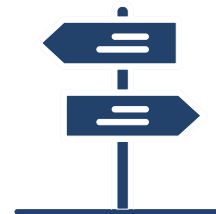
Green Spaces

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 capacity on the lines through investment in new substations. As part of this, TfGM propose an additional deck 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

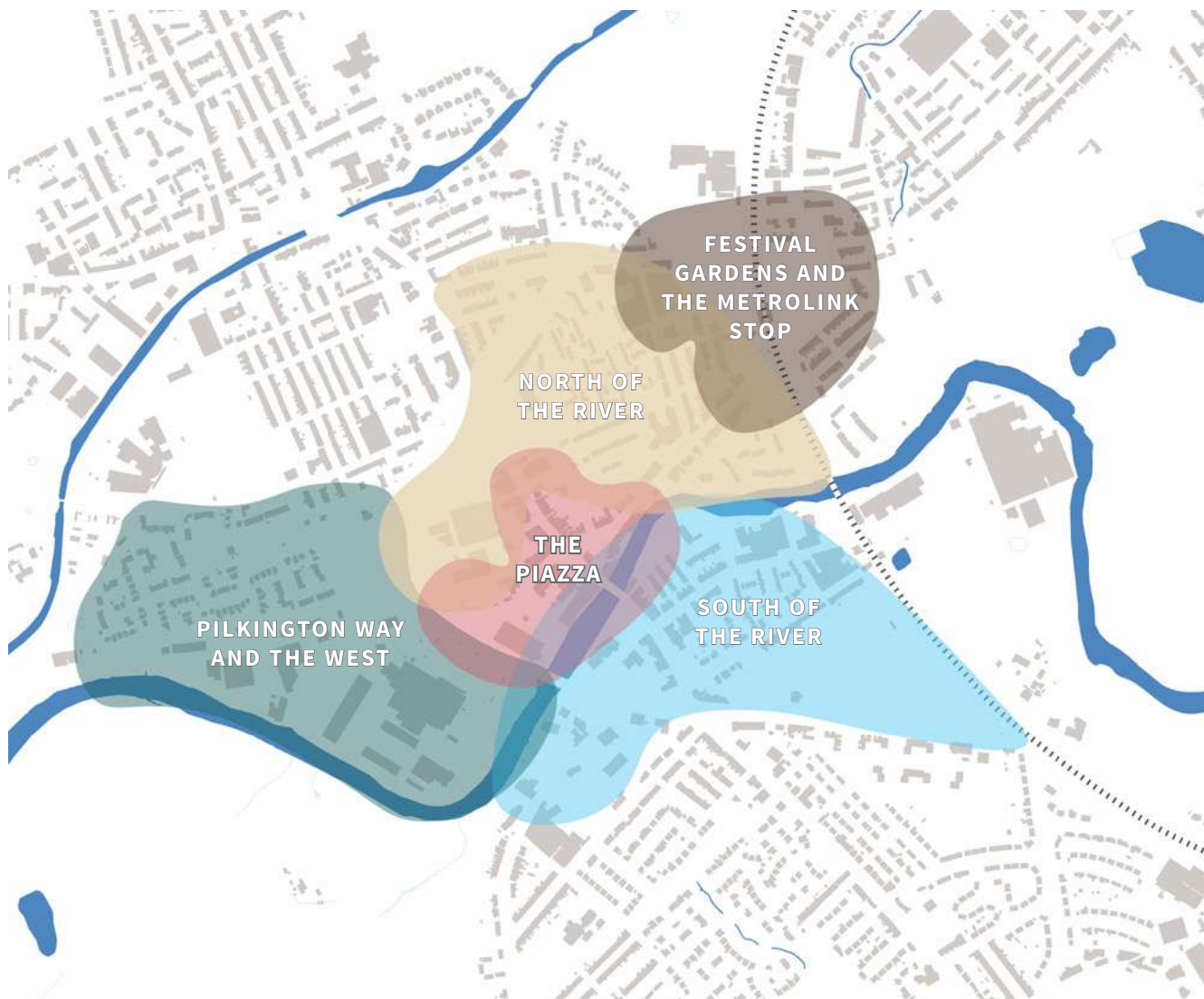
The town's organic development over time is important in defining the character areas, setting clear boundaries. The appearance of a building including the architectural features such as roof pitch, window proportions and materials play an important role in defining the distinctive character of a place.

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.

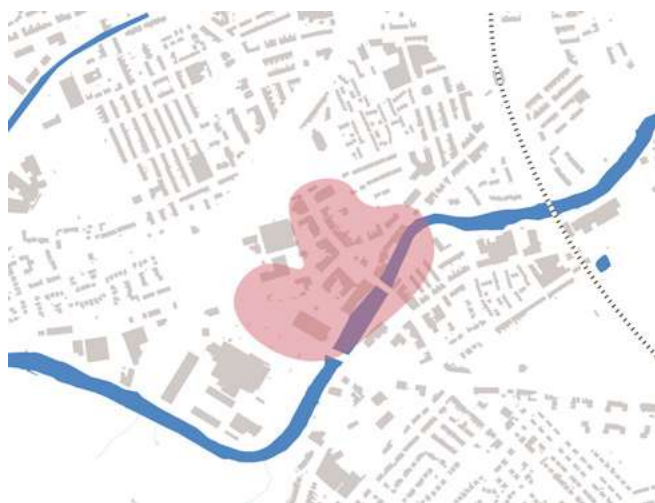
Connectivity and Movement

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.

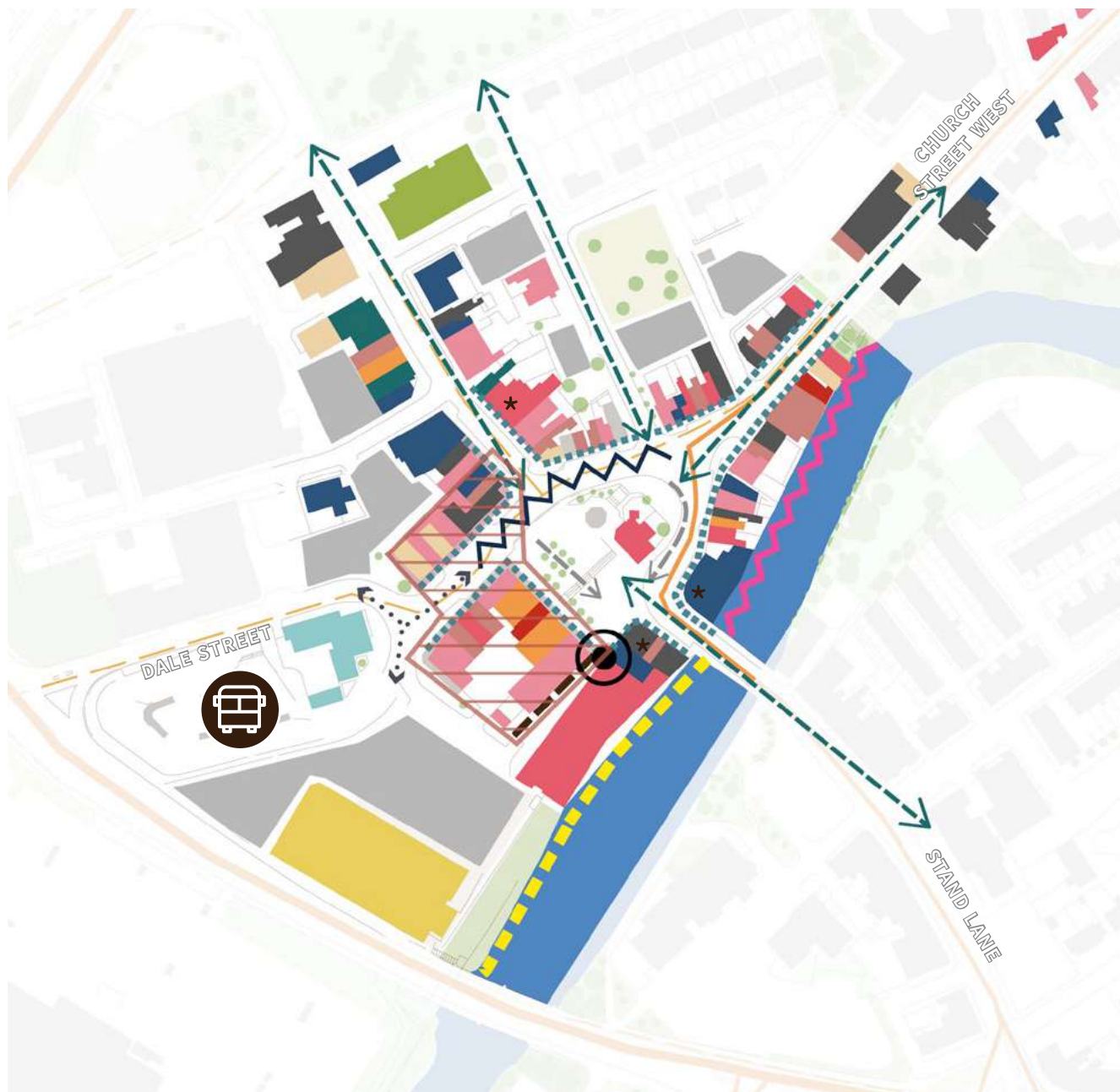
Despite the reduced significance of these streets for vehicular connection, they remain car-dominated and over-engineered, making them unattractive and unsafe for pedestrians and cyclists, and contributing to the collapse of the high street. This space should instead be celebrated as a human-scale and 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

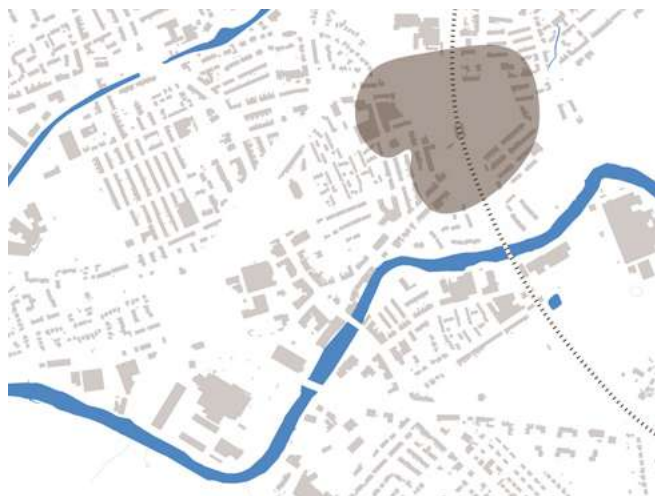
KEY

	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 line on embankments above the highway network, which creates pockets of distinct character to the east and west. The area to the west of the Metrolink line includes the Metrolink stop, the Metrolink park and ride car parking and associated landscaped area with pedestrian access, light industrial units and terrace housing. Remaining to the west of the Metrolink line and to the north of the car park is the temporary Leisure Centre site which is one of the strategic locations for future growth. To the east of the Metrolink line terraced housing faces on to Festival Gardens, which is a public green space.

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 approaching from the town centre have a dedicated footway from Spring Lane. This entrance includes a wayfinding sign directing people to the Park & Ride and the Metrolink stop. Greater pedestrian wayfinding within the car park could be enhanced to direct people more clearly walking to the stop. TfGM recognise wayfinding could be improved and are looking to address this issue. 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 good quality wayfinding to and from the Metrolink stop to the town centre and poor quality pedestrian and cycling linkages towards the town centre
- Metrolink car park operating at capacity creates pressure on surrounding residential streets
- Consider improved pedestrian and cycling corridors from all directions that link to the Metrolink stop as a catalyst for a well-connected, active, streets for all approach in Radcliffe to reduce car dominance

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 West - 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 chamfered corner-turn buildings that terminate 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.

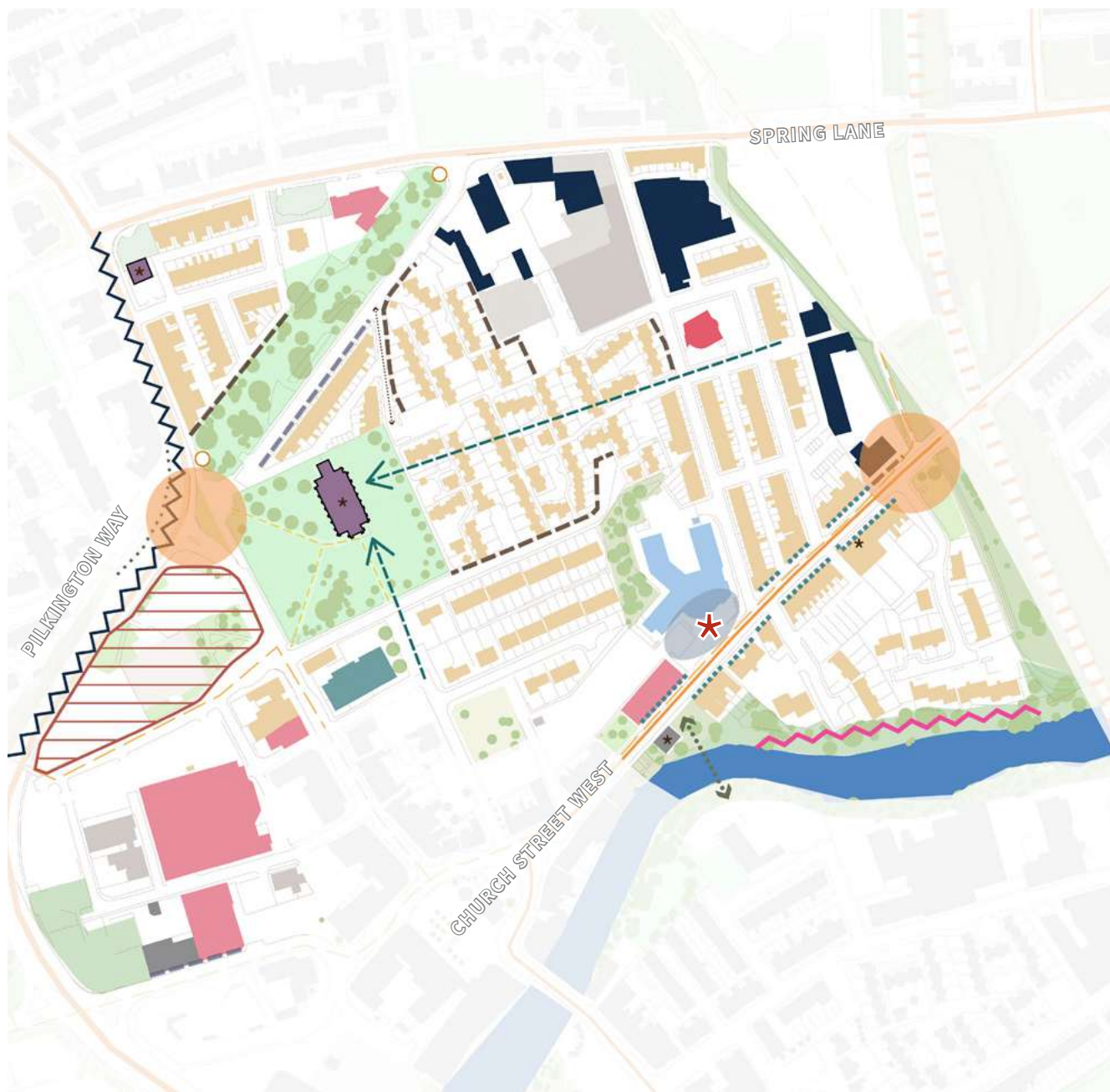
Defining Characteristics and Key Considerations

