

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, 14 October 2020
Place:	Bury Town Hall
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

Written questions are invited from members of the public 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 5 - 14)*

Minutes from the meeting held on 2nd September 2020 are attached.

5 MEDIUM TERM FINANCIAL STRATEGY AND THE DEVELOPMENT OF THE 2021/22 BUDGET *(Pages 15 - 54)*

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

6 COVID 19 UPDATE *(Pages 55 - 66)*

A report from the Cabinet Member for Health and Wellbeing is attached.

7 BURY STRATEGY 2030 *(Pages 67 - 102)*

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

8 ADOPT THE REVISED STATEMENT OF COMMUNITY INVOLVEMENT *(Pages 103 - 154)*

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

9 PUBLIC CONSULTATION ON THE DRAFT HOUSING STRATEGY *(Pages 155 - 220)*

A report from Cllr Cummins, Cabinet Member for Housing Services is attached.

10 AGILE WORKING MODEL PILOT IN BURY TOWN CENTRE SITES *(Pages 221 - 232)*

A report from the Cabinet Member for Corporate Affairs and Human

Resources, Councillor Rafiq is attached.

11 TERMS OF REFERENCE FOR THE RADCLIFFE REGENERATION DELIVERY BOARD *(Pages 233 - 246)*

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

12 FOR INFORMATION - MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 247 - 254)*

To consider the minutes of meetings of the Greater Manchester Combined Authority held on 2nd September 2020.

13 URGENT BUSINESS

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

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Minutes of:	CABINET
Date of Meeting:	2 September 2020
Present:	Councillor E O'Brien (in the Chair) Councillors C Cummins, A Quinn, T Rafiq, L Smith and T. Tariq
Also in Attendance	Councillor N Jones and M Powell
Apologies	Councillor J Black, D Jones and A Simpson

The meeting was streamed live on the Council Website.

CA.XXX DECLARATIONS OF INTEREST

Councillor Quinn declared a personal interest in CAXXX item Park View School as a governor at the school.

Councillor Rafiq declared a personal interest in CA XXX item Park View School as a parent of children at the school.

CA.XXX PUBLIC QUESTION TIME

No questions were asked under the item.

CA.XXX MINUTES

It was agreed:

Minutes of the meeting held on 29th July 2020 be approved as a correct record and signed by the Chair.

Further to the published agenda the Cabinet agreed that the agenda would be re-ordered and the Treasury Management Report would be considered first.

CA.XXX TREASURY MANAGEMENT END OF YEAR MONITORING POSITION 2019.20

The Leader, Councillor O'Brien presented a report outlining the Council's financial position as well as an update on the treasury management activity throughout 2019/20. The Leader informed the Cabinet that the Council is required by legislation to produce an annual treasury management review of activities and the actual prudential and treasury indicators.

Delegated decision:

Cabinet agrees 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.

Reasons for the decision:

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).

Other option considered and rejected:

To reject recommendations contained within the report.

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 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. 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.

Delegated decision:

Cabinet agrees to:

- Note the progress on GM and the Borough's response to the Covid-19 emergency.
- 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.
- 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.
- Agree the business continuity arrangements in relation to Civic Halls, as described in section 3.9 of the report.

Reasons for the decision:

The current changes to lockdown require that strict measures are in place. A decision to keep Council venues 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.

Other option considered and rejected:

To reject recommendations contained within the report.

CA.XXX DEDICATED SCHOOLS GRANT RECOVERY PLAN

Councillor Tariq, Cabinet Member for Children, Young People and Skills, presented a report updating the Cabinet on the financial position of the Dedicated Schools Grant. The 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.

Delegated decision:

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Cabinet agrees to:

Approve the Dedicated Schools Grant recovery plan and actions therein.

Reasons for the decision:

The DSG deficit is a key financial risk for the council and action to reduce the deficit is needed.

Other option considered and rejected:

To reject recommendations contained within the report.

CA.XXX CORPORATE CORE RESTRUCTURE

Following consideration at a meeting of the Human Resource and Appeals Panel, Councillor Rafiq, the Cabinet Member for Corporate Affairs and HR presented a report detailing changes to the new Corporate Core Management Team. The report includes 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 and the Social Development and Engagement Team.

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.

Delegated decision:

Cabinet agrees to

- 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

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- 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

Reasons for the decision:

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.

Other option considered and rejected:

To reject recommendations contained within the report.

CA.XXX FINAL SENIOR MANAGEMENT CAPACITY PROPOSALS

Following consideration at a meeting of the Human Resource and Appeals Panel, and previous consideration at Cabinet on 10th June, Councillor Rafiq, the Cabinet Member for Corporate Affairs and HR presented an updated report. The 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.

Delegated decision:

Cabinet agrees to

- 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 secondee's 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.

Reasons for the decision:

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.

Other option considered and rejected:

To reject the recommendations.

CA.XXX CLEAN AIR PLAN CONSULTATION

Councillor Lucy Smith, Cabinet Member for Transport and Infrastructure presented a report outlining 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.

Delegated decision:

Cabinet agrees to:

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.

Reasons for the decision:

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.

Other option considered and rejected:

CA.XXX CAR PARKING CHARGES

Councillor Lucy Smith, Cabinet Member for Transport and Infrastructure presented a report providing details of a proposal to recommence car parking charges in the Borough. The Cabinet Member reported that the suspension of car parking charges has had an impact on the income generated and the options presented in the report in respect of charges are in line with private operators in other GM Councils.

Delegated decision:

Cabinet is agrees to:

To recommence car parking across all 12 Bury town centre car parks with effect from 14th September 2020

Reasons for the decision:

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.

Other option considered and rejected:

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.

CA.XXX VEHICLE REPLACEMENT STRATEGY

Councillor Quinn, Cabinet Member for Environment and Climate Change a report to Cabinet which provided details of the requirements for vehicle and plant replacements for the 3 year period, 2020/21 to 2022/23. The Cabinet Member reported that 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.

Delegated decision:

- 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.

Reasons for the decision:

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.

Other option considered and rejected:

CA.XXX BURY TOWN CENTRE MASTERPLAN

The Leader, Councillor O'Brien presented a report seeking 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.

Delegated decision:

Cabinet agrees to:

- 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.

Reasons for the decision:

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.

Other option considered and rejected:

To reject the recommendations.

CA.XXX RADCLIFFE STRATEGIC DEVELOPMENT FRAMEWORK

The Leader, Councillor O'Brien presented a report setting out the intended next steps in securing the delivery of proposals in the Strategic Regeneration Framework. In particular, the report seeks Member approval for the proposed governance arrangements overseeing its delivery. The report also provides details of the findings of the consultation and Cabinet is asked to 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.

Delegated decision:

Cabinet agrees to:

- Consider the key themes raised in response to consultation on the draft Radcliffe SRF and the post consultation amends, and
- Approve the revised SRF document as the Councils policy document for the future of the town and as a material planning consideration.
- Agree to extend the contract with Deloittes 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.
- Approve the arrangements for implementation of the SRF, including governance, as set out in section 5 of this report.
- Approve the use of Corporate Reserves to fund the proposals

Reasons for the decision:

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.

Other option considered and rejected:

That Members identify further amendments to the revised SRF as part of the approval.

CA. XXX FOR INFORMATION MINUTES OF GREATER MANCHESTER AUTHORITIES/GREATER MANCHESTER COMBINED AUTHORITY

CA.XXX FOR INFORMATION APPOINTMENTS UPDATE

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 RADCLIFFE STRATEGIC DEVELOPMENT FRAMEWORK

Following consideration of this item in Part A of the meeting the Leader of the Council, provided the procurement details for the Programme Office support.

CA.XXX PROCUREMENT AND TENDER OF NEW EQUIPMENT ACROSS ALL THREE LEISURE CENTRES

In the absence of Councillor Simpson, Councillor O'Brien, Leader of the Council presented a report seeking agreement that the Leisure services department can progress with the procurement of new gym equipment.

Delegated decision:

Cabinet agrees to:

Continue with the tender and procurement of new gym equipment across all three leisure Centres within the agreed capital programme.

This will replace all gym equipment. There are currently 131 items of equipment across the leisure suites to replace to mitigate any health and Safety Concerns and ensure we remain competitive locally and continue to meet and exceed customer expectations.

The procurement process and tender will encompass much more than just the purchasing of equipment, it will allow for the upgrade of equipment which will enhance the biomechanics for a natural, smooth and efficient workout along with an innovative digital system to deliver a personalised exercise experience for the user.

The tender will also include a long term annual maintenance agreement allowing the service to grow its insight on customer use, will be included along with staff training and upskilling (CPD), communications support, and return on social investment.

Competitive quotes or tenders will also be obtained as required for essential and other H&S works carried out at the leisure facilities.