- 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

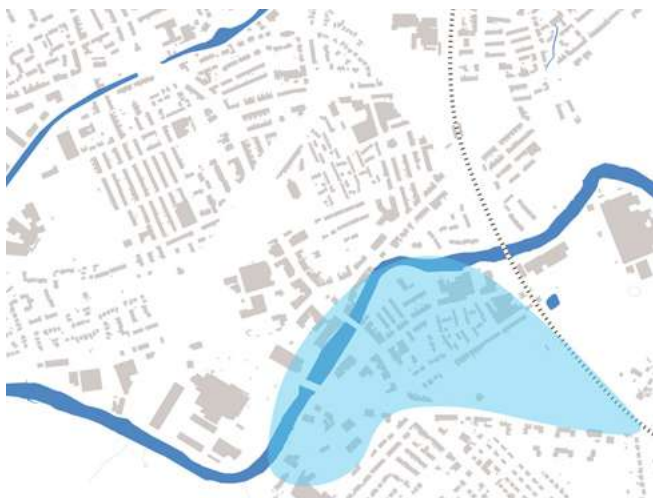
- Primary Road
- Secondary Road
- Tram Line
- Cycle network
- Footpath
- Key views
- Positive frontage
- Significant level change
- Poor frontage
- Properties backing on
- Potential Bridge
- Barrier
- Frontage Creates Continuity and Enclosure
- Key Gateway Space
- Park Access
- Distinctive buildings

- 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

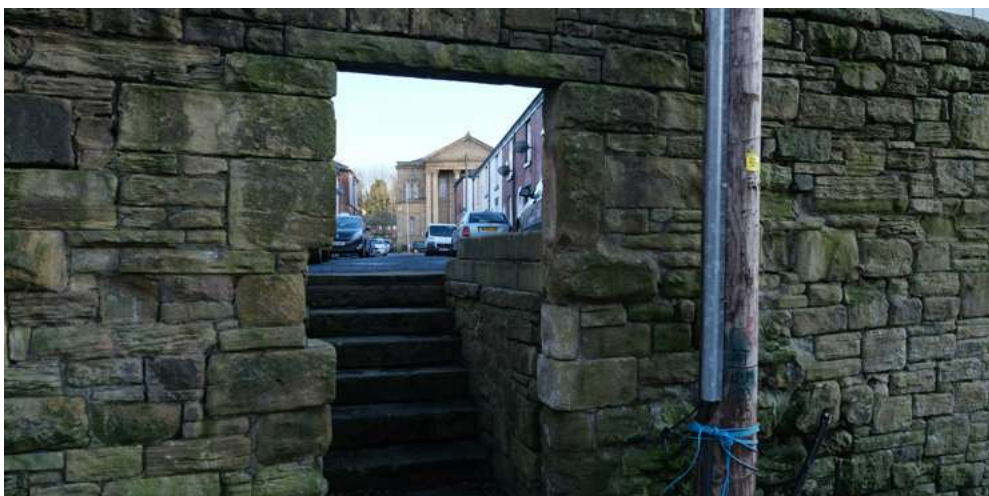
Stand Lane forms the primary connection into the heart of the town centre. This historic route forms a key north-south spine through the town. New Road severs the town centre from the residential areas to the south. Connectivity across the river is limited to two bridges. The eastern area is therefore 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

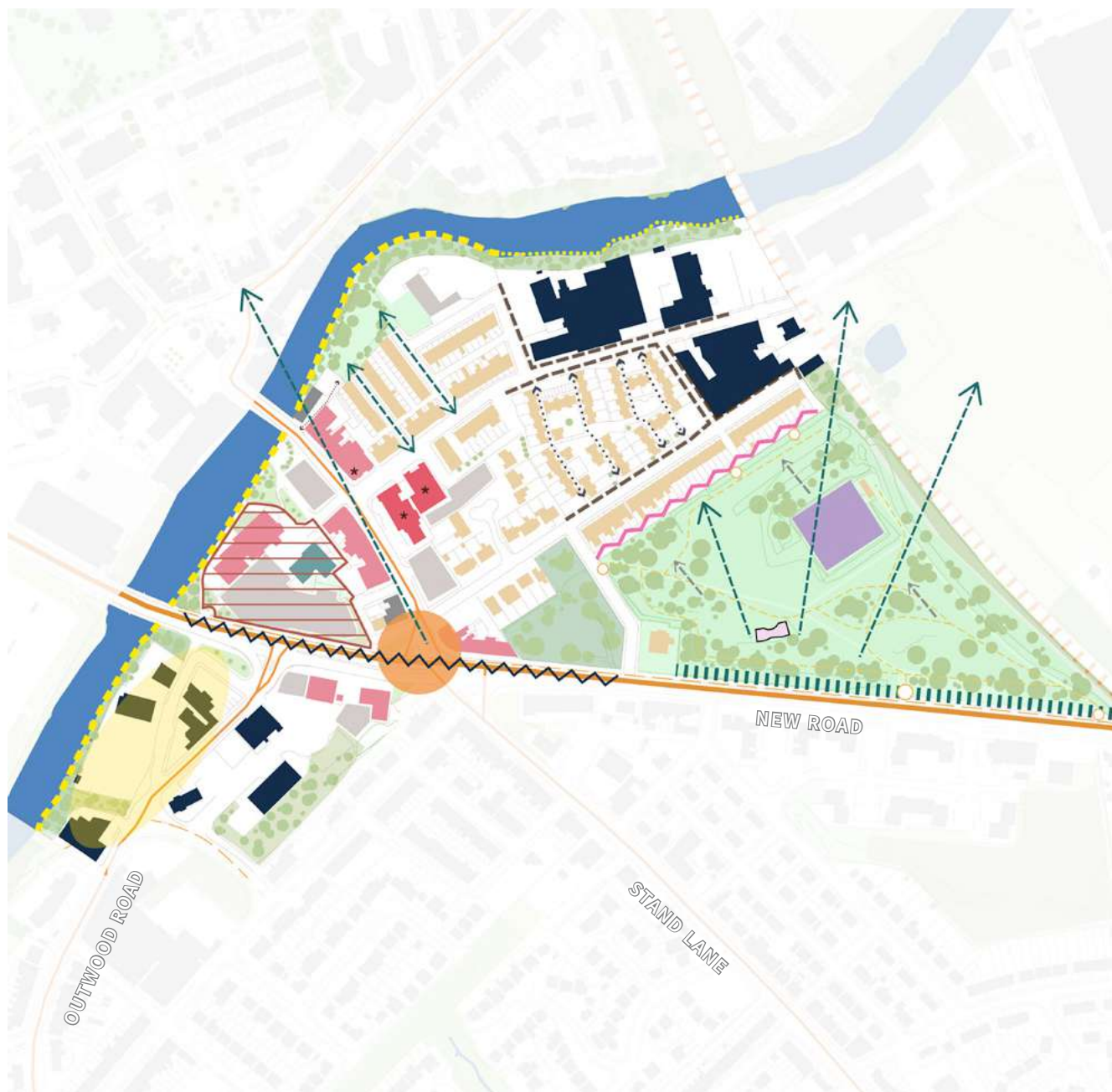
The Library and the Bridge Community Church are key community assets in this area. The Library is run by the Council and offers a host of community activities alongside library facilities and Council services.

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.



	Primary Road		Potential opportunity for improved river Frontage (subject to further site investigation)
	Secondary Road		Key Gateway Space
	Tram Line		Park Access
	Cycle network		Distinctive buildings
	Footpath		Residential
	Key views		Industrial
	Lack of visual permeability		Retail/Food and Beverage
	Significant level change		Civic
	Poor frontage		Nursery/Play
	Properties backing on		Carpark
	Poor quality/unwelcoming pedestrian routes		Future Development Site
	Barrier		Potential opportunity site(River Frontage)
	Opportunity for improved river frontage		Bowling Club
	Play Area		



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

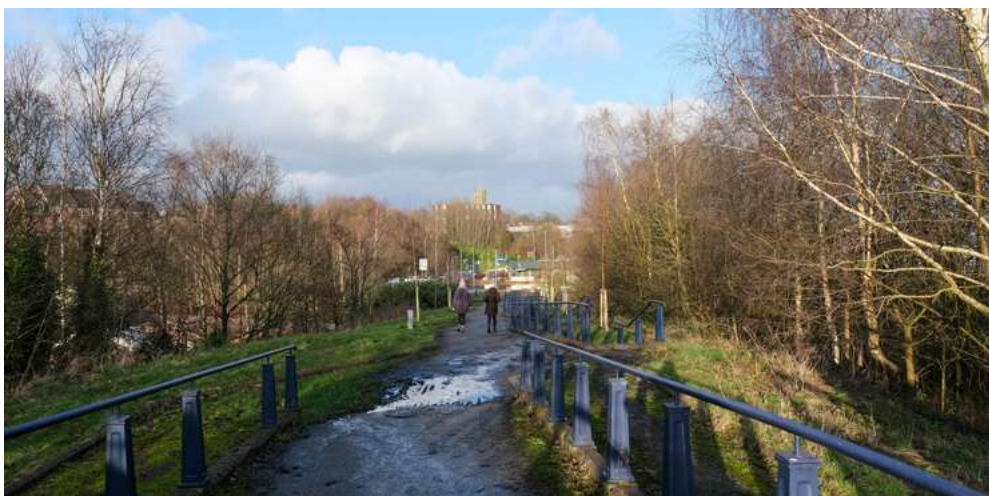
This area has long been a place of industry, and while no heritage assets survive in this part of Radcliffe, it remains an active part of a proud working town. There are valuable local businesses and employers that occupy this area.



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 comfortable 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		Potential future opportunity for improved River Frontage
	Secondary Road		Key Gateway
	Tram Line		Park Access
	Cycle network		Vacant Plot
	Footpath		Residential
	Key views		Industrial
	Lack of visual permeability		Retail/Food and Beverage
	Significant level change		Heritage Asset (Listed Viaduct)
	Poor frontage		Skate Park
	Key Green Connection		Carpark
	Barrier		Service
	Opportunity for improved river frontage		
	Steep River Edge		



The Framework

6.1

Vision and Objectives

Radcliffe has been re-imagined. Our vision is:

Radcliffe will be a prospering community, based upon a thriving and distinctive town centre, incorporating sustainable transport and growth, promoting healthy lifestyle opportunities, a good range of homes, along with a strong education, employment and leisure offer, for all residents.

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 Unique Town Centre

Currently, Radcliffe has little which attracts people into its centre; it must get the basics right. Positive though currently underutilised assets such as the Medical Practice, Library and Market need to be supported with a new 'core'. The core must bring people into the centre to work, provide leisure facilities and an open door for the public to access Council services and facilities.

Simultaneously, a consolidation of the town centre's retail offer will present new opportunities to create a more 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 distinct town centre.



A Distinctive Town

To set itself apart from other towns Radcliffe should embrace its industrial heritage and use this as the starting point for guidelines for the design of new buildings within the town. Radcliffe has a large number of historical buildings which though unlisted are highly important to its townscape, every effort will be made to recycle these buildings to support new and innovative uses.

All of Radcliffe's public realm must be inclusive and safe for all. Unnecessary barriers such as drop kerbs will be removed where possible and new sitting areas will be installed on key routes to aid trips into town. Active frontages, over looked areas and busy pedestrian paths will be encouraged to help design out crime and make Radcliffe's town centre safe and attractive to citizens.



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 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, along with a greater focus on active travel, to ensure that all residents have the correct tools to look after and enhance their health and wellbeing within a supportive local environment.



A Sustainable Town

Bury Council have set a target for the Borough to be carbon neutral by 2030. An increased focus on active travel and sustainable development will to meet this target. Whilst respecting Radcliffe's heritage, sympathetic high quality modern and green design must be encouraged. As such, and in light of the climate emergency, all new development should be zero carbon and where possible integrate green infrastructure. The positive impacts of green infrastructure

are well highlighted, from improving people's mental health to reducing flooding, therefore, the retrofitting of the likes of green roofs and bio-retention areas will also be encouraged.

In the longer term a series of ecological and flood enhancements will be sought in order to support the river's newly prominent position in the town.



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 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.

Improvements to the public realm and pedestrian and cycle links will help improve connectivity and encourage sustainable modes of travel along with increased wayfinding.

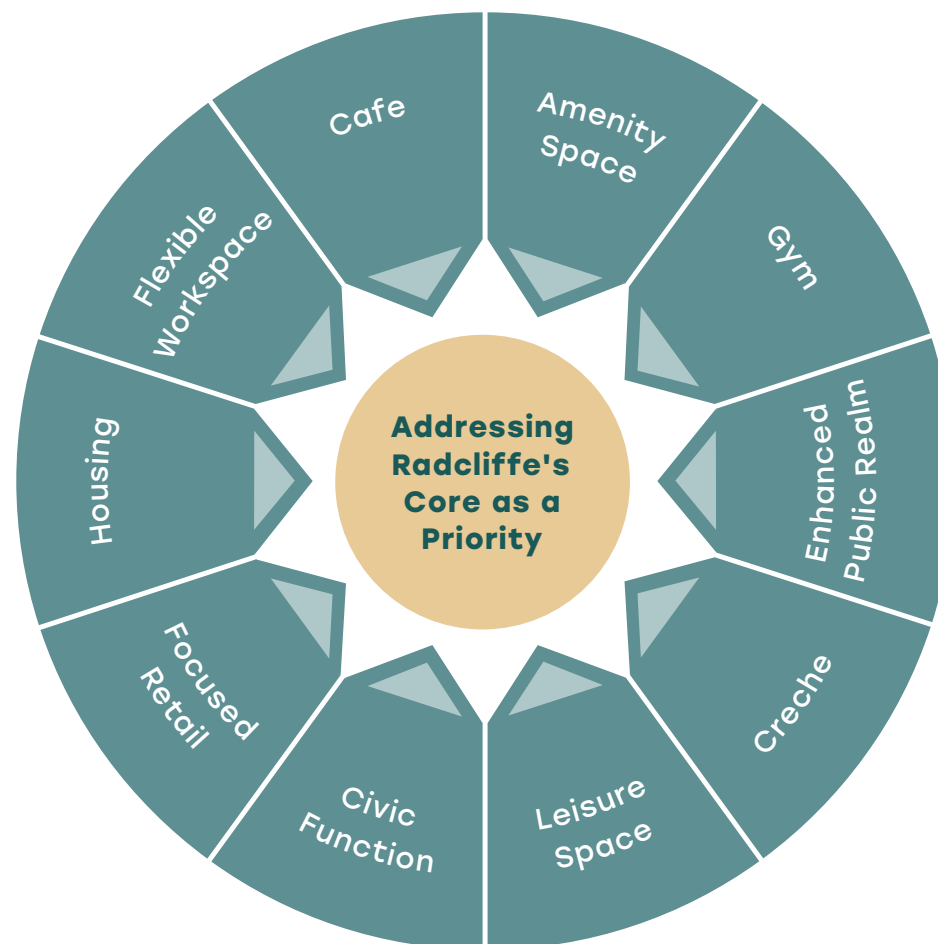
6.2

Strategic Priorities for the Town Centre

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.

A full list of the SRF's priority projects, including the delivery of a new secondary school, are viewable on Page 131.



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

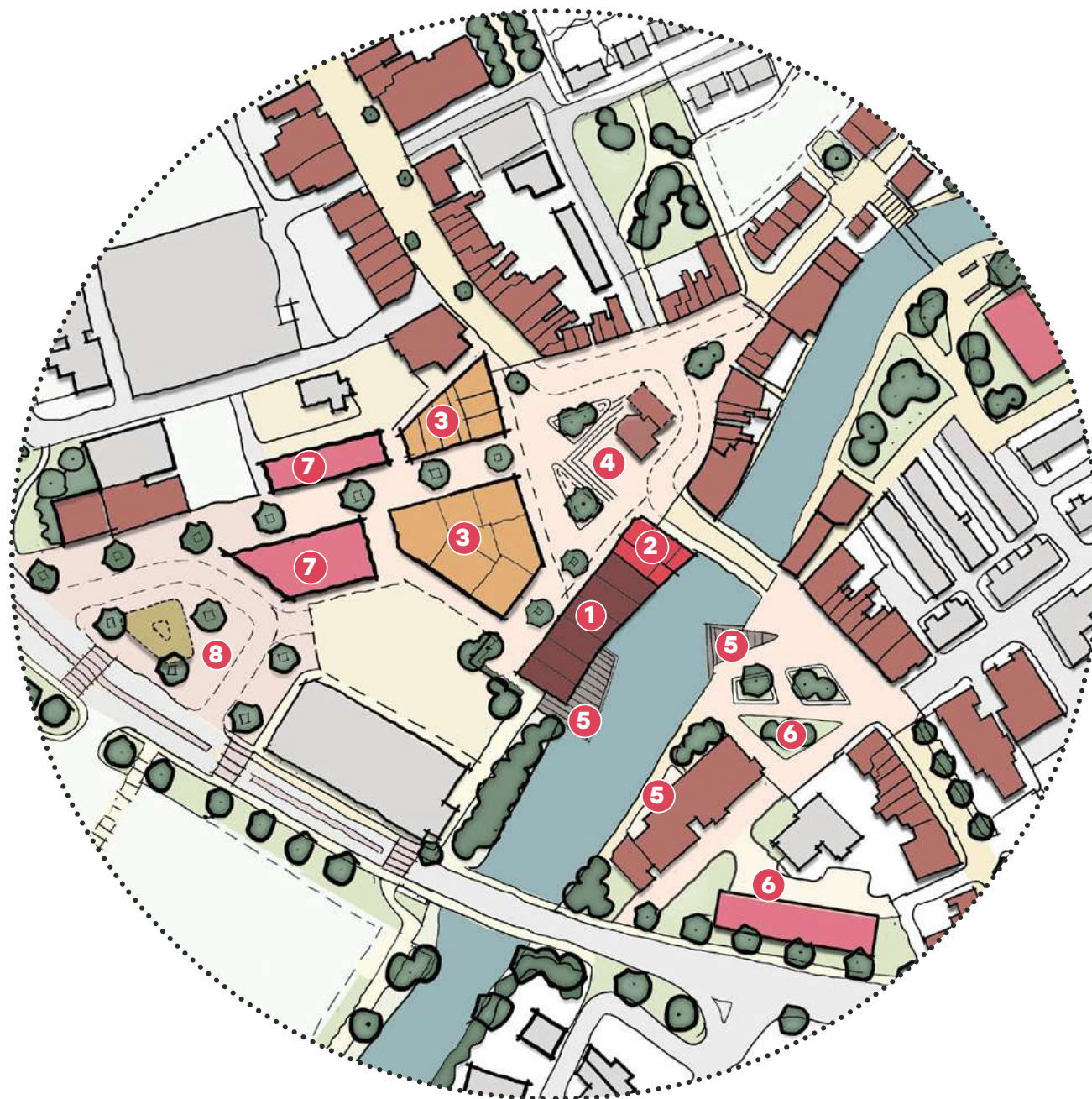
The Core

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 Station 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 freeing up of the Whittaker Street site will see opportunities for future residential or employment-based redevelopment.

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, for community groups to meet and as a space for activities for young people. 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 Pedestrian-friendly 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

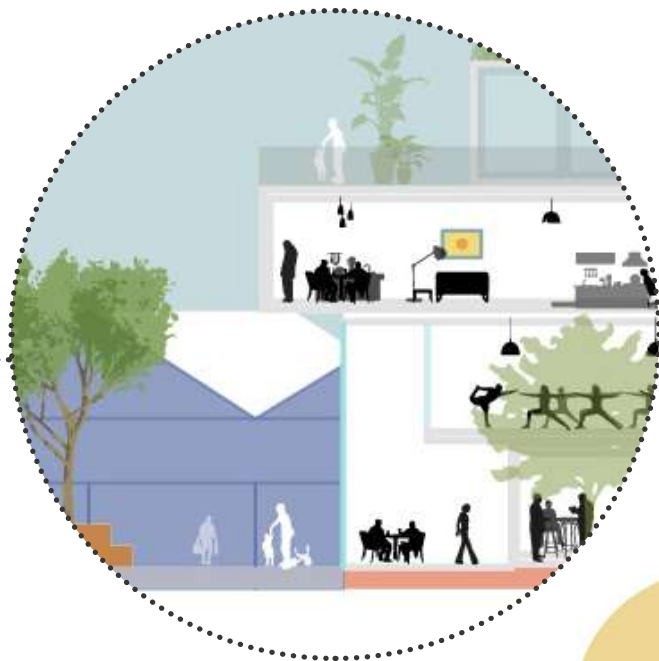


- Renovated Market Chambers Building reinstates this local landmark at a key node in the townscape, with potential for co-working and flexible community spaces, to provide activation of the Piazza around the clock.

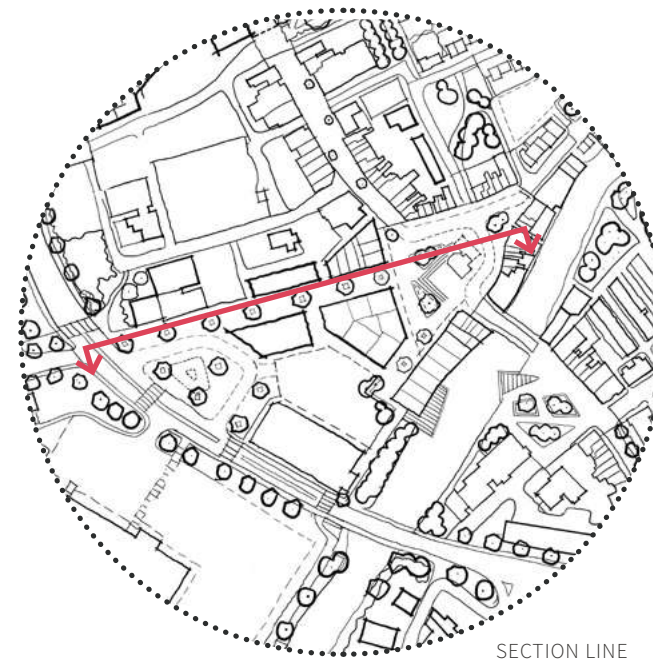


THE PIAZZA

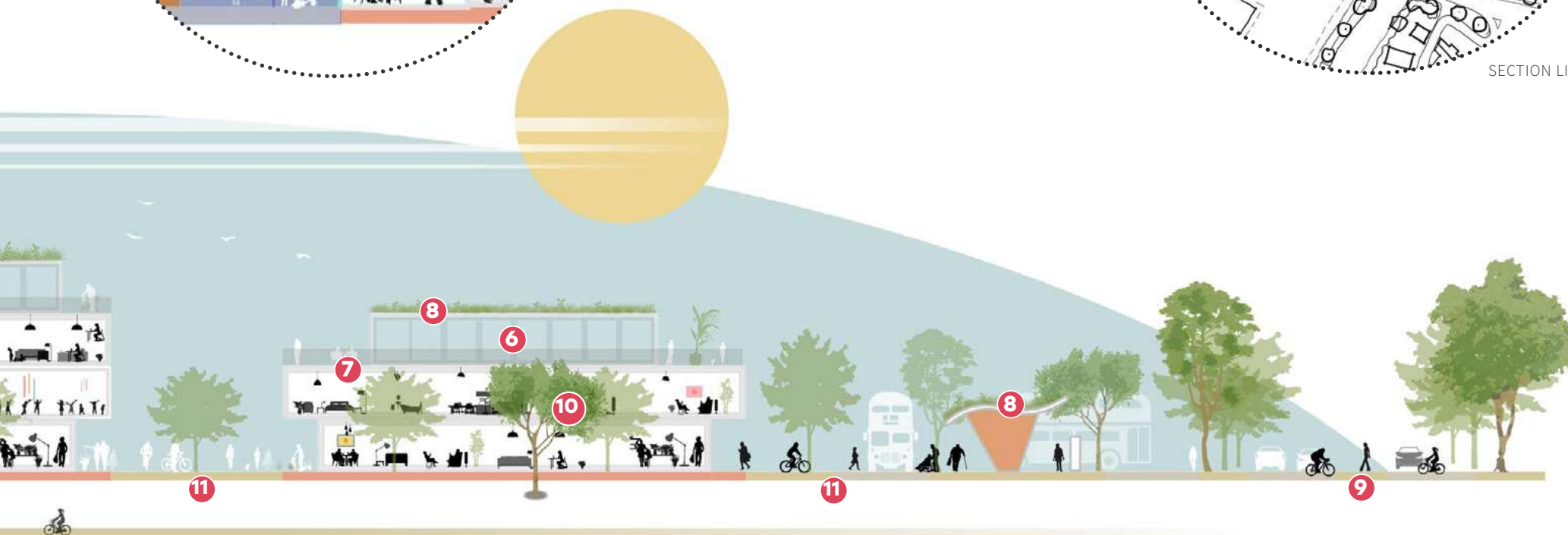
THE HUB



- 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 STATION AND PILKINGTON ARRIVAL SQUARE

PILKINGTON WAY

5. Riverside Platforms and Walkways

Radcliffe has a 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 are 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 river's edge.

Where developments to the river frontage are proposed all design will need to meet with the requirements of the Environment Agency.

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

Dale Street is a key route into the town centre. Currently it is poorly overlooked and unattractive. A series of public realm enhancements including street trees, improved lighting and street furniture could be incorporated to improve the space. These public realm enhancements may include green walls or community art on the inactive frontages of the Royal Mail Delivery Office.

The removal of some or all of Quarry Street car park will allow for new development opportunities associated with the central hub and provide a more welcoming backdrop to Dale Street.

A longer term aspiration, subject to future discussions with Royal Mail, would be to remove the Delivery Office from its current location to a more suitable area in Radcliffe. 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 and 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 station space and help to bridge the gap in development between the west and east of Pilkington Way.



- 1 Cars and pedestrians comfortably coexist in this balanced streetscape in Preston
- 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 Station and Pilkington Arrival Square

The bus station acts as the gateway into the town centre for those entering via Pilkington Way. The space currently serves its function well and uses high quality materials but there are significant opportunities to enhance the sense of arrival to Radcliffe and improve user experience through public realm works. These would be done in concert with the Dale Street improvements and would comprise the greening of sections of the area, installing more seating and providing better shelter on the site from the weather.

A longer term aspiration which could occur with the redevelopment of the Royal Mail Delivery Office would be a partial redevelopment of the bus station. This would see the bus station take up less space and permit more active uses on Dale Street.

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 the crossing of Pilkington Way would encourage east west connections.