Reasons for the decision:

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Capital investment in the replacement of gym equipment across three leisure sites is required to ensure that all gyms remain safe and follow good asset management practice. The equipment is outdated and this new equipment.

Other option considered and rejected:

Continue with an annual maintenance agreement. The annual maintenance costs for the gyms at all three sites just exceeds £20k per annum, however it is important to note that there are some exclusions such as cosmetics, upholstery, attachments which incur additional cost as required. This is not a viable option to sustain long term as equipment is and will continue to fail and not be cost effective.

CA.XXX CONTRACT FOR THE SUPPLY OF GAS TO COUNCIL PREMISES

Councillor Quinn, Cabinet Member for Environment and Climate Change presented a report that sets out the approach for procurement of a gas supply contract for Council premises and other associated sites.

Delegated decision:

Cabinet agrees to:

- Approve the use of the YPO Energy Framework Agreement to administer the purchase and supply of the Council's corporate gas contract for the period 1 April 2021 to 31 March 2025 (at an annual cost of circa £1.3m per annum) with opt out options at 31 March 2023 and 2024 at an estimated total value of £5.358m (4 year value)
- Approve the use of YPO's appointed framework supplier for the supply of gas through the framework duration. The estimated contract spend with Corona Energy (YPO's Framework corporate gas supplies) at £1.3m per annum (up to £5.358m over 5 years); and to authorise the Executive Director of Operations to award the contract and facilitate the execution, implementation and operation of the contract.

Reasons for the decision:

The proposed arrangements ensure that the Council has a compliant contract in place and has tested the market for best value. The cost of the contract is already factored into the council's budget and therefore there are not additional costs arising from the proposal.

Other option considered and rejected:

To reject the recommendations.

CA.XXX NEW BUILD EXTENSION/INTERNAL REMODELLING AND DEMOLITION OF TWO HORSA HUT BUILDINGS.

Councillor Tariq, Cabinet Member for Children, Young People and Skills, presented a report updating the Cabinet on proposals to extend and re-model Park View Primary School. The report sets out in financial terms the details of a project at Park View Primary School and involves expenditure exceeding £250,000.

Delegated decision:

Cabinet agrees to:

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Approve the financial details as set out in the report.

Reasons for the decision:

This report seeks approval for the capital funding in accordance with the Council's relevant procedure rules.

Other option considered and rejected:

To reject the recommendations.

COUNCILLOR E O'BRIEN

Chair

(Note: The meeting started at 6pm and ended at 7.02pm)



Classification	Item No.
Open	

Meeting:	CABINET
Meeting date:	14 October 2020
Title of report:	Medium Term Financial Strategy and the Development of the 2021/22 Budget - Update
Report by:	Councillor Eamon O'Brien, Leader of the Council
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary

- 1.1 In July 2020, Cabinet received a report setting out the Council's arrangements for developing the medium term financial strategy. The medium term financial strategy is a key component of the Council's financial management and control framework and dating the forecast at key points throughout any financial year is critical in order to inform future planning and decision making.
- 1.2 At that time, Cabinet were updated on the impact of the Covid pandemic and the significant financial pressure that this was creating. This pressure and the ongoing uncertainties created by the pandemic, in particular in relation to a second wave and the fact that disruption could be for a further 6 months, continue to make financial planning difficult and extremely complex and any assumptions made may change as the longer term impact develops. Despite this, planning for the future is critical and will inform a view of the longer term financial sustainability and resilience of the Council.
- 1.3 At the start of the year, Bury was faced with a budget gap of c£23m over the next 4 years. Since then, Covid has added a further £39.1m of one-off cost pressures on the council and £1m of ongoing costs. In addition, further demands on the council have seen the ongoing budget gap increase from

c£23m to c£33m. For both the one-off cost pressures and the ongoing pressures there is higher proportion of savings that are needed in the first two years of the strategy.

- 1.4 With a financial challenge of this scale, the council needs to balance the need of delivering more savings on an ongoing basis and utilising its reserves to support the one-off costs. Financial resilience and sustainability however needs to be at the core of the financial strategy and reserves can only be spent once. As options that will deliver ongoing savings are developed those that can provide one-off savings are also needed in order to replenish and slow down the 'run' on reserves.
- 1.5 This report updates Cabinet on the work to date to align the financial and the corporate planning processes and provides framework for engagement with the Cabinet and sets the context on which options to manage the financial gap are currently being developed. Given the scale of the financial gap, options are now planned to be brought forward to Cabinet in November for discussion and consideration. In developing its approach the Council must not only consider the financial elements but also the recovery process and the model and plans for the future.
- 1.6 The uncertainties and challenges that exist, including those presented by potential changes in the financial regime for the Clinical Commissioning Group, have the potential to impact further on the Council's finances and will be kept under review.

Recommendations

2.1 Cabinet is asked to:

- **Note the updated MTFS position;**
- **Note the significant financial challenge faced by the Council and the context of financial uncertainty that is impacting on financial planning;**
- **Note the proposed approach for managing the gap including the use of reserves, efficiencies through transformation and the identification of efficiency/budget options;**
- **Approve the next steps and the proposed approach and that a detailed report will be presented to Cabinet in November.**

Background

Financial Context

- 3.1 This year, the context in which financial planning is to be undertaken, is perhaps the most complex and difficult of recent times. Not only are there significant uncertainties around Government policy and funding through the Comprehensive Spending Review, Local Government Finance Settlement, The

Fairer Funding review, the Business Rates Retention review and potentially other major reforms with Green Papers on Social Care and White papers on Devolution and possible planning reform but there are also significant economic uncertainties. The economic reality is fast changing and challenging and the extent to how long this will last cannot be predicted with any greater certainty but will undoubtedly bring additional pressures in demand for services provided by the Council and our partners.

3.2 When the 2020/21 budget was set, further savings of c£23m over the next 4 financial years was anticipated and some key themes had started to emerge to identify savings for the future. Clearly the position has changed somewhat and an update of the assumptions in the current strategy has been carried out to:

- Determine the likely levels of resources available over the medium term;
- Determine the level of spending priority commitments arising from the COVID-19 recovery plan and the Council’s ambitions over the medium term;
- Develop and consider options to deliver budget reductions that can be evaluated alongside spending priorities.

3.3 In taking forward this approach there has been a need for a range of activities, information, and intelligence gathering to inform the position and these are further supplemented by a set of risks and opportunities to provide some insight on the potential impact on the strategy should some of the assumptions change before the 2021/22 budget is set. Given the complexities that exist, the strategy will continue to be refreshed at key points over the next few months.

3.4 In July, Cabinet was informed that due to the financial uncertainties caused by the economic position, the delay in the comprehensive spending review and potential changes in accounting rules that, for planning purposes, the Council had considered 3 planning scenarios and would be working to a mid-range scenario which suggested that a financial gap of £77m over the next 4 years would need to be addressed. The 3 scenarios are set out below:

- **Optimistic** – This assumes a minimal recession and a return to previous levels by April 2021.
- **Mid-Range** – This assumes a short lived recession lasting up to one year with a one-year gradual recovery;
- **Pessimistic** – Medium term recession lasting the whole of the 5 year MTF5 period with some minimal recovery from year 3 onwards.

3.5 Based on the different scenarios, the Council’s financial gap would be as follows:

	Optimistic	Mid-Range	Pessimistic
	£m	£m	£m
Budget Pressure in 2020/21	7.5	7.5	7.5
Existing Savings requirements over	22.6	22.6	22.6

the 5 year MTFS period			
Additional savings required over 5 year MTFS period	19.1	47.2	66.3
Total Savings Required Over 5 Year MTFS period	49.2	77.3	96.4

3.6 Since then work has been undertaken with the Executive Team to update the assumptions and to reflect on the latest information.

4 Medium Term Financial Strategy Refresh

4.1 The key component parts of the medium term financial strategy refresh are set out below and must be considered as part of the refresh of the Council's strategy:

- Updated resource forecast
- Refresh of Savings Plan
- Update and refresh of demand assumptions
- Investment requirements to support recovery and delivery model
- Opportunities for efficiencies and savings options
- Challenge and Scrutiny

4.2 The work to date has focussed on the first 4 elements with the final two stages informing the next part of the process. Details on this are set out later in the report.

Budget Pressure in 2020/21

4.3 Monitoring of the financial position is carried out on a monthly basis with quarterly updates to Cabinet. The last reported position forecast an in-year overspend of £7.5m. Since then the government has announced Tranche 3 of Covid grant and also set up a compensation scheme for authorities to reflect losses in sales, fees and charges. Tranche 3 funding of £1.8m has been received and compensatory income for losses relating to sales fees and charges is expected to be c£1.5m although this is subject to final confirmation from MHCLG. When applied, the council's forecast overspend reduces to £4.3m however this assumes that there are no further increases in demand. Cabinet will receive an updated Quarter 2 monitoring report in November that will set out all the latest funding that has been made available to Local Authorities to respond to the Covid pandemic.

Updated Resource Forecast

4.4 On 23 September it was announced that there would be no Autumn budget due to the coronavirus pandemic. Whilst the budget was cancelled, it is still the government's intention to complete the Comprehensive Spending Review, though there has been widespread reported speculation that this will now cover one year only. As it stands, details on the CSR are expected towards

the end of November though no exact date has been published and there is a real possibility that it will not be received until even later in the year.

4.5 An updated position on forecast resources is set out in the table below:

Revised Resources Forecast –October 2020						
	2021/22			2022/23	2023/24	2024/25
	Original	Revised	Reduction	Reduction	Reduction	Reduction
	£m	£m	£m	£m	£m	£m
Total Resource Forecast	167.446	156.911	10.535	5.441	3.427	2.849
Analysis:						
Better Care Fund	5.434	5.434	0.000	0.000	0.000	0.000
Improved Better Care Fund	1.154	1.154	0.000	0.000	0.000	0.000
Social Care Grant	1.395	1.395	0.000	0.000	0.000	0.000
New Homes Bonus	0.235	0.235	0.000	0.000	0.000	0.000
Winter Pressures Grant	0.817	0.817	0.000	0.000	0.000	0.000
Social Care £1bn	3.375	3.375	0.000	0.000	0.000	0.000
NHS Funding/Contribution	0.400	0.000	0.400	0.000	0.000	0.000
Independent Living Fund	0.291	0.291	0.000	0.000	0.000	0.000
LCTS Admin Grant	0.230	0.230	0.000	0.000	0.000	0.000
Housing Benefit Admin Grant	0.520	0.520	0.000	0.000	0.000	0.000
Sub Total	13.851	13.451	0.400	0.000	0.000	0.000
Council Tax	90.747	84.313	6.434	3.757	0.955	0.975
Business Rates	62.846	59.144	3.702	0.414	2.072	1.474
Sub Total	153.593	143.457	10.135	4.171	3.027	2.449
TOTAL	167.446	156.911	10.535	4.571	3.427	2.849

4.6 The calculation of resources assumes:

- **Continuation of grants at 2020/21 levels**

There is currently no information on the level of grants for 2021/22 and future years and therefore it has been assumed that these will continue at existing levels.

- **Council tax increase of 2% per annum**

This is subject to political decision making however was included in the MTFS when it was set in February. A 1% change in council tax is equivalent to £0.8m.

- **Reduced collection rates for council tax and business rates from 96.5% to 91.5% taking account of current trends**

This is based on current collection rates and reflects a significant reduction in previous collection rates and is directly as a result of Covid. Rates are however starting to recover slightly and the final collection rate assumed may be higher.

- **Rephasing of 2020/21 collection fund deficit over 3 financial years**

The final accounting regulations have not been released however councils have been advised that they can phase the 2020/21 impact over 3 financial years. For Bury this is £1.452m applied equally over the 3 years. This is the new cost for Bury after taking account of S31 grants that were made available to local authorities in 2020/21 to cover the cost of the business rates holiday for eligible businesses in the retail, hospitality and leisure sectors. For Bury this equated to £26m.

Refresh of Savings Plan

- 4.7 When the 2020/21 budget was set in February 2020 a total of £4.162m savings were reflected in the budget. Some of these savings were expected to increase over the next financial years increasing to £4.629m in 2021/22 and £4.964m in 2022/23. In July, Cabinet agreed that where savings were not considered deliverable, alternative efficiencies should be identified where possible. Some alternative areas of efficiency have been identified and therefore, at this stage, no additional budget pressures relating to the non-delivery of savings already agreed have been built into the refreshed strategy. Details are set out in Appendix A.

Update and Refresh of Demand Assumptions

- 4.8 Some demand assumptions had already been reflected on the MTFS when the 2020/21 budget was set however an assessment of current demand trends and other known factors suggest that a further £10.584m in ongoing costs is required over the next 4 years of which £8.625m is required in the first two financial years. The impact of Covid has been reflected in demand and is a key driver for a higher than anticipated increase in the early years of the strategy. Of the £3.188m demand pressures, £0.937m is Covid related, the remainder reflecting changes in demand/demographics etc. A summary is set out in the table below and a full analysis at Appendix B.

Analysis of Cost Pressures Reflected in the MTFS				
	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Previously Agreed Costs	1.115	0.000	0.000	0.000
Pay Award	0.250	0.000	0.000	0.000
Inflation	0.239	0.613	0.591	0.658
Demand	3.188	0.324	0.398	0.312
DSG Related Costs	2.295	0.000	0.000	0.000
Fall Out of Time Limited Funding	0.600	0.000	0.000	0.000
TOTAL	7.688	0.937	0.989	0.970

- 4.9 In addition to reviewing demand, a review of income assumptions has also been carried out. The Council has a strategic investment in the Manchester Airport Group and has budgeted income within the financial strategy of £5.9m. In line with the principles of the mid-range scenario it has been assumed that the dividend will not be paid in the 2021/22 and 2022/23 financial years after which it will recover in full. It has also been assumed that some of the income losses relating to car parking, leisure etc. will not recover to current budget levels for the same period of time. Both of these are shown as one-off losses to be met from reserves as they are directly related to Covid.

Investment requirements to support recovery and delivery model

- 4.10 In spite of the current financial situation it is essential that the council does not lose sight of its priorities set out in the draft Bury 2030 strategy and also in the identified need to transform the way in which the Council conducts its business. Over the past 12 months' significant progress has been made in defining the strategic drivers for and approach to change, which include:
- A 10-year vision for the whole borough which is currently out for community consultation, together with a corporate plan for the council and CCG. The strategic vision includes:
 - a local industrial strategy with clear activities across the themes of People; Place; Ideas; Infrastructure and Business Environment
 - key principles / behaviours to deliver through Inspiration; Aspiration; Participation and Collaboration
 - cross-cutting commitments to delivery of Carbon neutral; Digital-first; Economic recovery/Growth; Healthy Communities and Inclusion
- 4.11 The need to align corporate planning to the budget is even more critical and the Corporate Plan sets out the need for an internal transformation programme to align delivery capabilities with this clear and defined ambition across the workstreams of:
- Leadership to establish and embed a clear vision, leadership "proposition" and leadership development aligned to the 2030 principles
 - Partnerships, specifically embedding community self care and targeted, risk-based service delivery through a new neighbourhood model
 - Processes, to align all delivery with the defined commitments, particularly digital-first and
 - Workforce to identify and upskill the workforce including through the apprenticeship strategy
- 4.12 To deliver these and address the financial position there may be a need to accelerate some of our programmes of work, in particular those related to the modernising our processes. This is likely to require additional investment in ICT and change management. The utilisation of the Transformation Reserve that was created when the 2020/21 budget was set is a critical enabler for this.
- 4.13 Assessment of the funding and resource requirements against the reserve together with the development of clearly defined outcomes and benefits

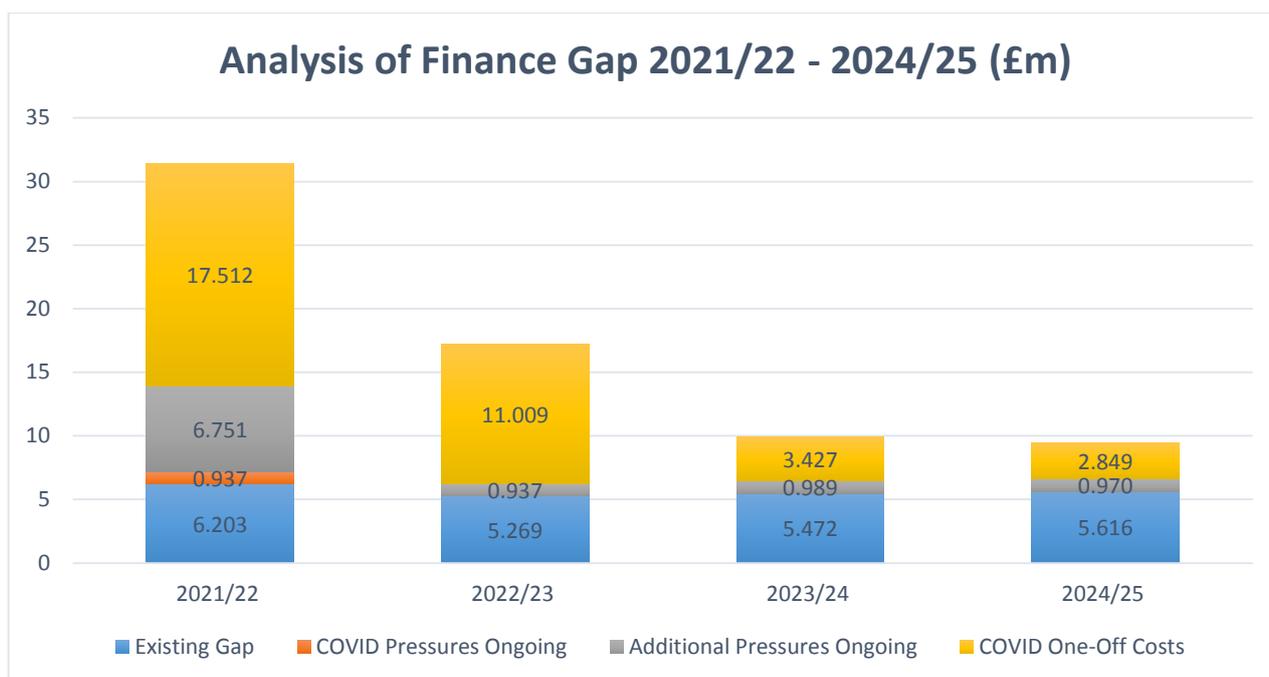
(cashable and non-cashable) is underway and will be available for the update in November as this will be a key strand of managing the gap.