- 1 Street trees soften the public realm along this street in Copenhagen
- 2 3 Trees, seating and a single-surface ground material create an attractive arrival space and place to wait at Stoke Bus Station



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

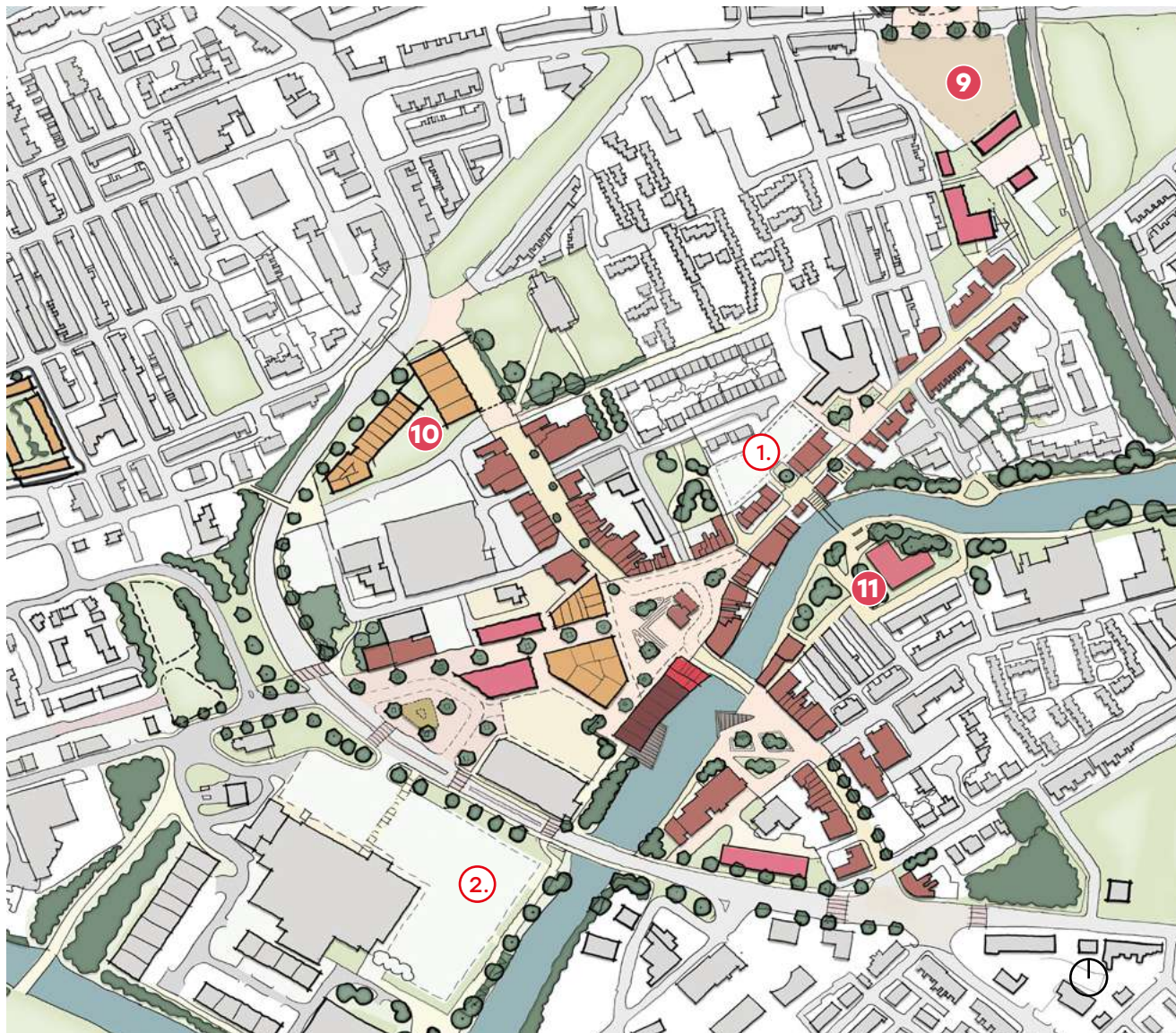
-  9 Metrolink
-  10 Blackburn Street Gateway Site
-  11 Riverside Park, Kenyon Street

AMENDS:

1. MEDICAL PRACTICE CAR PARK DEVELOPMENT SITE REMOVED

2. DECKED CAR PARK AT ASDA REMOVED

(THESE CHANGES HAVE BEEN MADE TO ALL VERSIONS OF THE MASTERPLAN AND ALL DIAGRAMS)



9. Metrolink

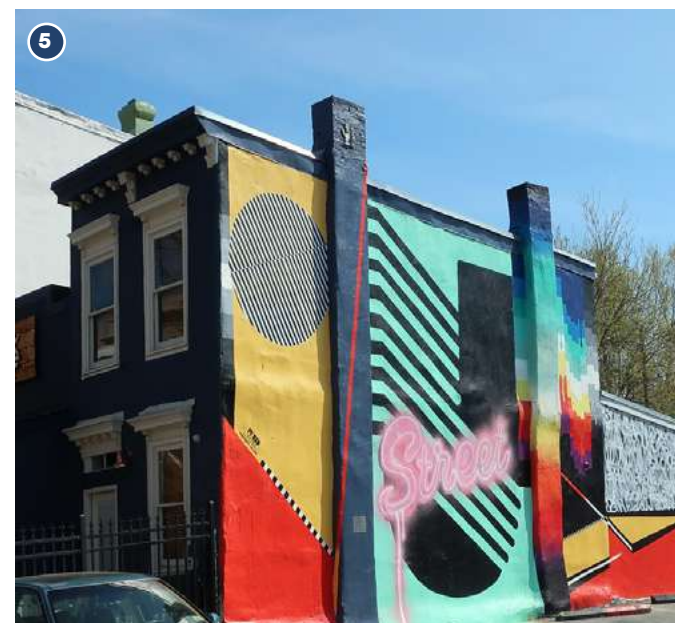
TfGM have several proposals to improve Metrolink as part of a package of works to increase capacity on the Bury Line. Funding has been provided by central government to facilitate a further 27 vehicles for the network and improve power on the lines through investment in substations. At Radcliffe an additional deck is proposed for the existing park and ride facility to increase its capacity.

Proposals to improve and increase cycle parking facilities at Radcliffe are being developed through the Mayor's Cycling and Walking Challenge Fund to help encourage more sustainable forms of travel. This would be accompanied by improved cycle and pedestrian routes to and from the Metrolink stop to increase activity (subject to funding). These improvements could provide an opportunity to improve the sense of arrival at the stop, through artistic interventions and improved signage and wayfinding.

There is also a potential opportunity to incorporate new development into this area to help improve this important gateway into the town centre. This could include a mix of uses to provide activity and overlooking, improving the safety of the area. The industrial businesses located directly adjacent to the Metrolink could be relocated 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.

- 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



10. Blackburn Street Gateway Site

Currently a surface car park, this is a key entrance or 'gateway' site into Radcliffe. The site is large and would be suitable for range of town centre uses including residential live-work homes for the working population and young families. Given the size of the site redevelopment could potentially incorporate some dual use parking provision as part of a town centre wide parking strategy.

The site is adjacent to the Grade II Listed Parish of Thomas and St John Church, as such the materiality, massing, scale and boundary treatment of any new development must protect and enhance this asset. Any new development on this site must front onto Blackburn Street to enhance the coherence of Radcliffe's townscape at this strategic location and to ensure positive linkages to the core.

The redevelopment on this site will mean that Blackburn Street will have increased significance in Radcliffe's street network. As such, enhanced public realm, street art and street trees should be installed to help draw people into Radcliffe's central hub.



- 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

11. Riverside Park, Kenyon Street

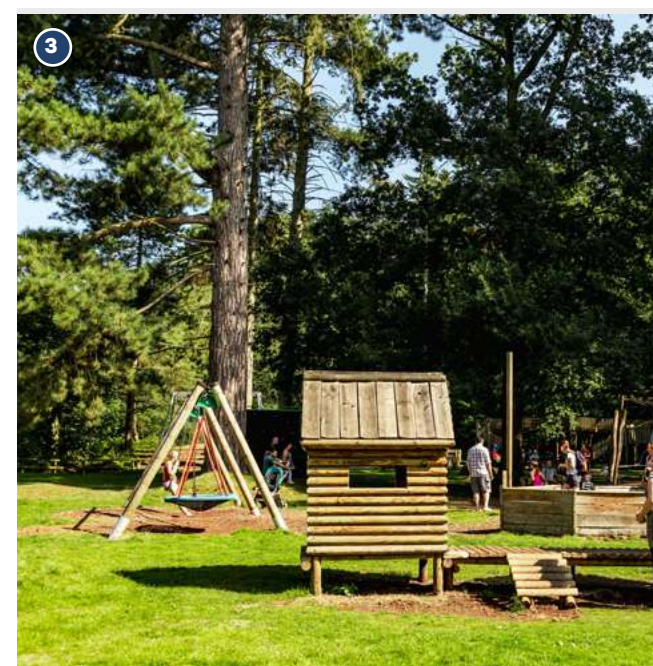
The river is one of Radcliffe's greatest assets, yet the town currently lacks attractive riverside spaces. There is an opportunity to foster a more intimate connection with the river at a new riverside park adjacent to Kenyon Street, where there is potential to open up views to the river.

Funtastic Children's Play Centre is located within a prominent location on the River Irwell also fronting residential properties on Kenyon Street. The existing building provides no activation to its surroundings. Redevelopment of this site could be maximised by the introduction of the new riverside park and complementary development, bringing life and activity to the water's edge.

There is also potential to create a new bridge connection over the river in this location, improving north-south connectivity through the town and reinforcing the riverside park as a new destination within the town.

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 a new destination within the river corridor - a lush green 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

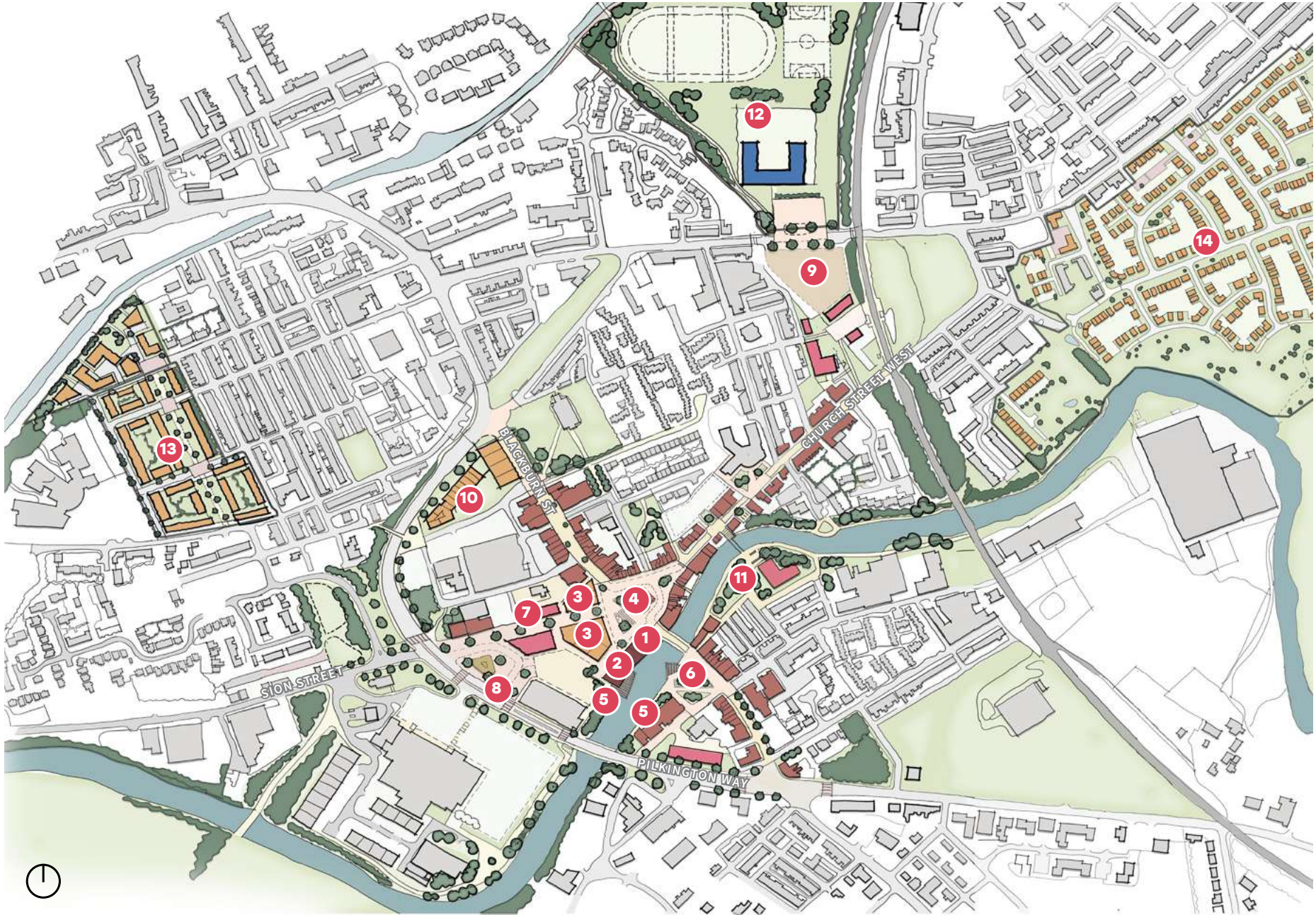
Illustrative SRF Masterplan

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 Secondary 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 Station and Arrival Space
- 9** Metrolink
- 10** Blackburn Street Gateway Site
- 11** Riverside Park
- 12** Proposed secondary school with community leisure centre facilities
- 13** Site adjacent to the Millwood Primary Special School
- 14** 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.