5 REVISED POSITION

5.1 The table below sets out the revised position in light of the MTFS update and is split between those costs that are deemed to be one-off and those that are deemed to be ongoing.

Updated MTFS Position October 2020				
	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Original Gap (Ongoing)	6.203	5.269	5.472	5.616
Additional Cost Pressures (Ongoing)	7.688	0.937	0.989	0.970
Annual Revised Gap (Ongoing)	13.891	6.206	6.461	6.586
Cumulative Revised Gap (Ongoing)	13.891	20.097	26.558	33.144
One-Off Funding Shortfall	10.535	4.571	3.427	2.849
Income Loss	6.977	6.438	0.000	0.000
Annual Short Term Funding Shortfall	17.512	11.009	3.427	2.849
Cumulative Short Term Funding Shortfall	17.512	28.521	31.948	34.797
Annual Gap (One-Off and Ongoing)	31.403	17.215	9.888	9.435
Cumulative Gap (One-Off and Ongoing)		48.618	58.506	67.941

5.2 In total £67.941m of savings are forecast to be required over the next 4 financial years and a further £4.3m to cover the current year forecast overspend giving an overall total of £72.241m. This is slightly lower than the mid-range scenario however given the wider economic background the position can and is likely to change. Therefore, at this stage, the original planning assumption still holds good and no significant change in the original approach set out in the paper to Cabinet in July is needed.



6 MANAGING THE GAP

- 6.1 To manage the gap, Cabinet agreed that this would be a combination of reserves, efficiencies/budget cuts and efficiencies through transformation. Based on the current position, it is not unrealistic to assume that the one-off losses can be met from one-off reserves and the remainder through budget reductions and transformation. In broadest terms this means that £33.1m of savings are required on an ongoing basis over the 4 years of which £20.1m is required in the first two financial years. This is an increase of £10.5m to that forecast when the budget was set in February 2020. The call on reserves over the 4 years is forecast to be £34.8m of which £28.5m is required in the first two financial years.
- 6.2 Bury’s reserves have been historically low however a review of the collection fund in the last financial year and a commitment to make planned contributions to general reserves was an opportunity to see reserves grow in the short term. The call on reserves is however now likely to be significant. As part of the budget setting process, the Council’s S151 statutory officer is required to assess the adequacy of the Council’s reserves in light of risks both known and unknown at that time. If it is the S151’s opinion that that reserves are not adequate and are below an adequate level to reflect the risks and therefore the setting of a balanced budget was at risk then further statutory responsibilities under S114 of the Local Government Finance Act exist and a formal report to Council would have to be issued.
- 6.3 The Ministry of Housing, Communities and Local Government (MHCLG) are liaising with all local authorities to identify those at risk of a S114 and to establish what exceptional support could be given. Based on what is known, Bury’s reserves remain adequate for the 2021/22 financial year although it is

recognised that the situation will need to be carefully monitored during the year and as part of the development of the 2022/23 budget and beyond.

- 6.4 To illustrate this further, the forecast position on the Council’s reserves is set out in the table below and assumes that all ongoing savings will be identified and delivered:

Forecast Position on Reserves - Assumes all ongoing savings delivered				
	2019/20	2020/21	2021/22	2022/23
	£m	£m	£m	£m
General Reserves	6.989	21.973	4.960	(6.453)
Corporate Reserves	7.794	7.544	7.294	7.044
Transformation Reserve	0.000	4.800	2.300	0.000
Directorate Reserves	0.992	0.742	0.492	0.242
Fiscal and Risk Management Reserves	34.174	30.174	22.074	13.974
External/Grant Funded Reserves	17.522	2.716	1.216	0.000
Capital Reserves	3.272	3.272	3.272	3.272
Sub Total	70.743	71.221	41.608	18.079
DSG Reserve	(20.067)	(24.531)	(24.231)	(22.431)
TOTAL RESERVES	50.676	46.690	17.377	(4.352)

- 6.5 The DSG reserve deficit is significant and, in line with the current legislation, is offset against the Council’s reserves. It is anticipated that a statutory override will be announced shortly to remove the link between the DSG deficit and the council’s reserves however until this is issued the reserve is shown as part of the overall position on reserves.
- 6.6 It is clear that the impact in the first two financial years of the financial strategy, 2021/22 and 2022/23, is significant and this has to be the immediate focus for planning purposes in order to ensure financial sustainability and resilience in future years.
- 6.7 Clearly to be financially resilient and sustainable the Council needs to deliver significant savings in the short and medium term. It is a statutory requirement that Councils are able to deliver a balanced budget each financial year and based on the current information this may not be possible beyond the 2022/23 financial year or earlier if ongoing cashable savings are not delivered.

7 NEXT STEPS

- 7.1 Cabinet has previously agreed that the Executive Team should adopt a structured approach to support the identification of options for consideration by Cabinet. The approach agreed is:
- Managers should be urged to reduce requests for additional funding and should be seeking to manage downwards the costs in their 2020/21 budgets. In doing so, this will protect the Council’s reserves and defer the need for additional savings options in the current financial year;

- Consideration for investment will be prioritised towards those activities and schemes that will generate savings in the current and future years;
- a policy-led approach to identifying savings, by applying a set of consistent principles to our prioritisation and thinking, including use of resources. The principles agreed are:
 - Eco-leadership as a priority and opportunity for cost savings
 - Digital-first
 - Health and care reform
 - Economic recovery
 - Neighbourhood delivery as a basis for better targeting of public service resource and harnessing community capacity
- Services have also been tasked with identifying savings from key themes that have previously been identified including the work of the Health and Care Sustainability Recovery Board:
 - Planned Care
 - Urgent Care
 - Mental Health
 - Strategic Finance
 - Community based health and care
 - Children's
 - Population health

7.2 It is clear from the updated MTFS that the Council has a significant financial challenge and that much of this pressure falls on the first two financial years of the strategy. It is important that the Council takes forward an approach that ensure the ongoing savings can be delivered and that, at the same time, ensures that reserves can remain at appropriate levels to demonstrate ongoing financial sustainability and resilience. With this in mind the approach currently being developed is:

- One-off funding losses to be met from reserves as there are Covid related;
- Options to be developed for delivery in the first two financial years for consideration by Cabinet;
- Options to deliver £5m of one-off savings to be developed to support the replenishment of reserves

7.3 Options are currently being developed and will be considered by Cabinet in November 2019. Where necessary, consultation with residents, stakeholders and partners will be undertaken to ensure that any feedback can be considered prior to the budget setting process in February.

8 CHALLENGE AND SCRUTINY

- 8.1 A challenge and scrutiny process has been built into the MTFS development and will include:
- Enhanced scrutiny and assessment of spending/savings proposals for consideration. This will be carried out by the Executive Team;

- Independent evidence will be used to challenge the extent of savings including cost comparisons, commerciality and the financial viability of services and benchmarking information

8.2 An outline timetable is set out below.

Budget Setting Timetable		
Consideration of Savings Options	November	Cabinet
Capital Programme Update	November	Cabinet
Quarter 2 Monitoring Position	November	Cabinet
Budget Scrutiny	November	Scrutiny
Capital Programme Proposals	January	Cabinet
Final Proposals for Consideration	January	Cabinet
Budget Scrutiny	January	Scrutiny
Budget Finalised and set	February	Council

8.3 A key programme of change and delivery will emerge from the approach outlined and it is essential that capacity is available to fully support the process. Project management support will be secured in order to ensure the plans are properly defined, are on track and that escalations are made when necessary. These costs will be met from the transformation fund and from the corporate capacity budget that was reflected in the 2020/21 budget on an ongoing basis.

9 Risks and Opportunities

- 9.1 There still remain significant risks within the budget including the potential changes to the funding for Clinical Commissioning Groups and future funding arrangements. The financial regime in which the Clinical Commissioning Groups operate is being reviewed and there may be an impact on the Council's budget as a result of this.
- 9.2 Other risks and opportunities are set out in Appendix 3 and reflect on potential changes to assumptions made in the model relating to pay awards, inflation, borrowing costs etc.
- 9.3 There is the potential for some one-off investment/funding to be made available to support the implementation of options. This will be identified as part of the next steps work and will be reflected in the November update.

10 Recommendations

Cabinet is asked to:

- **Note the updated MTFS position;**
- **Note the significant financial challenge faced by the Council and the context of financial uncertainty that is impacting on financial planning;**

- **Note the proposed approach for managing the gap including the use of reserves, efficiencies through transformation and the identification of efficiency/budget options;**
- **Approve the next steps and approach and that a detailed report will be presented to Cabinet in November.**

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying ‘due regard’ in our decision making in the design of policies and in the delivery of services.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The proposed strategy is intended to reflect the known financial position and to reflect emerging changes in funding and costs over the next 4 years to enable the Council to understand its financial position and long term financial resilience and sustainability.	The development and refresh of the medium term financial strategy ensures the Council has an up to date position and assessment of its finances and has an overarching strategy for delivering and managing the funding gap.

Consultation:

There is no consultation at this stage however, as options are developed, consultation will be required for those where there is deemed to be an impact. This will be undertaken later in the budget setting process. Consultation on the council tax is also a requirement for local authorities and once the comprehensive spending review is announced with the specific detail, a consultation will be undertaken.

Legal Implications:

Local authorities must make proper arrangement for the administration of their financial affairs and produce a balanced, robust budget for forthcoming years, together with a medium term financial strategy (MTFS). This should be consistent with the Council's work plans and strategies and any identified budget gap, providing proposals for its closure. This report sets out the current anticipated position and the impact, in particular of the impact of Covid 19. It identifies the current risks associated with the budget and required steps to manage the projected gap. This will assist Cabinet in formulating proposals to submit to Council before 8 February 2021, for the Council budget and council tax calculations for 2021/22.

Financial Implications:

There are no direct financial implications arising from the report however it does set out the overall financial position for the council together with an approach for managing the financial risks. Further reports will be presented to Cabinet as part of the statutory budget setting process.

Report Author and Contact Details:

Lisa Kitto
Interim Director of Financial Transformation

Background papers:

Revenue Budget 2020/21 and Medium Term Financial Strategy 2020/21 – 2024/25

Approach to developing the Medium Term Financial Strategy 2020/21 – 2024/25

The Council's Financial Position 2020/21 – As at 30 June 2020

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
MTFS	Medium Term Financial Strategy
CSR	Comprehensive Spending Review
DSG	Dedicated Schools Grant
MHCLG	Ministry for Housing, Communities and Local Government

Assessment of Savings in 2020/21 budget and further requirements in future years					
Directorate	Description	2020/21 £m	Assessment 2020/21	2021/22 £m	2022/23 £m
One Commissioning Organisation	Persona Contract	0.611	Amber	0.611	0.611
One Commissioning Organisation	Supporting People Review	0.177	Green	0.177	0.177
One Commissioning Organisation	Debt Recovery	0.100	Green	0.100	0.100
Children and Young People	School Improvement Service	0.330	Green	0.330	0.330
Children and Young People	Early Help Model	0.102	Amber	0.136	0.136
Children and Young People	Procurement Review of Contracts	0.100	Amber	0.100	0.100
Operations	Procurement Review of Contracts	0.085	Green	0.168	0.168
Operations	Corporate Landlord	0.585	Red	0.585	0.585
Operations	Architects Service Review	0.200	Red	0.200	0.200
Corporate	Contract Management	0.300	Amber	0.600	0.865
Corporate	Discretionary payments	0.350	Amber	0.350	0.350
One Commissioning Organisation	Provider Fees Review	1.107	Green	1.107	
Operations	Re-Wilding Grass Verges	0.065	Red	0.065	0.065
Operations	Review of Highways Fees	0.050	Red	0.100	0.170
Total		4.162		4.629	4.964

Appendix B

Analysis of Cost Pressures Reflected in the MTFS				
	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Previously Agreed				
Employee Assistance Programme	0.015	0.000	0.000	0.000
Borrowing Costs – Strategic Investments	1.100	0.000	0.000	0.000
Sub Total	1.115	0.000	0.000	0.000
Pay				
Pay Award 2020/21 Catch Up (2.75%)	0.250	0.000	0.000	0.000
Sub Total	0.250	0.000	0.000	0.000
Inflation				
Residential Care Living Wage Adjustment	-0.135	0.024	0.028	0.032
External Foster Placements	0.006	0.046	0.051	0.055
Fostering, Adoption and Leaving Care Allowances	-0.058	0.030	0.031	0.035
Support Packages and Direct Payments (CYP)	-0.022	0.002	0.002	0.001
Premature Retirement Costs (CYP)	-0.018	-0.013	-0.012	-0.014
Community Care Contract	0.219	0.205	0.175	0.162
Residential Care	0.247	0.319	0.315	0.387
Sub Total	0.239	0.613	0.591	0.658
Demand				
External Legal provision (CYP)	0.150	0.000	0.000	0.000
School Transport	0.441	0.000	0.000	0.000
Increase in Looked After Children	0.452	0.000	0.000	0.000
Care in the Community – Covid Increase	0.937	0.000	0.000	0.000
Transition from Children's Services	0.259	0.324	0.398	0.312
Winter Maintenance	0.082	0.000	0.000	0.000
Legal Services	0.150	0.000	0.000	0.000
New Homes Bonus Adjustment	0.597	0.000	0.000	0.000
Moderations	0.120	0.000	0.000	0.000
Sub Total	3.188	0.324	0.398	0.312
Costs Previously Funded from DSG				
SEN Team	0.255	0.000	0.000	0.000
16-19 Team	0.056	0.000	0.000	0.000
LAC Education (Virtual Headteacher)	0.200	0.000	0.000	0.000
Connexions Bury	0.315	0.000	0.000	0.000
Youth Service general	0.234	0.000	0.000	0.000
Oasis Team (Early Help)	0.495	0.000	0.000	0.000
CAMHS	0.233	0.000	0.000	0.000
Victoria Family Centre	0.507	0.000	0.000	0.000
Sub Total	2.295	0.000	0.000	0.000
Fall out of Time Limited Funding				
Reablement	0.600	0.000	0.000	0.000
Sub Total	0.600	0.000	0.000	0.000
TOTAL	7.688	0.937	0.989	0.970

Appendix 3

Sensitivity Analysis – Risks and Opportunities		
Element of the MTFS	Change	Annual Impact on the Gap £m
Fair Funding review and Business Rates retention	+/- 1% change in business rates	0.600
Council Tax	-1% each year to the core council tax	0.800
Pay Inflation	+/-1% variation to the 2% assumed in the estimated spending need	1.000
Price Inflation	+/- 1% variation assumed in the spending need (if not offset by increases in charges)	0.500
Capital Financing/Borrowing Costs to Support Reserves	Each £5m investment	0.400

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Classification	Item No.
Open	

Meeting:	Council Cabinet
Meeting date:	14 th October, 2020
Title of report:	Covid-19 update
Report by:	Councillor Andrea Simpson
Decision Type:	Non Key Decision
Ward(s) to which report relates	All

Executive Summary:

This report provides:

- An overview the current epidemiology of Covid-19 in Bury
- An outline of anticipated future trends
- A summary of local action being taken
- An update on the current position on additional measures

Recommendation(s)

That: Cabinet is asked to note the report.

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying ‘due regard’ in our decision making in the design of policies and in the delivery of services.*

An Equality Impact Assessment of the Covid-19 Local Outbreak Plan has been undertaken.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
N/A	.

Consultation: N/A

Legal Implications:

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. Bury's Local Outbreak Plan is such a response.

The Council also has duties and powers in relation to public service provision and enforcement. The changes in legislation and guidance must be constantly monitored and the Council must not only comply with the law and have regard to guidance issued by the government, it must work with other agencies to ensure compliance.

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, taking account of an ever changing picture.

Financial Implications:

The government has provided grants to support Local Authorities with requirements in relation to track and trace and self-isolation payments. Every attempt will be made to manage the additional costs within the funding made available however there may be additional costs that emerge that are in excess of the funding. These costs are being monitored on an ongoing basis and reported as part of the monitoring process and will inform returns to the Ministry of Housing, Communities and Local Government.