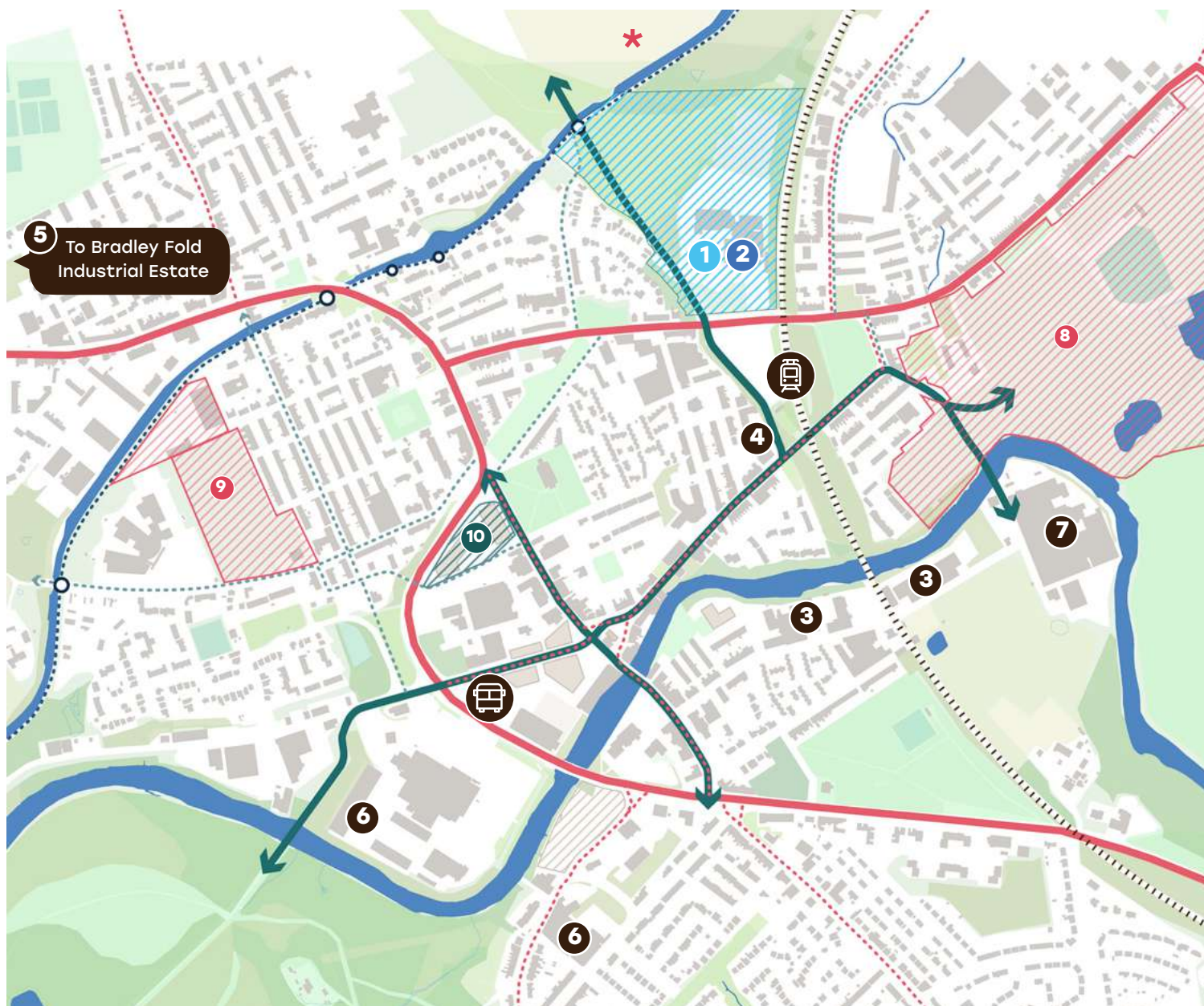
The site is ideally located within the town centre for a secondary school. It is easily accessible by foot, bus and tram, in addition, further plans for cycling provision are in fruition by the Greater Manchester Combined Authority. Providing a secondary school in this location will foster relationships 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
- Potential future housing site:
- 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. The site has the potential to be redeveloped in the longer term, where opportunities can be found for looking at how the site's heritage can be retained. 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 and plans for these improved connections are in the early stages of development.

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 progressing this as a potential first phase site to be directly developed out. 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, this is a key entrance or 'gateway' site into Radcliffe. The site is large and would be suitable for range of town centre uses including residential live work homes for the working population and young families. Given the size of the site redevelopment could potentially incorporate some dual use parking provision as part of a town centre wide parking strategy.

The site is adjacent to the Grade II Listed Church of St Thomas and St John, as such the materiality, massing, scale and boundary treatment of any new development must protect and enhance this asset. Any new development on this site must front onto Blackburn Street to enhance the coherence of Radcliffe's townscape at this strategic location and to ensure positive linkages to the core.

* 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

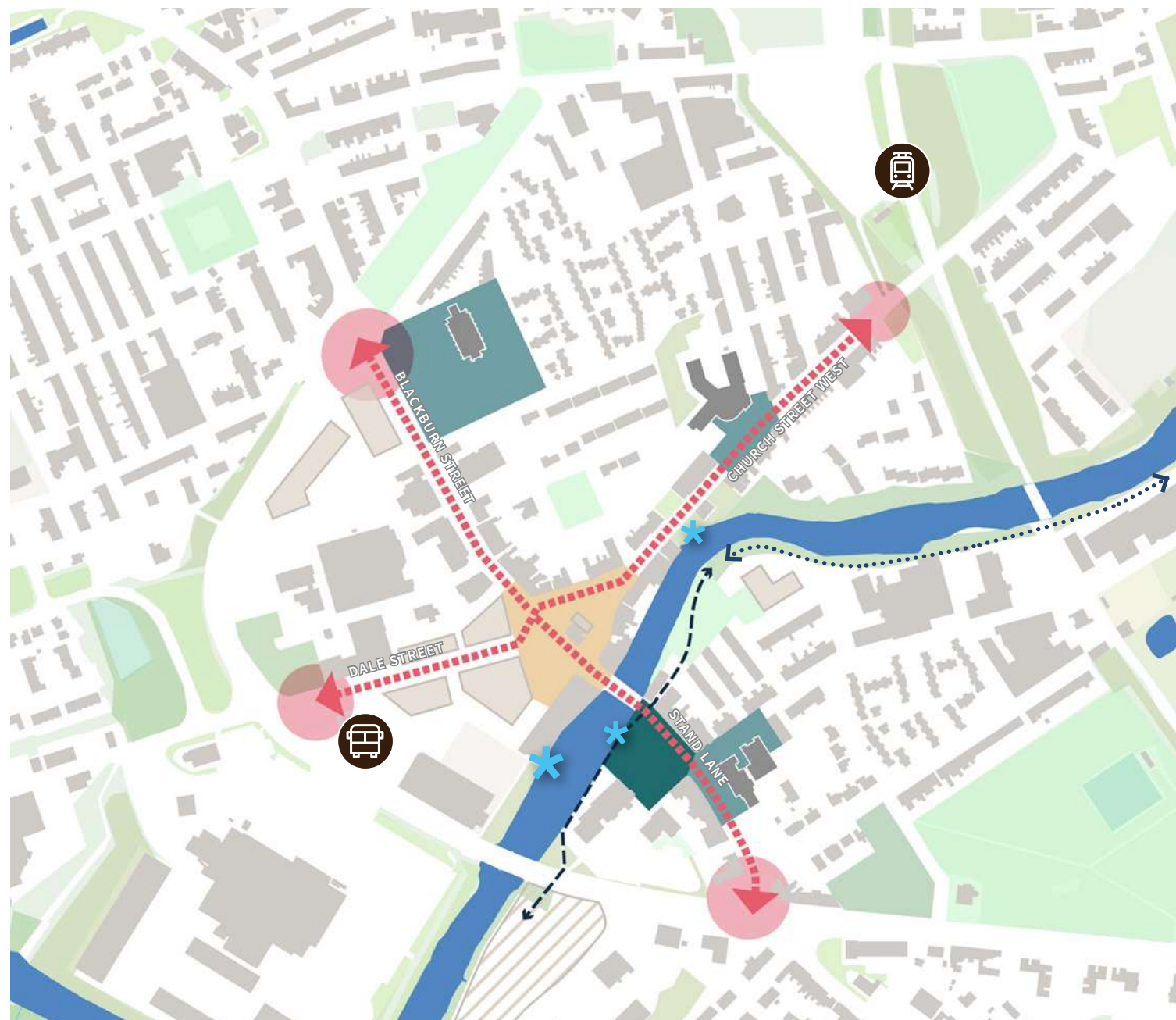
Wayfinding and legibility is also a key consideration of the Public Open Space and Place Making Strategy.

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
 - ⋯ Potential future expansion of Riverside Walkway
 - Riverside Square
 - ✱ Riverside Deck
 - Existing Buildings
 - Key Civic Buildings
 - Proposed Buildings
 - Potential Future Development Site



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

Historic Assets

Radcliffe is a town born out of a rich industrial and medieval heritage and there are several historic assets that remain as reminders of the town's past. These historic assets should be embraced as place-making features that celebrate the distinctive identity of Radcliffe. This could include the incorporation of information boards or interpretation interventions to educate and inform visitors about the history of Radcliffe. Heritage trails could be designed to animate the streets and spaces within the town and its periphery, encouraging active travel whilst revealing the story of the place. The history of Radcliffe could also be celebrated through festivals and events held within the town's streets and public open spaces.



The history of the area is conveyed to passers-by through this timeline integrated into temporary hoarding at Elephant Park in London

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.



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

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 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

Transport, Connectivity and Movement Strategy

The Transport, 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.

Transportation

The SRF aims to reduce congestion and to encourage alternative forms of transportation to be utilised in the centre and the town more broadly. Achieving these goals will reduce congestion, improve the overall health of residents through improved air quality, and encourage more active lifestyles.

Measures to reduce the use of the private car will be sought with sustainable travel options such as bus, tram, walking and cycling being promoted. Improvements to Radcliffe's pedestrian and cycling infrastructure will help make those forms of transportation more appealing and may reduce traffic levels within Radcliffe.

The SRF is a high level plan, as such, specific details relating to transportation will be covered in more technical papers as part of detailed designs of the interventions as they are progressed via the delivery programme. For example, the detailed planning applications associated with the secondary school and East Lancs. Paper Mill will need to consider traffic issues and provide appropriate mitigation in and around their sites, as well as other key junctions that are impacted by their development.

Borough-wide transportation proposals and strategies

will also emerge as part of the wider Development Plan process and the TfGM Local Implementation Plan (LIP) which sets out Bury's priorities over the next five years.

In addition and linked to this, the SRF proposes a parking strategy comprising a range of initiatives which will include pro-active parking management measures to encourage long stay on the periphery of the centre and short stay provision in the central core.

Parking Strategy

A new parking strategy will assist the Council in achieving the above transportation goals. Visitor parking in the core should only be for short stay visits, commuter parking should take place at the Metrolink car park and longer stay visitor parking should only take place in dedicated long stay parking to the periphery of the town centre.

A new digital platform should be created to manage and monitor car parking use with measures introduced to promote short stay parking in the central core and longer stay on the town centre's periphery.

Naturally, some of the most used surface car parks within the town centre are sites which could attract developer interest and investment for redevelopment

in line with the initiatives and strategies in the SRF. Therefore, as part of the car parking strategy for Radcliffe, sites will need to be found for long stay parking outside of the core. Any new long stay parking must be well designed and provide linkages to the core and the blue and green infrastructure.

The use and function of existing car parks will need to be assessed in line with the parking strategy, for example: the medical centre car park which forms a crucial role in serving Radcliffe Medical Practice and is well used due to its central location. The site benefits from close proximity to the wider town centre facilities, and adjacent green space, as well as wider transport connections. As a key element of town centre parking provision the intention is to ensure the site forms an integral part of a town centre wide parking strategy. The introduction of short stay parking restrictions would mean the car park is only used by those visiting the Medical Practice or services in the core.

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 and Asda, 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 creating a more pedestrian friendly environment and reconfiguring the bus station and adjacent blocks in the long term in order to create an attractive and clearly defined pedestrian route into the heart of the town.

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:

- Increased Cycle parking provision in the centre alongside the Hub and Metrolink stop to support active travel.
- Integration of the Beeway network and National Cycle Route 6 including links to and from the Metrolink stop.
- Opportunity for cycle hire
- Links with walking and running clubs.
- Improved connectivity to surrounding green spaces and waterways
- Improved pedestrian routes

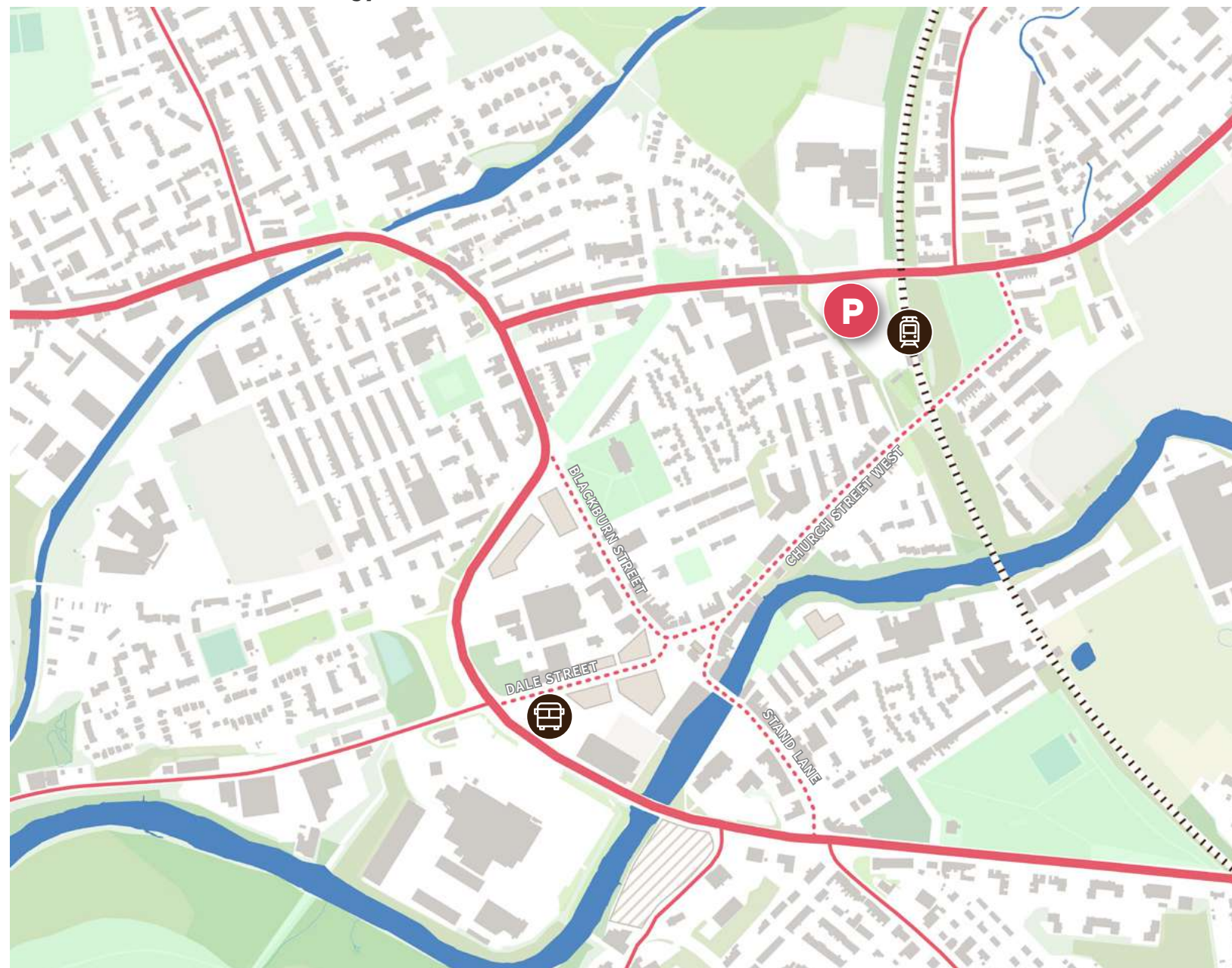
Wider Transport Improvements

It is a longer term proposal 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 Secondary 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.