Report Author and Contact Details: Lesley Jones, Director of Public Health, l.jones@bury.gov.uk.

1.0 Introduction

This report provides:

- An overview the current epidemiology of Covid-19 in Bury
- An outline of anticipated future trends
- A summary of local action being taken
- An update on the current position on additional measures

2.0 Local epidemiology

There has been a sustained rise in the number of detected Covid-19 cases in Bury since the easing of the national lockdown in early July. This is in common with the rest of Greater Manchester, the North West

and the rest of the UK. The rate of rise began relatively slowly but has since gathered pace particularly across Greater Manchester and the North where rates were already at higher levels than the rest of the country as lockdown measures were lifted.

During the week from Friday 25 September to Thursday 01 October 2020 there were 469 confirmed cases of COVID-19 in people living in Bury (a rate of 246.7 cases per 100,000 people per week or an average 35.2 cases per 100,000 people per day). These figures are likely to be an under-estimate as there is a time-lag in the data, not all those with Covid-19 are tested & there are currently limits to national laboratory testing capacity. The true levels of infection are likely to be much higher. The REACT study led by Imperial College London, estimates that around 1% of the population in the North West currently have Covid-19 (equivalent to around 1900 people in Bury).

There is now embedded community transmission within Bury amplified by transmission within households. Community transmission has risen as more people have returned to more normal work and social activity. Cases of Covid-19 are spread across the borough with slightly higher rates now within more deprived areas. This is likely to be due to factors such as increased vulnerability to exposure through front-line occupations, denser living conditions and greater barriers to self-isolation.

The majority of people testing positive for COVID-19 in Bury identify as White British. Out of 469 cases, 302 (64.4%) were in people who described themselves as British and 62 (13.2%) were in people who identified as Pakistani.

Whilst cases remain largely within the adult working age population, there are now signs of an upward trend among the over 60's age group. The likelihood of developing more severe symptoms requiring hospitalisation increases with age and also with pre-existing health conditions which are also more common in older age groups.

The number of admissions to hospital and occupancy of Intensive Care Unit beds has risen significantly across the North West. Locally there have been increase in hospital activity at both Fairfield and North Manchester with 18 and 60 patients respectively currently in hospital with Covid-19. This is double the number in the previous week.

Sadly, there have also been 4 further Covid deaths in Bury to Bury residents following a number of weeks with no Covid-19 deaths reported.

3.0 Future trends

The North West 'R' value is estimated to be between 1.2 and 1.5 with a growth rate of between 4 -8% per day. An 'R' of 1.2 – 1.5 means that on average every 10 people infected will go on to infect a further 12 – 15 other people. Once R is above 1, the rate of growth becomes exponential.

Based on a doubling rate every 10 days, we would see a case detection rate of approximately 1,960/100,000 with around 936 people in Fairfield and North Manchester hospitals and 32 deaths by the end of October.

Modelling by the Academy of Medical Sciences suggests the winter period will be particularly challenging with hospital admissions and deaths peaking around Jan-Feb 2021 coinciding with a peak period of demand on the NHS, a residual backlog of activity deferred during the first wave and seasonal flu. The reasonable worst case scenario suggests the numbers requiring hospital admission and the number of

deaths could exceed that of the first wave. Manchester University is currently undertaking specific modelling for Greater Manchester which will further aid planning once completed.

It is hoped that with improved treatments, the overall covid-19 death rate will not be as high as the first wave although numbers are still expected to be high. For those who 'recover' from Covid-19, many go on to suffer serious and debilitating effects for some months afterwards requiring health and care support. Further research is underway to fully understand the longer term health impacts of Covid-19 including for those who were only mildly symptomatic.

There are promising signs of a vaccine being available by next spring and possibly earlier in small quantities for targeted use. We have begun local planning for a mass vaccination programme in anticipation. A full vaccination programme could take around 12 months to roll out.

Winter 2021 is expected to be another challenging period although hopefully less challenging than this winter.

4.0 Local Action

Bury's Local Outbreak Plan sets out our approach to managing transmission. The following provides a brief summary of activity to date:

4.1 Communication and engagement

A comprehensive and sustained communications and engagement campaign has and continues to underpin our local action. The campaign uses multiple channels including social media, website press, radio, household leaflet distribution and outdoor marketing to ensure the people of Bury and key stakeholders are kept up to date on the latest position and are aware of the key messages. Staff and member briefings have been held via team events live, alongside regular webinars for GP practices, Head teachers and Care Home Managers.

4.2 Testing

The widely reported national laboratory testing capacity issues are slowly being resolved with fewer people now reporting problems booking a test and more people receiving their results in a timely manner. It will however take some time to fully deliver the required level and standards of service.

Within Bury, seven walk in test centres are being established across the Townships in addition to the drive through site at Waterfold.

Four are currently operational, namely Mosses, Chesham, Whitefield and Radcliffe. The remaining three sites at Redvales, Prestwich and Ramsbottom will be operational by the end of October. The sites offer new job opportunities which we are ensuring are made available to Bury people.

Following some initial teething problems exacerbated by the national testing issues, the sites are now all running extremely well and carrying out an average of around 40-50 tests per day each.

A Mobile Testing Unit has also been made available for 2 days per week for 3-4 weeks at Foundry Street.

The current testing rate is 209.7/ 100,000 which is broadly on par with other areas of Greater Manchester and the 14th highest in the North West. The positivity rate for Pillar 2 testing is around 11%, above the 5% national target.

Full details can be accessed via the council website <https://www.bury.gov.uk/coronavirus-testing>

4.3 Contact Tracing

Bury has been undertaking locally enhanced contact tracing since 7th September, 2020. The local team are passed all Bury index cases that have not been contacted by the national team within 24 hours. Our local performance has been better than the national team with 88% of cases that are followed up being contacted. However demand has been much higher than forecast with between 30 and 60 cases being referred to the local contact tracing system per day. We are dealing with a larger fraction of all cases than expected. There have also been delays in cases being referred from the national team. Following discussion with the national team, these issues appear to be resolving. The situation will continue to be closely monitored to ensure the improvements are sustained.

The local service is being delivered within existing resources through the redeployment of a number of staff mainly from the Public Protection Team. To put the local service onto a more sustainable footing, a collective proposal has been submitted by the Greater Manchester Strategic Coordinating Group to National Gold for additional resources. The outcome of the proposal is not yet known.

4.4 Supporting self-isolation

Local intelligence is consistent with national research showing that compliance with isolation is poor with only around 20% of cases and contacts isolating when they need to. It is recognised that there are a number of barriers to people isolating either as an index case or as a contact. Locally we are working to try and minimise these barriers by:

- Tackling the confusion over when to isolate and for how long through concerted communications and use of infographics to simplify the messages.
- Provision of humanitarian aid such as help with food shopping, collection of medication and comfort calls via the neighbourhood hubs. The demand for humanitarian aid is starting to rise whilst the number of volunteers available to support the effort has reduced as people have returned to work. Many of the remaining volunteers are in the older age group who are more susceptible to more severe effects of covid-19. Their activities are therefore limited. Additional ways of providing support through community groups and primary care are being explored.
- Processing of claims for financial support. Following the government announcement of the £500 self-isolation grants, systems have been established to process and award the grant to eligible people. The system is expected to go live by the end of the week subject to sign off of the Data Sharing Agreements.
- There is also the provision to enforce self-isolation and issue fines to those breaching the rules however this will only be used as a last resort.

4.5 Enforcement

The Public Protection team continue to work closely with the Police to undertake proactive and reactive enforcement of the Covid-19 regulations. They have made over 1000 proactive visits and contacts with licensed premises and 104 visits in response to complaints. One direction notice has been issued for breach of regulations which has now ended. A further 1174 proactive visits and 322 reactive visits have taken place targeting non-licensed premises such as cafes and take-aways, supermarkets and shopping centres, close contact services such as hairdressers and barbers. This includes 70 proactive visits to businesses in Sedgley area of Prestwich following rise in positive Covid-19 cases in area plus increase transactions Yom Kippur.

4.6 Incident and outbreak management

The infection prevention control team continue to manage a high number of incidents and clusters across a range of settings including nurseries, schools, colleges, care homes and workplaces. These mainly involve one or two index cases but often a large number of contacts who are then required to self-isolate.

Since schools returned at the beginning of September, over 60% of schools have experienced a confirmed case, either staff or pupils. This has led to large numbers of pupils and teachers being required to self-isolate for 14 days.

In line with initial Government guidance, where a confirmed case was identified in a school, the pupils and staff in a 'bubble' have been required to self-isolate. For primary schools, these bubbles are typically a class of approximately 30 pupils, but for secondary may extend to a year group of up to 200 pupils. A more recent focused approach has enabled a smaller number of close contacts to be identified, and requiring a part bubble to be isolated.

The impact of self-isolation is significant. Whilst the numbers vary on a daily basis, at its maximum during the third week of September, approximately 2,200 children were out of school. More recently, in the rolling 7 days to the 1st October, there were approximately 90 confirmed cases in a school, with 40 staff and 800 children required to self-isolate. Over the following 72 hours, a further 700 pupils have been required to self-isolate. The situation is very dynamic. We are working with Greater Manchester colleagues to produce data that can then be reported consistently, and enable bench-marking across Local Authorities.

A significant number of care homes have also been effected by individual cases largely staff members detected through the whole care home testing programme. In the last week a small number of larger outbreaks have started to be reported in schools, care homes and workplaces. This is a trend that is likely continue and grow.

5.0 Additional measures

Due to high and rising rates, Bury is subject additional measures over and above the national restrictions such as restrictions on people from different households meeting and restrictions on the opening hours and operations of businesses in the hospitality sector. People are also advised to work from home if they can. These measures have been selected based on the epidemiology which shows general work and social activity, amplified by household transmission to be the main drivers of transmission. There is some evidence emerging that these measures may have served to slow the rate of growth down to an extent but they will not be sufficient to bring R below 1 and bring transmission rates down.

The National Gold Committee and Greater Manchester Strategic Coordinating Group are therefore currently evaluating whether additional measures need to be brought in. This evaluation will consider the balance of health, social and economic risks created by rising rates of Covid-19 alongside the health, social and economic risks of introducing different measures. There is an increasing body of evidence that the economic price of not restricting the spread of Covid-19 could be twice as high as that of a 'structured lockdown'. No approach is without harm and a level of judgement will be required to determine the least harmful way forward and how anticipated harms can be mitigated.

It is also recognised that a patchwork of measures across the country now exists which have been introduced at varying levels of transmission resulting in confusion and loss of trust among the population.

A three tiered 'Alert system' is under development nationally to bring a more consistent approach to the introduction of additional measures. Announcement of this is expected shortly.

6.0 Conclusion

Bury Council, together with all our key partners, are delivering as comprehensive a response to Covid-19 in Bury as possible within the resources available. This response will need to be maintained until at least spring 2021.

The current rising rate of infections and projected impacts on morbidity, hospital activity and mortality as well as the impact on mental wellbeing, businesses, jobs and economic hardship mean that further measures are likely to be needed to contain the spread of the virus. The negative effects of any such measures will need to be mitigated as far as possible.

7.0 Recommendations

Cabinet is asked to note the report.

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning

Date: 14/10/20

Title: Covid-19 Update additional information for informal cabinet

Author: Jon Hobday

Background context

- During the week from Friday 02 October to Thursday 08 October 2020 there were 631 confirmed cases of COVID-19 in people living in Bury
- This is a rate of 331.9 cases per 100,000 people per week
- This was an increase of 115 cases per week compared to the week before. We are seeing a consistent rise in the rate of cases and cases are doubling roughly every two and a half weeks
- The majority of cases remain in working age adults.
- We have seen a sharp increase in the numbers of cases aged 65 and over the last week.
- In terms of ethnicity, out of 631 cases, 448 (71%) were in people who described themselves as British and 52 (8.2%) were in people who identified as Pakistani.
- 52% of cases this week were female.
- Cases remain spread across the whole of Bury. Numbers of cases are highest in Sedgley and have increased further this week with 80 new cases. In terms of ethnicity and age, cases there were broadly representative of Bury as a whole, although with slightly higher numbers of cases among children.
- In the week to 08 October there were 1637 contacts of confirmed cases identified in Bury. This was an increase of 764 contacts per week compared to the week before.
- 1454 (88.8%) of contacts identified in the most recent week are identified in the data available to Bury Council. Of the contacts for which data is available, 961 were identified as completed for follow-up or in progress, representing 58.7% of all contacts identified. This was a decrease of 3.3 % from the week before

Schools in Bury

- There is a constant stream of staff and students currently isolating as either cases or contacts
- There has been no obvious school based outbreaks to date, mainly isolated cases

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- The impact of cases has meant there is approximately between 1000 and 1500 school children off at any given day

Testing in Bury

- We now have 5 testing sites up and running with plans for two more to open shortly, we have locally led walk in sites at Chesham Fold and the Mosses Centre, which are both open 5 days per week 10-3pm.
- We have 3 test centres run by the department of health and social care with bookable appointments at Whitefield library (6 days per week 8-8), Radcliffe old leisure centre car park and the Metro Christian Centre (both 7 days per week 8-8), with two more planned in Ramsbottom and Prestwich over the next few weeks.

Track and Trace in Bury

- Our local test track and trace system has been allocated 754 cases since 8th September
- It is now being passed on average 20-30 cases per day to follow up (7 days a week)
- 92% of cases which are taken up by the local system are successfully contacted (Important to note that not all cases are taken up due to internal capacity)

Engagement in Bury

- A comprehensive and sustained communications and engagement plan is in place and a new weekly briefing has been developed to help communities to understand the rules and what they need to do to protect themselves and others.

Future position

- On 12th October a national 3 tier system was outlined to start from 14th October
- The categories are medium (tier 1), high (tier 2) and Very high (tier 3).

- As of 14th October Bury along with the whole of Greater Manchester has been placed in tier 2 – which has resulted in no additional measures
- There are ongoing discussions nationally if GM should be moved into tier 3
- If Bury does move in to tier 3 this will mean
 - o You are not allowed to meet socially with anybody who is not part of your household or your support bubble indoors or in certain outdoor locations.
 - o You cannot meet in private gardens or pub gardens, but you are allowed to meet in parks, beaches, countryside or forests, as long as you are not in a group of more than six.
 - o Pubs and bars will be closed unless they are serving substantial meals and only serving alcohol with meals.
 - o Local areas can also introduce additional measures to these at their discretion (the Liverpool City region have decided to close gyms, leisure centres, betting shops and casinos)

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Classification	Item No.
Open / Closed	

Meeting:	CABINET
Meeting date:	14 October 2020
Title of report:	Bury 2030 strategy – proposal for consultation
Report by:	Councillor Eamon O’Brien, Leader of the Council
Decision Type:	Key Decision
Ward(s) to which report relates	

Executive Summary:

A community strategy is an agreed, long-term commitment to a common vision, delivery plan and outcome measures which operates across a whole place and drives every partnership decision, including the use of resources. Such a strategy is developed and owned by the whole local partnership, with endorsement from the perspective of each individual partner.

The last Bury community strategy expired in 2018 and since this time the council has been leading work with partners and residents to agree a new framework. The work to develop the proposed strategy has included:

- A community consultation exercise in late 2019 from which over 1000 pieces of feedback were received;
- Multiple “Team Bury” partnership discussions including with the Strategic Commissioning Board; CCG Governing Body; the Bury Systems Board at which all health and care providers are represented; Bury Business Leaders; the Community Safety Partnership and the Bury Voluntary, Community and Faith Alliance (VCFA) Chief Officers Group;
- A whole-day workshop facilitated by the Centre for Local Economic Studies (CLES) in January 2020 at which over 100 local leaders attended;
- Ongoing daily discussions across the whole local partnership and with the residents during Covid-19 response and recovery.

The draft attached represents all the thinking to date and proposes a framework branded as “Let’s do it”, drawn from some of Victoria Wood’s comedy and based on three components:

- **Let’s:** A call to collective action; a strategy which reflects that the Borough of Bury is the sum of its parts across the six distinct townships and individual communities of identity and experience.
- **Do:** The strategy proposes delivery through a local industrial strategy for Bury across the tenants of People; Place; Ideas; Infrastructure and Business Environment; a new delivery model on a neighbourhood footprint and four common principles which all public and community services and residents themselves will be called to demonstrate: *inspiration; aspiration; participation and collaboration.*
- **It:** Our definition of success will be equal life chances for all our residents across every township and, as a result, in ten years the life expectancy of all residents in our Borough will exceed the average for England as a whole. In order to secure the vision the strategy is structured around five policy commitments to carbon neutrality; digital-first delivery; economic recovery and growth; inclusion and healthy communities.

From this vision the Council now has a framework against which delivery plans may be aligned, a number of which will be brought forward within similar timeframes such as:

- Bury’s development plan, including the next stages of Greater Manchester’s plan for homes, jobs and the environment (the Greater Manchester Spatial Framework) and the Bury Local Plan;
- the Housing Strategy which will consider affordability, supply and quality of housing;
- GM-wide Clean Air Zone consultation which is set to reduce harmful pollution on our roads from 2022;
- the GM Transport Strategy;
- the Council budget options for the forthcoming medium term financial strategy period.