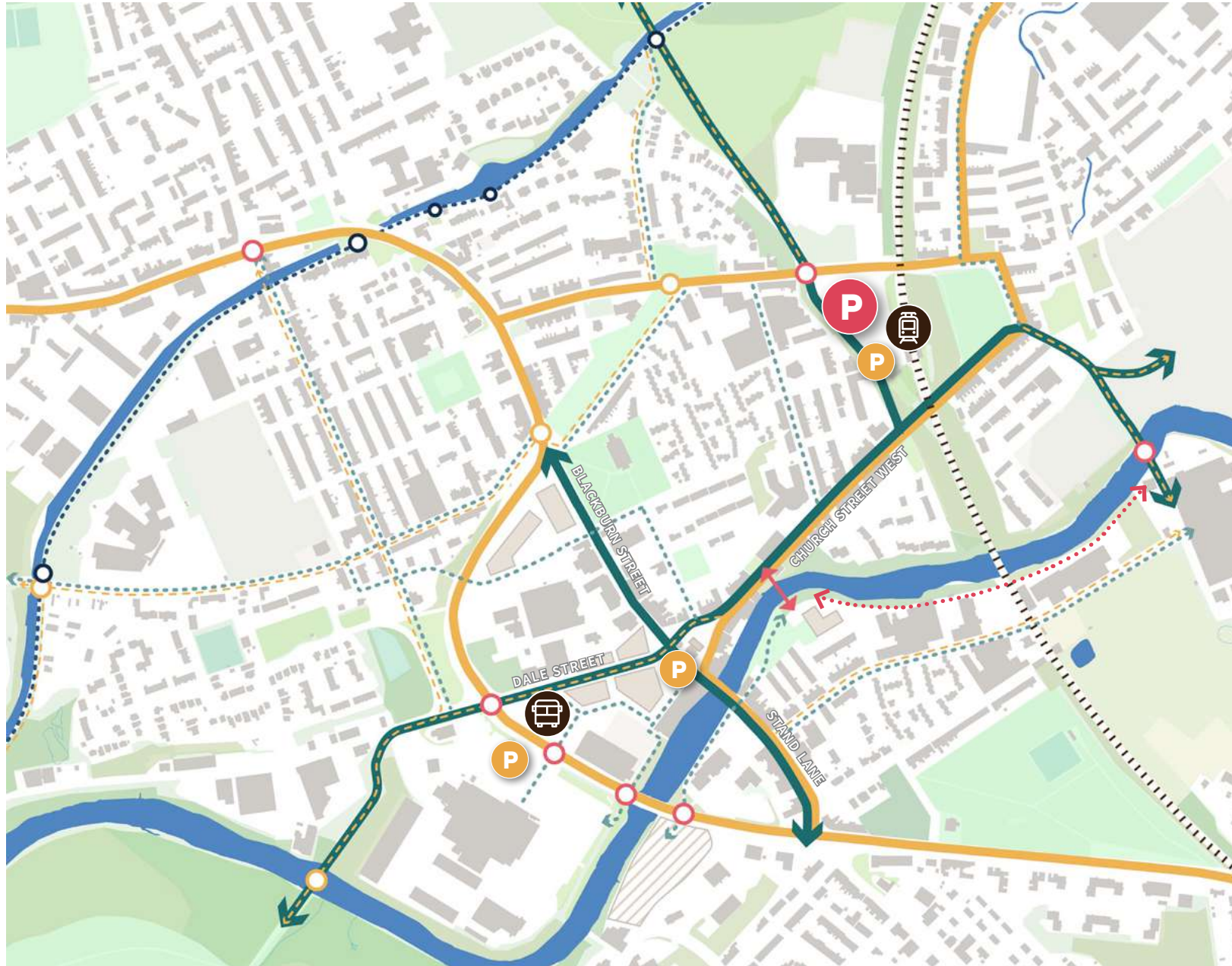
Vehicular Movement Strategy



KEY

- Primary Vehicular Movement
- Secondary Vehicular Movement
- ... Town Centre Vehicular Movement (rebalanced streets)
- P Strategic Car Park
- Tram Line
- T Tram Stop
- B 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)
- P Key Location for Cycle Parking
- Existing Cycle Crossing
- Proposed Crossing / Improvements to Existing Crossing
- ➔ Potential footbridge
- - - Potential future expansion of riverside walkway
- - - Pedestrian and Cycle Connectivity along Canal Tow Path
- Canal Access Point
- P 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 adjacent to Mill Street - This is currently an industrial**

site, however it holds a prominent riverfront location. 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.

The Council will continue to work in partnership with key stakeholders to explore all opportunities to bring forward both short and longer term proposals.

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.

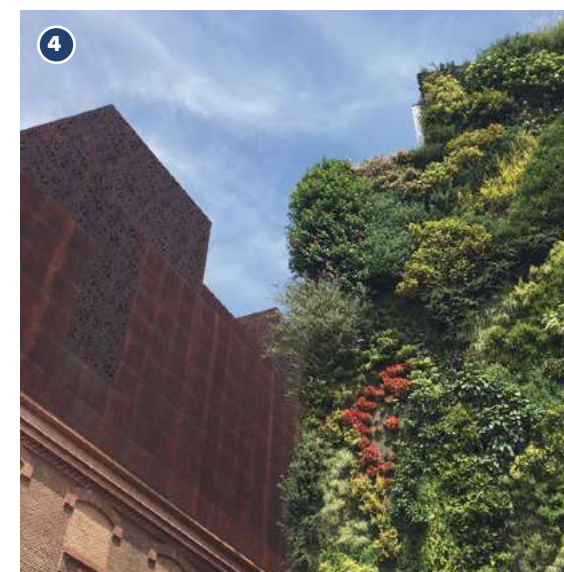
- 1 Street trees soften the public realm, improve air quality and promote urban cooling in Altrincham, Cheshire
- 2 Swales manage rainwater and improve biodiversity, whilst creating an attractive walking environment at West Bar in Sheffield



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 riverside walkway
 - Potential future expansion of riverside walkway
 - Potential riverside park
 - Potential new bridge connection
 - 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 solar and 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 ever expanding infrastructure.

Radcliffe Design Guide Checklist

The below provides a summary of all the design principles that future developments within Radcliffe must adhere to. All proposals will be expected to prove that they achieve the following:

Public Realm

- ✓ Where possible a Streets for All approach should be used across Radcliffe town centre. Streets for All provides a framework which encourages street design which enables individuals and businesses to switch to walking, cycling and public transport where possible.
- ✓ In order to create a more pleasant, legible and accessible town Radcliffe's public realm needs to be decluttered from excess signage and bollards and be easier to navigate.
- ✓ The materials used should be simple, high quality and consistent throughout, being natural where possible and always relating to the wider townscape.
- ✓ Every effort should be made to ensure that the public realm is friendly to the disabled community, with drop kerbs used sensibly, trip hazards such as cobbles avoided and seating provided at regular intervals.

Buildings

- ✓ Radcliffe's new buildings must respect the scale and mass of its existing developments, with new development maintaining or enhancing the setting of historic buildings. Taller buildings may be appropriate in some areas to help increase legibility.
- ✓ All development must take into account the materials used in Radcliffe's traditional buildings and comprise materials sympathetic to these.
- ✓ In order to ensure that the town centre becomes a safer and more welcoming space active uses should be encouraged on ground floors. All new development in the town centre area must front onto Radcliffe's town centre street network and only front onto the Pilkington Way or into itself if there is no other option.

Green Infrastructure

- ✓ Sympathetically designed green roofs should be encouraged on new development with retrofitting encouraged in established spaces.
- ✓ To aid in biodiversity street trees should be encouraged in all new development. These trees should be connected in an integrated sustainable urban drainage system to help mitigate flood risk.
- ✓ Development which directly or indirectly aids in the amelioration of flood risk, enhanced recreation potential, and the removal of environmental health risks and / or ecological improvements will be looked upon favourably.

DESIGN GUIDANCE ADDED

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 to 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 plans 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 responsibility for keeping the Plan under review; working alongside other members.
- A Stakeholder Forum which can include other local members, other public service providers, leading local community representatives and stakeholders. The Forum will act as a sounding board and support wider public engagement arrangements to ensure the Plan and wider programmes fully take into account local priorities.
- An Executive Delivery Board, including the Chief Executive, 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. The Delivery Board will oversee the development of discrete projects for implementation.
- A Programme Management Office – reporting to the Delivery Board, 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.

The priority projects are designed to advance the key elements of the SRF and are set out in list form below. 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.

- **Secondary School; a project that forms part of Bury Council's ambition to invest in high quality education for young members of the community. Consultation with the Department for Education and academy provider will continue in the short term. If successful the next stage will be to develop the education offer and progress with a planning application with a view to the school opening in September 2023.**
- 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. A new digital platform should be used with measures introduced to promote short stay parking in the central core and longer stay on the town centre's periphery. Ways to use the carparks 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.

7.2

Radcliffe Short, Medium and Long Term Interventions

The tables on the upcoming pages summarise the key interventions and strategies set out in the SRF, setting out the key steps that will need to be taken to secure their delivery as well as providing an indication as to whether these are deliverable in the short, medium or long term or on an on-going basis.

	Short Term (Years 1-2)	Medium Term (2-5 years)	Long Term (5+ years)
Priority Projects			
The Hub	Outline Business Case and discussions with key partners.	Commence planning process and vacate existing buildings to make way for demolition in late 2021 / early 2022 with a view to starting on site in 2022. Completion of the project should be scheduled for 2024.	
Radcliffe Market and Market Chambers	Work with the market operator to make sure that plans being developed are fully supported and capable of being brought forward.	Subject to feasibility and business case sign off, appoint a professional team and contractor to take forward the project with a view to completing it by end of 2021.	
Delivery of a new Secondary School	DfE consultation, planning and design.	View to opening September 2023.	
Community Leisure Facilities	Work with Bury Council Leisure Services team to confirm needs based leisure requirements for Radcliffe.	Could be developed as part of the Hub project.	
Whole Town Housing Programme To include: - ELPM. - Blackburn Street Gateway Site. - Site adjacent to Millwood Primary School.	Agree a sites portfolio. We advocate the development of a 'whole town approach' to the housing delivery programme. 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 (the owners of the East Lancs Paper Mills site).	Develop a detailed programme such that a partner is on board by end 2021.	Ongoing delivery.
Town Centre Parking Strategy (to sit under a broader transportation strategy)	Review car parking in the town centre and undertake options appraisal for long stay parking opportunities.	Rationalise car parking in the core of the town centre with longer stay parking organised to the edges of the town centre. A final set of measures will seek to remove additional traffic from the town centre enabling greater levels of cycling lane, parking and walking measures to be introduced.	Ongoing carpark management scheme fully operational.

	Short Term (Years 1-2)	Medium Term (2-5 years)	Long Term (5+ years)
Interventions - The Core			
The Piazza		Can be developed alongside the Hub project.	
Riverside Platforms and Walkways		Various interventions to be completed in medium and long term - subject to detailed design, planning and discussion with the Environment Agency.	
Riverside Square and Lock Keeper Pub	Riverside square to be completed in c 1-2 years.	Further activate the River - Subject to discussions with the owners of the Lock Keeper pub.	Maximise use of car park / potential building fronting Pilkington Way - subject to discussions with the owners of the Lock Keeper pub and Town Centre Parking Strategy.
Royal Mail Site and Dale Street			Long term aspiration subject to future discussions with Royal Mail.
Bus Terminal and Pilkington Way Arrival Square		Medium / long term - Subject to discussions with TfGM.	
Interventions - Town Centre Area			
Metrolink Stop	Improved wayfinding. New cycle storage and enhanced active travel linkages.	Decked car park – application submitted by TfGM and subject to it obtaining planning permission.	TfGM: Radcliffe. – Bolton Metrolink arm. Significantly longer term project c.10+ years.
Riverside Park, Kenyon Street			Riverside park. Bridge connection. Alternative use for Kenyon Street.

	Short Term (Years 1-2)	Medium Term (2-5 years)	Long Term (5+ years)
Interventions - Radcliffe Wider Area			
Delivery of a Leisure Centre	Work with Bury Council Leisure Services team to confirm needs based leisure requirements for Radcliffe.	The current view would be that 'wet led' leisure provision would be provided as part of the new secondary school project (above). As well as providing a swimming pool it would also deliver badminton / basketball courts as part of a sports hall facility.	
Ongoing Strategies			
Employment	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. Bury Council must build on the experience gained and develop further creative hubs and co-working space as demand increases. Start-up businesses and growing enterprises should be supported to ensure they remain in and are attracted to Radcliffe - ensure space is available as those businesses grow and expand.		Undertake an Employment Study and review of industrial sites to consider consolidation re-purposing of space to create further job opportunities within Radcliffe. To include: • Bradley Fold. • Milltown Street. • Pioneer Mills.
Place Making	An early win is to improve wayfinding and legibility through the town centre, particularly from key transport nodes and to blue and green infrastructure.	As the core evolves, this should bring confidence for those to invest in historic assets and civic spaces.	There is an opportunity to expand on the Irwell Sculpture Trail into Radcliffe.
	Linked with wayfinding and legibility, gateway spaces should be designed to clearly announce the arrival into Radcliffe. All developments and interventions within the town centre must contribute to a legible environment. Where possible new development should consider artistic interventions to create interesting places.		

	Short Term (Years 1-2)	Medium Term (2-5 years)	Long Term (5+ years)
Ongoing Strategies (continued from previous page)			
Connectivity and Movement	An early win is to introduce greater cycle parking provision in the core and at key transport nodes. Develop cycling and walking routes that link the town centre, river, canal, parks and green spaces. As per above - improve wayfinding and legibility through the town centre.	Reinstate historic routes. Rebalancing the town centre's key streets.	Ongoing – all developments to demonstrate connectivity to the wider town and green and blue infrastructure.
	All developments to demonstrate connectivity to the wider town and green and blue infrastructure.		
Green and Blue Infrastructure	Improvements in connections to the green and blue infrastructure are considered in the above schemes and strategies.		
Focused Retail Strategy	Consolidation of retail floorspace. Bury Council to undertake a review of their business premises, particularly on Blackburn Street, and provide incentives to attract new businesses, retailers and leisure uses.	Attract new retailers and leisure operators into the centre that could be unique to Radcliffe. Continue to support the diversification of the evening economy and deliver further leisure activities.	Constantly work to ensure Radcliffe's retail and leisure offer is relevant and responsive to market trends.
Cultural Initiatives	Opportunities to diversify the cultural calendar in Radcliffe should be sought in the short term and these should be continued indefinitely.		
Sustainable and Climate Resilient Solutions	All new developments must: • be carbon neutral. • assess whether renewable energy or low carbon technologies can be included within the development. • factor in potential climate change impacts. • factor in adaptability. The retrofitting of existing housing stock must be more energy efficient through energy efficiency assessments.		
Digital Infrastructure	Build a Radcliffe digital platform to host all aspects of the plan. All new development to be connected to full fibre provision - work to upgrade the local network is expected to be completed by mid-2021.		

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	4 August 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	
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 be informed by the 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 taken place in February and the SRF has been 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 establish robust arrangements for the delivery of the key proposals within the Radcliffe SRF as well as a comprehensive governance structure to oversee this.

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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**MINUTES OF THE VIRTUAL MEETING OF THE GREATER MANCHESTER COMBINED AUTHORITY
HELD ON FRIDAY, 31 JULY 2020 VIA MICROSOFT TEAMS**

PRESENT:

Greater Manchester Mayor	Andy Burnham (In the Chair)
Greater Manchester Deputy Mayor	Baroness Bev Hughes
Bury	Councillor Eamonn O'Brien
Bolton	Councillor David Greenhalgh
Manchester	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Tom McGee
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

IN ATTENDANCE:

Rochdale	Councillor Janet Emsley
Wigan	Councillor Chris Ready

OFFICERS IN ATTENDANCE:

GMCA – Chief Executive	Eamonn Boylan
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	Mike Barker
Rochdale	Steve Rumbelow
Salford	Ben Dolan
Stockport	Kathryn Rees
Tameside	Steven Pleasant
Trafford	Nikki Bishop
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
TfGM	Steve Warrener
GMCA	Simon Nokes
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward

Resolved /-

That apologies be received and noted from Cllr Elise Wilson, Carolyn Wilkins, Sara Todd and Jim Taylor.

GMCA 103/20 ADJOURNMENT

Resolved /-

That the GMCA meeting be adjourned to recommence at 11.15am.

NOTE: Councillor David Molyneux left the meeting.

GMCA 104/20 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor confirmed that all GM Leaders would continue to be a voice for residents as further clarity was sought with Government as to the details of the enhanced social distancing measures for Greater Manchester as a result of rising cases of Covid-19.

The meeting was also advised that there would be a press briefing at 2pm which would provide further detail on the measures to be introduced.

RESOLVED /-

1. That it be noted that the GMCA broadly supported the proposed actions to be taken in response to the increase in cases of Covid-19 across Greater Manchester, however the GMCA would be seeking further clarity from Government later today in relation to specific elements of the enhanced social distancing measures.
2. That item 25 (GM Housing Investment Loans Fund Investment Approval Recommendations) be taken as urgent business, and the paper circulated to Members of the GMCA.

GMCA 105/20 DECLARATIONS OF INTEREST

RESOLVED /-

Cllr Tom McGee declared a personal interest in relation to items 27 & 30 (GM Investment Framework and Conditional Project Approvals) as a Trustee of the GMCVO Board.

GMCA 106/20 MINUTES OF THE GMCA MEETING HELD 26 JUNE 2020

RESOLVED /-

That the minutes of the meeting of the GMCA held 26 June 2020 be approved.

GMCA 107/20 GMCA OVERVIEW AND SCRUTINY COMMITTEE MINUTES – JULY 2020

RESOLVED /-

That the minutes of the meetings as detailed below, be noted.

- Housing, Planning & Infrastructure – 9 July and 29 July 2020
- Economy, Business Growth & Skills – 10 July 2020

GMCA 108/20 MINUTES OF THE GMCA AUDIT COMMITTEE HELD 30 JUNE 2020

RESOLVED/-

That the minutes of the GMCA Audit Committee meeting held on 30 June 2020 be noted.

GMCA 109/20 MINUTES OF THE GM TRANSPORT COMMITTEE HELD 17 JULY 2020

RESOLVED/-

1. That the minutes of the GM Transport Committee meeting held on 17 July 2020 be noted.
2. That the decision of the GM Mayor to approve the appointment of Councillor Mark Aldred as Chair of the GM Transport Committee be noted.

GMCA 110/20 MINUTES OF THE GM WASTE AND RECYCLING COMMITTEE HELD 22 JULY 2020

RESOLVED/-

1. That the minutes of the Waste & Recycling Committee held 22 July 2020 be noted.
2. That the appointment of Councillor Allison Gwynne as the Chair of the Waste & Recycling Committee be approved.

GMCA 111/20 EXTENSION OF THE APPOINTMENT OF SIR RICHARD LEESE TO THE GROWTH COMPANY BOARD UNTIL NOVEMBER 2020

RESOLVED/-

That the extension of appointment of Sir Richard Leese to the Growth Company Board until November 2020 be approved.

GMCA 112/20

BUILD BACK BETTER – YOUNG PERSONS’ GUARANTEE

The GM Mayor confirmed that support for young people had been, and would continue to be part of the core mission of the GMCA, and that it was clearly recognised that they had been disproportionately hit by the impact of Covid-19.

Councillor Sean Fielding, Portfolio Lead for Digital, Education, Skills, Work & Apprenticeships, proposed that this item be deferred to the next meeting of the GMCA to allow time for detailed consideration.

RESOLVED/-

That the report be deferred until the next meeting of the GMCA.

GMCA 113/20

EQUALITY ADVISORY PANELS – ANNUAL REPORTS

Councillor Brenda Warrington, Portfolio Lead for Equalities, introduced the annual reports from the Disabled Peoples and LGBTQ+ Panels. Both of which were thanked for the way they were continually able to advise the GM Mayor, and Portfolio Leads on the inequalities faced by these particular demographic groups.

RESOLVED/-

1. That the Annual Reports provided by the Disabled People’s Panel, and the LGBTQ+ Adviser and Panel be noted.
2. That the funding for the GM Disabled People’s Panel of £75,000 from October 2020 until March 2022, subject to final approval of the GMCA, be approved.
3. That the funding for the LGBTQ+ Panel of £45,000 from October 2020 until March 2022, subject to final approval of the Combined Authority budgets, be approved.

GMCA 114/20

AGE FRIENDLY AND EQUALITIES PORTFOLIO GOVERNANCE, INCLUDING THE ESTABLISHMENT OF AN INDEPENDENT INEQUALITIES COMMISSION

Councillor Brenda Warrington, Portfolio Lead for Equalities, reported on the revised governance structure in order for GM to address the issues that may arise from closer examination of the inequalities as a result of the Covid-19 pandemic. Work undertaken has demonstrated that there were particular demographic groups which have adversely suffered and would require further support throughout the recovery phase.

The aims, objectives and activities of the Commission were set out in the report. The Commission has been designed to act independently, albeit accountable to the GM Mayor and the GMCA. The role of the Commission would also be responsible for the oversight and consistency of each of the Inequalities Advisory Panels, through the introduction of a set of shared standards.

Officers from across partner organisations have already begun to meet and further consideration would be given to the role of those organisation to support the newly defined governance structure.

RESOLVED/-

1. That the establishment of the Independent Inequalities Commission be endorsed.
2. That the establishment of partnership governance arrangements for the strategic coordination of equalities activities, under the Leadership of the Age Friendly Greater Manchester and Equalities Portfolio be endorsed.
3. That the work already underway to deliver timely and targeted support and responses to inequalities arising from Covid be noted.

GMCA 115/20

GM VOLUNTARY, COMMUNITY & SOCIAL ENTERPRISES ACCORD UPDATE

Councillor Allen Brett, Portfolio Lead for Community, Cooperatives and Inclusion, introduced a report which provided an update on the work which has taken place over the last 12 months to deliver the Voluntary, Community & Social Enterprises Accord for Greater Manchester.

RESOLVED/-

1. That the update provided on progress made to deliver the GM VCSE Accord and the work of the VCSE sector to date as part of the emergency response during the Covid crisis be noted.
2. That the direction of travel set out for the VCSE sector in the VCSE Leadership Group's Policy Paper be endorsed.
3. That the progress with the review of GMCA investment with VCSE organisations in the light of the evolving GM policy context and that a final proposal will be presented for approval in September 2020 be noted.
4. That authority be delegated to the GMCA Treasurer, in consultation with the Community, Co-operatives and Inclusion Portfolio Leader and Chief Executive Officer, GMCA & TfGM to extend existing grant agreements currently in place with four VCSE organisations supported through a budget ring-fenced from the former Culture and Social Impact Fund, as described in Section 6.5-6.6 of the report.

GMCA 116/20

GM CO-OPERATIVE COMMISSION

Councillor Allen Brett, Portfolio Lead for Community, Cooperatives and Inclusion, requested that this item be deferred to the next meeting of the GMCA to allow time for detailed consideration.

RESOLVED/-

That this report be deferred until the next meeting of the GMCA.

GMCA 117/20 RECOVERING FROM COVID-19 & TACKLING INEQUALITY: SOCIAL VALUE & PUBLIC PROCUREMENT

Councillor Allen Brett, Portfolio Lead for Community, Cooperatives and Inclusion, requested that this item be deferred to the next meeting of the GMCA to allow time for detailed consideration.

RESOLVED/-

That this report be deferred until the next meeting of the GMCA.

GMCA 118/20 UPDATE ON THE DEVELOPMENT OF A ONE YEAR GREATER MANCHESTER LIVING WITH COVID PLAN

The GM Mayor introduced a report which provided the GMCA with an update of the work underway in the development of a one year 'Living with Covid' Recovery Plan, focused on the major actions that need to be taken over the coming 12 months as a result of Covid 19, to enable Greater Manchester to tackle the inequalities that Covid 19 has laid bare, achieve more, increase resilience and ultimately build back better.

The GM Mayor recognised the challenge that living with Covid-19 was continuing to place on the whole world, and that Greater Manchester would not be the only area where additional measures would have to be introduced to manage increasing cases. In light of a vaccine potentially taking 12 months to develop, plans must be put in place to manage the situation and lay foundations for recovery whilst also recognising that the Covid situation remains fast changing.

RESOLVED/-

1. That the progress being made on the development of the one year 'Living with Covid' Plan be noted.
2. That Members of the GMCA be invited to share their comments on this report offline with the GM Mayor and that a further report be submitted to the September meeting of the GMCA.

GMCA 119/20 MONTHLY ECONOMIC DASHBOARD

Simon Nokes, Executive Director Policy & Strategy, GMCA, took Members through the latest Economic Dashboard which showed an increase in unemployment across GM, and the potential for further redundancies over the coming months.

In relation to the impact of a local lockdown, officers were looking at a range of ways to support, advise and guide businesses, and minimise the impact on their futures.

RESOLVED/-

That the Greater Manchester Economic Resilience Dashboard be noted.

GMCA 120/20

GM CLEAN AIR PLAN

Councillor Andrew Western, Portfolio Lead for Green City Region, introduced a report which provided an update on the GM Clean Air Plan, including a re-scheduled consultation phase to commence in October 2020 for a period of 8 weeks simultaneously with a consultation on a minimum taxi licensing standards.

Appendix 3 of the report detailed a package of proposed support around charges, discounts and exemptions put forward by GM, subject to Government funding.

Officers working on this agenda were aware of the particular issue for Tameside in relation to the Mottram/Hollingworth bypass, and conversations were underway with MP Rachel McClean to resolve this issue. In anticipation of this resolution, it has been agreed by all Leaders to progress to the consultation phase.

Councillor Brenda Warrington, Leader of Tameside, thanked colleagues for their support in addressing the issues with Mottram/Hollingworth.

Members of the GMCA recognised the importance of this consultation, in seeking the views of residents on these proposals, and sought assurance that there would be data available on an individual borough level following the consultation. Furthermore, the detail of these schemes would be crucial to the success of the Clean Air Zone, and continued lobbying of Government for clarity on the financial package and other outstanding information would be necessary to meet the required deadlines.

RESOLVED/-

1. That the progress of the Greater Manchester Clean Air Plan be noted.
2. That it be noted that TfGM have confirmation that the funding award for Bus Retrofit should be distributed as soon as possible as per arrangements put in place for the Clean Bus Technology Funds.
3. That the update on the possible impacts of COVID-19 on the GM CAP be noted.
4. That it be noted that GM local Authorities intend to consult on GM's proposed Minimum Licencing Standards, alongside the Clean Air Plan consultation.
5. That the submission of the response to Department for Transport's Decarbonising Transport – setting the challenge, as set out at Appendix 1 of the report, be agreed.
6. That the GM local Authorities be commended to hold an 8-week public consultation on the GM Clean Air Plan commencing in October 2020.
7. That it be agreed that TfGM can act as the Operating Body for the GM Clean Air Zone and supporting measures, as set out at paragraph 7.5 of the report.

8. That the GM Clean Air Plan Policy for Consultation, at Appendix 3 of the report, be endorsed.
9. That the Equalities Impact Assessment, as set out at Appendix 5, be noted.
10. That it be noted that further reports will be submitted to the GMCA to set out the formal governance mechanisms that will underpin the deliver a GM Clean Air Zone (CAZ) and the supporting measures.
11. That the detail of the vehicle finance offer to support residents to comply with the requirements of the Clean Air Plan will be included on the consultation.

GMCA 121/20 HS2, THE INTEGRATED RAIL PLAN AND NATIONAL INFRASTRUCTURE COMMISSION RAIL NEEDS ASSESSMENT FOR THE MIDLANDS AND THE NORTH

The GM Mayor introduced a report which provided an update on HS2, the Integrated Rail Plan and detailed the submission to the National Infrastructure Commission Rail Needs Assessment for the Midlands and the North. He reported that as both HS2 and Northern Powerhouse Rail Plans were now being jointly considered it was envisaged that Greater Manchester's ambitions could be realised.

RESOLVED/-

That the report and positive direction of travel be noted.

GMCA 122/20 BROWNFIELD LAND FUND AND GETTING BUILDING FUND

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, took the GMCA through developments in relation to Government's £400m Brownfield Land Fund, £81.1m for Greater Manchester over the next 5 years.

The GMCA had also been allocated £54m as part of the 'Getting Building Fund' to support post Covid-19 building recovery, to be spent by 31 March 2022.

RESOLVED /-

1. That it be agreed that the GMCA will enter into a Brownfield Land Fund Funding Agreement with MHCLG.
2. That it be agreed that the GMCA will enter into the Getting Building Fund Funding Agreement with MHCLG, together with any necessary agreements set out in the grant agreement with MHCLG.
3. That authority be delegated to the GMCA Treasurer and the GMCA Monitoring Officer to agree the final terms of all the necessary agreements.

GMCA 123/20

BUDGET REPORTS

The GM Mayor introduced a series of reports which provided a current budget update to Members of the GMCA further explained that the overview report gave a current position in relation to the impact of Covid-19 on Local Authority and GMCA budgets. Members were also advised that officers were looking line by line at both the GMCA and TfGM budget, their current reserves and options for retained business rates.

A. GMCA COVID FINANCES AND RESERVES

Steve Wilson, Treasurer to the GMCA, introduced a report which provided an update the Combined Authority on the financial implications of COVID 19 for GMCA and TFGM. The report included a detailed analysis of the position in a number of key areas including the GM waste disposal budgets, the retained business rates pilot, Metrolink and the overall position on the combined authority's reserves.

RESOLVED /-

1. That the report be noted.
2. That the estimated financial impacts of COVID 19 on GMCA and TFGM budgets be noted.
3. That the detailed analysis on the position of the following budgets be noted:
 - GM Waste Disposal Budgets
 - Retained Business Rates pilot
 - Metrolink
 - Other GMCA Reserves
4. That the proposal to manage the impact of waste LAMA charges to districts within the overall waste budget and waste reserves be noted.
5. That the return of £15m of GMCA reserves to the nine GM waste districts be approved.
6. That additional funding for Marketing Manchester of £215k be approved and sourced from GMCA core budgets.

B. GMCA CAPITAL OUTTURN 2019/20

Steve Wilson, Treasurer to the GMCA, introduced a report which informed members of the Greater Manchester Combined Authority capital outturn for 2019/20, subject to Audit, to be undertaken in November, advising that overall capital spend was slightly lower than forecasted as a result of the impact of Covid-19.

RESOLVED /-

1. That the 2019/20 actual outturn capital expenditure, compared to the forecast position presented to the GMCA in February 2020, be noted.
2. That the following additions to the 2020/21 Capital Programme be approved:
 - £21.887m for the Clean Air as set out in section 10 of the report
 - £0.1m for the Waste scheme at Salford Road as set out in paragraph 13.3 of the report

C. GMCA PROVISIONAL REVENUE OUTTURN 2019/20

Steve Wilson, Treasurer to the GMCA, introduced a report which informed Members of the provisional revenue outturn for 2019/20, confirming that the current revenue position was broadly in line with the forecast for quarter three, and proposed that the small underspends from the Mayoral General Fund, GMCA and GMFRS budgets be moved to reserves.

RESOLVED /-

1. That it be noted that Mayoral General Budget provisional revenue outturn position for 2019/20 represents an underspend of £1.356 million, with a proposal to transfer the underspend to the Bus Service Operator Grant earmarked reserve.
2. That it be noted that the Mayoral General – GM Fire & Rescue provisional revenue outturn position for 2019/20 represents an underspend of £2.664m after planned use of £3.529m of General Fund reserve approved as part of the 2019/20 budget, with a proposal to transfer the underspend back to Fire General Fund.
3. That it be noted that the GMCA General Budget provisional revenue outturn position for 2019/20 represents an underspend of £1.117m after planned transfers between earmarked reserves, with a proposal to transfer the final balance to General Fund once the accounts are closed and the outturn is confirmed.
4. That it be noted that the GMCA transport revenue outturn position for 2019/20 was in line with the break-even budget after planned transfers between earmarked reserves and proposal to meet from Capital Programme earmarked reserve and application of additional external grant funding received.
5. That it be noted that the Waste outturn position for 2019/20 was in line with budget after transfers from earmarked reserves.
6. That it be noted that the TfGM revenue position for 2019/20 was in line with budget after transfers between earmarked reserves.
7. That it be noted that due to the impact of Covid-19 the Government has extended the statutory deadline for the publication of the 2019-20 draft accounts by three months to 31st August 2020.
8. That it be noted that the final position, was subject to the submission of the audited accounts, to be finalised by 30th November 2020, to the GMCA Audit Committee.

GMCA 124/20

LOCAL GROWTH DEAL PROGRAMME UPDATE AND APPROVALS

The GM Mayor introduced a report which provided the GMCA with an overview of progress on the development and delivery of the Local Growth Deal (LGF) Programme (Tranches 1, 2 and 3), and sought full approvals for the remaining elements of the programme.

RESOLVED /-

1. That the current position in relation to the overall Growth Deal programme, which was now in the final year of delivery be noted.
2. That the proposal to utilise the financial flexibilities available to GM, in order to bring new projects into the Local Growth Fund portfolio (as set out in Section 2 of the report) and the amendment of the funding structure of the current LGF projects in order to fully commit and spend LGF funding by March 2021, as set out in Appendix A, C and D be approved.
3. That the financial and delivery arrangements for the Transport Major Schemes programme as a whole, as set out in Section 3 and Appendix A of the report, be approved.
4. That the expenditure approvals for the full Transport Minor Works and Additional Priorities Programmes, as set out in Section 4 and Appendix B of the report, be agreed.
5. That the granting of Full Approval for the Rochdale M62 J19 (South Heywood Link Road) scheme, and the associated release of the remaining funding required to deliver these works, as set out in Section 5 of the report, be approved.
6. That it be noted that the remaining £6.868 million of Growth Deal 1 funding and the allocation and release of £3.0 million of Growth Deal 3 Northern Gateway funding, when combined with the £0.428 million of development funding previously released, will amount to an overall Growth Deal investment of £10.296 million.
7. That the release of £1.9 million of Growth Deal 3 funding, to facilitate the delivery of an advanced works package on the Wigan M58 Link Road scheme, as set out in Section 6 of the report, be approved.
8. That Full Approval for the Stockport Interchange Mixed Use scheme, and the release of the outstanding £20 million of the overall Growth Deal allocation of £61.7 million for the scheme that is required to deliver these works, as set out in Section 7 of the report, be approved.
9. That the reallocation from the Great Ancoats Street scheme of £1.2 million funding to the Hyde Road Pinch Point scheme and £1 million of contingency allowance to the Regent Road/Water Street scheme, as set out in Section 8 of the report, be approved.
10. That the current position of the Non Transport element of the original programme, which was now fully committed, as set out in section 9 of the report, be noted.

11. That the final skills capital round (round 3) of £1.78 million, as set out in section 10 of this report be approved for conditional approval to progress to due diligence as follows:
 - a) Bury College, Estate Refurbishment, Grant £70k
 - b) Hopwood Hall College, Advanced Technology Centre, Grant £1.71m
12. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information and, subject to GM Local Enterprise Partnership approval (scheduled for early August), to agree detailed commercial terms, any outstanding conditions and issue final documentation in respect of the grants in 9 a) and b) above.
13. That it be noted that full approval of this report will result in the full commitment of the whole of the £493.5 million Growth Deal grant, awarded over three Growth Deals to the GM LEP from 2015-2021 for capital projects, and put GM on track to spend all of the £493.5 million LGF funding by March 2021.
14. That the Chief Executive Officer, GMCA & TfGM to confirm the status of the Hattersley Station / Albion Way scheme within current Local Growth Deal Programme.

GMCA 125/20 THE MAYOR'S CYCLING AND WALKING CHALLENGE FUND (MCF) AND EMERGENCY ACTIVE TRAVEL FUNDING, TRANCHE 1

The GM Mayor introduced a report seeking funding approvals to ensure the continued delivery of the Mayor's Cycling and Walking Challenge Fund programme. The Cycling and Walking Challenge Fund programme was making significant progress, confirming that there would be no delay in the release of funding to ensure spend within the required timeframe.

RESOLVED /-

1. That the progress made in developing a set of Mayor's Cycling and Walking Fund delivery priorities across GM and the agreement of a prioritised first phase for the programme be noted.
2. That £0.6 million Mayor's Cycling and Walking funding for the Wigan Smithy Brook Road scheme, in order to secure full approval and enable the signing of a delivery agreement, be approved.
3. That the addition to the 2020/21 Capital Programme of £1.9 million of costs, to be funded from the capital grant of £1.9 million that forms part of the £3.2 million of Emergency Active Travel (Tranche 1) funding, as set out in section 3 of the report, be approved.

GMCA 126/20 REFORM INVESTMENT FUND UPDATE

RESOLVED /-

That the report be deferred to the GMCA in September 2020.

GMCA 127/20**GM HOUSING INVESTMENT LOANS FUND INVESTMENT APPROVAL
RECOMMENDATIONS**

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, introduced a report seeking approval to GM Housing Investment Loans Fund loan requests, together with details of an equity investment and an increase in a loan previously approved by the GMCA which have been approved under delegation, together with an update on the Community Led Housing initiative.

In view of there being no meeting of the Combined Authority in August, the report also sought approval to delegate authority to the Chief Executive Officer GMCA & TfGM, in consultation with the Portfolio Lead for Planning, Housing & Homelessness, to approve projects for funding in the period 1 August 2020 to 24 September 2020. Any recommendations that are approved under the delegation will be reported to next available meeting of the Combined Authority.

RESOLVED /-

1. That the GM Housing Investment Loans Fund loan detailed in the table below be approved:

BORROWER	SCHEME	DISTRICT	LOAN
Splash Developments Ltd	Medlock Rd	Oldham	£1.600m

2. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to prepare and effect the necessary legal agreements.
3. That the GM Housing Investment Loans Fund equity investment approved under delegation in March 2020 detailed in the table below be noted.

PARTNERSHIP	FUND	DISTRICT	EQUITY
Social & Sustainable Housing Limited Partnership	Social & Sustainable Housing Fund	GM wide	£5.000m

4. That the revised GM Housing Investment Loans Fund loan approved under delegation in July 2020 be noted.

BORROWER	SCHEME	DISTRICT	REVISED LOAN
Hollins Homes (Wingates) Ltd	Hartley's Farm	Bolton	£4.381m

5. That the update, set out in the report, on the Community Led Housing Initiative, be noted.
6. That authority be delegated to the GMCA Chief Executive Officer, GMCA & TfGM, in consultation with the Portfolio Lead for Planning, Housing & Homelessness, to approve projects for funding in the period 1 August 2020 to 24 September 2020.

GMCA 128/20

GM HOUSING INVESTMENT LOANS FUND: 2019/20 UPDATE REPORT

City Mayor Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, requested that this item be deferred until the next meeting of the GMCA to allow for detailed consideration.

RESOLVED /-

That this item be deferred to the next meeting of the GMCA.

GMCA 129/20

GM INVESTMENT FRAMEWORK AND CONDITIONAL PROJECT APPROVALS

The GM Mayor introduced a report seeking approval for loans to Castlefield House Properties Limited ("CHPL") and into the GM Social Enterprise Emergency Relief Fund ("GM SEERF"). The loans will be made from recycled funds.

In view of there being no meeting of the Combined Authority in August, this report also seeks Combined Authority approval to delegate authority to the GMCA Chief Executive Officer, GMCA & TfGM and GMCA Treasurer, in consultation with the Portfolio Lead for Investment and Resources, to approve projects for funding and agree urgent variations to the terms of funding in the period 1 August 2020 to 24 September 2020. Any recommendations that are approved under the delegation will be reported to the next available meeting of the GMCA.

RESOLVED /-

1. That the funding application for Castlefield House Properties Limited (loan of £5,000,000) be approved, and progressed to due diligence.
2. That the funding application for GM Social Enterprise Emergency Relief Fund (loan of £1,500,000) be approved and progressed to due diligence.
3. That authority be delegated to the GMCA Treasurer and GMCA Monitoring Officer to review the due diligence information in respect of the funding, 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 loans at 1 and 2 above.
4. That authority be delegated to the GMCA Chief Executive Officer, GMCA & TfGM and GMCA Authority Treasurer, in consultation with the Portfolio Lead for Investment and Resources, to approve projects for funding and agree urgent variations to the terms of funding in the period 1 August 2020 to 24 September 2020. Any recommendations that are approved under the delegation will be reported to the next available meeting of the GMCA.

GMCA 130/20

EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED /-

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 131/20 GM HOUSING INVESTMENT LOANS FUND – INVESTMENT APPROVAL
RECOMMENDATIONS**

Note: This item was considered in support of the Part A – GM Housing Investment Loans Fund – Investment Approval Recommendations (minutes reference GMCA 127/20)

RESOLVED /-

That the report be noted.

GMCA 132/20 GM INVESTMENT FRAMEWORK: CONDITIONAL PROJECT APPROVALS

Note: This item was considered in support of the Part A – GM Investment Framework: Conditional Project Approvals (minutes reference GMCA 129/20)

RESOLVED /-

That the report be noted.

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REPORT FOR DECISION

Agenda Item	

DECISION OF:	CABINET
DATE:	2 SEPTEMBER 2020
SUBJECT:	CABINET APPOINTMENTS UPDATE
REPORT FROM:	INTERIM MONITORING OFFICER
CONTACT OFFICER:	JANET WITKOWSKI
TYPE OF DECISION:	CABINET
FREEDOM OF INFORMATION/STATUS:	This paper is within the public domain.
SUMMARY:	The report sets out amendments to the appointments made at the Annual Meeting of the Council held on 20 th May 2020.
OPTIONS & RECOMMENDED OPTION	That Cabinet notes the appointments and amendments to appointments made since the Annual Meeting of Council as set out in paragraph 1.2
IMPLICATIONS:	
Corporate Aims/Policy Framework:	Do the proposals accord with the Policy Framework? Yes
Statement by the S151 Officer: Financial Implications and Risk Considerations:	No additional financial implications
Statement on impact on resources:	None as a result of this report.
Equality/Diversity implications:	None as a direct result of this report.

Considered by Monitoring Officer:	Yes Appointments to external and internal bodies are a function of the Council	
Wards Affected:	All	
Scrutiny Interest:		

1.0 ANNUAL APPOINTMENTS UPDATE

- 1.1 At the Annual Meeting of the Council held on 20 May 2020 the Council resolved, in respect of the various appointments made at that meeting, that the Chief Executive in consultation with the Leaders of the Political Groups be authorised to determine any appointments to bodies which remain unfilled and any changes to appointments or any new appointments to be made during 2020/21.
- 1.2 Since the Annual Meeting the following appointment/amendment to the Cabinet portfolio have been made:-

Committee/Position	Elected Member/Representative
Transfer of responsibility for the following areas: Civic Venues Libraries and Archives	From the Cabinet Member for Health and Wellbeing and First Deputy, Councillor Simpson to the Cabinet Member for Communities and Emergency Planning Councillor David Jones

2.0 Cabinet is requested to note the appointments and changes to appointments set out in this report.

List of Background Papers:-

Annual Appointments Report 2020/2021

Contact Details:-

Janet Witkowski

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