To be successful the strategy must be representative of the vision and views of all residents as well as public services. As such it will now be subject to:

- approval by other partners as representative of their organisation’s commitment so far;
- a community consultation exercise which will run until the end of the year and seek the views of residents, businesses, voluntary groups and other interested parties.

Recommendation(s)

Cabinet are asked to;

1. endorse the strategy as a basis for public consultation, subject to similar agreement from other partners.
2. Approve the process for consultation set out in the report
3. Note that a further report will be produced with the final draft strategy that has taken into account the results and feedback from the consultation
4. Note that the final approved strategy will be submitted to full Council for approval and adoption.

Key considerations

Section 1 - Introduction from Council Leader and CCG Chair

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

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

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

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

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

This is a strategy which brings all that thinking together.

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

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

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

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

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

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

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

Leader & CCG Chair

Dreams

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

By the Bury Care Leaver's Forum, February 2020

Section 2 - Context

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

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

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

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

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

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

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

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

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

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

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

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

Let's

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

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

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

Do

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

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

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

It

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

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

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

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

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

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

3.1 – ‘Let’s’ – our collective responsibility

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

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

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

An approach based on relationships

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The neighbourhood teams will comprise:

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

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

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

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

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

Our strategic targets are to:

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

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

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

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

Section 4 - Vision for the Borough in 2030

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

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

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

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

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

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

4.1 – People

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

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

Our initial priorities for 2020-2022 are to:

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

Our commitment to ... Tackling health inequalities

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

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

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

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

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

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

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

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

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

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

To empower people further we will:

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

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

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

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

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

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

To do this we will:

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

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

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

4.2 Place

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

Our initial priorities for 2020-2022 are to:

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

Our commitment to ... Carbon Neutrality

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.3 Ideas

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

Our initial priorities for 2020-2022 are to:

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

Our commitment to... Inclusion

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

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

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

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

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

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

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

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

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

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

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

An Opportunity Guarantee

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

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

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

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

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

Community voice

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

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

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

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

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

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

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

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

4.4 Infrastructure

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

Our initial priorities 2020-2022 are to:

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

Our commitment to... Digital

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.5 Business

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

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

Our initial priorities 2020-2022 are to:

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

*Our commitment to ... **Inclusive economic growth***

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

5 Making it happen

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

5.1 Developing our workforce

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

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

5.2 Developing our communities

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

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

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

5.3 Developing our community infrastructure

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

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

5.4 Managing Delivery

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

Recommendations

Cabinet are asked to;

1. endorse the strategy as a basis for public consultation, subject to similar agreement from other partners.
2. Approve the process for consultation set out in the report
3. Note that a further report will be produced with the final draft strategy that has taken into account the results and feedback from the consultation
4. Note that the final approved strategy will be submitted to full Council for approval and adoption.

Community impact / Contribution to the Bury 2030 Strategy

These proposals form the Bury 2030 strategy against which all other policy work will flow. Proposals will now be subject to community consultation

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*
25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The proposed strategy is intended to reflect the collective vision and aspiration of all residents and service providers in the borough, from which resource decisions may follow. The risk is that partners do not share the same vision	The consultation process will develop and refine proposals to determine a common approach which all residents and partners support

Consultation:

The proposed strategy will now be subject to a public consultation from 2 November to 18 December 2020 and seek the views of residents, businesses, voluntary groups and other interested parties comprising:

- An online survey on our engagement portal, One Community, and communications will raise awareness and encourage completion
- online community meetings via the community hubs and online focus group discussions with communities of interest and places
- work with other existing community networks such as the 2,000 people registered with our community engagement database and via the VCFA
- A telephone line will be available for comments from those who are not able to participate digitally.

The aim is to engage with people from all areas of the borough, all ages and backgrounds whilst taking account that we are not able to do this in person due to covid-19 restrictions. The online survey will provide quantitative feedback about the extent to which participants agree with the proposals and the discussions will provide the qualitative feedback about what and why. By asking about the importance of our 5 commitments we also seek to inform the Council's budget strategy

Legal Implications:

Although there is no requirement for a community strategy, it is best practice and provides for consideration of associated duties such as homelessness provision. This report presents the new draft strategy, which ties into wider sub-regional strategies, including the Greater Manchester Strategy and is informed by local strategies, such as the emerging housing strategy.

Consultation on the strategy must comply with the so called 'Gunning principles' and therefore must be at a time when proposals are still at a formative stage, give sufficient reasons for any proposal to permit intelligent consideration and response, allow adequate time for consideration and response and the product of consultation must be conscientiously taken into account in finalising any statutory proposals.

In addition, as the strategy is part of the policy framework, its final proposed version, having taken into account the results of consultation, can be approved by Cabinet, but must be submitted to Full Council for final approval and adoption.

Financial Implications:

Implementing the Bury 2030 strategy will have financial implications for the Council over the coming years both in terms of costs, increased revenue and opportunities for savings. The delivery of the strategy will, to some extent, be impacted by the availability of funding in the future and plans and developments linked to the strategy will be considered as part of the budget setting process on an annual basis.

Report Author and Contact Details:

Background papers:

Please include a glossary of terms, abbreviations and acronyms used in this report.

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



Classification Open	Item No.
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Meeting:	Cabinet
Meeting date:	14th October 2020
Title of report:	Adoption of Revised Statement of Community Involvement
Report by:	Cllr. Eamonn O'Brien (Leader) – Cabinet Member for Finance and Growth
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

This report brings forward a revised version of the Statement of Community Involvement (SCI) which will set out how the community will be involved in preparing and revising all local planning documents and in making decisions on planning applications.

The Council's current SCI was adopted in October 2015. Planning Practice Guidance states that SCIs should be updated every 5 years from the adoption date and, since the last revision, there have been a number of changes to planning legislation, policy and guidance that need to be reflected in the SCI.

In addition, the Government has been clear that everyone should adhere to various measures to help combat the spread of coronavirus (Covid-19). These measures have implications for planning-related consultation, including how the public are engaged in plan-making and the ability of local authorities to comply with arrangements set out in their existing SCIs – particularly those forms of engagement that involve public gatherings and/or face-to-face contact whilst social distancing measures are in place.

A decision was made under delegated powers by Cabinet Member for Finance and Growth on 27th July 2020 to approve a draft version of the revised SCI for a 4-week public consultation. A

total of 10 representations have been received and approval is now sought for the adoption of the attached revised SCI.

Recommendation(s)

That:

1. Members adopt the attached revised SCI (Appendix 1).
2. Members delegate the subsequent removal of the temporary changes highlighted in the document once the current Covid-19 restrictions have been lifted by the Government to Cabinet Member for Finance and Growth.

Key considerations

Background

- 1.1 The SCI sets out how the Council will involve the community in preparing and revising all local planning documents and in making decisions on planning applications. The Council's current SCI was adopted by the Council's Cabinet on 14th October 2015.

The proposal

- 1.2 Planning Practice Guidance states that SCIs should be updated every 5 years from the adoption date and, since the last revision in 2015, there have been a number of changes to planning legislation, policy and guidance that need to be reflected in the SCI.
- 1.3 The need for a spatial plan to provide certainty and guide development, investment and infrastructure has never been stronger. The Government has been very clear that the challenge posed by Covid-19 is not a sufficient reason to delay local plan preparation or the determination of planning applications. Equally, the Government has been clear that everyone should adhere to various measures to help combat the spread of Covid-19. These measures have implications for planning-related consultation, including how the public are engaged in plan-making and the ability of local authorities to comply with arrangements set out in their existing SCIs – particularly those forms of engagement that involve public gatherings and/or face-to-face contact whilst social distancing measures remain in place.
- 1.4 The Government has published updated planning guidance, including temporary measures to make it easier to operate the planning system (<https://www.gov.uk/guidance/coronavirus-covid-19-planning-update>).
- 1.5 In terms of Local Plans, the guidance is clear that Government continue to want to see Local Plans progressing through the system as a vital means for supporting economic recovery in line with the government's aspirations to have plans in place across the country by 2023.
- 1.6 To assist in progressing plans, Government has introduced temporary arrangements through the Town and Country Planning (Local Planning) (England) (Coronavirus) (Amendment) Regulations 2020 which change the requirements to make certain documents available for inspection and on request. These regulations make temporary

changes to how documents are required to be made available under regulation 35 of the Town and Country Planning (Local Planning) (England) Regulations 2012 (“the 2012 Regulations”). They temporarily remove the requirement on a local planning authority to make documents available for public inspection at the authority’s principal office and at such other places as the authority considers appropriate. They also make temporary changes to regulation 36 of the 2012 Regulations to remove the requirement on a local planning authority to provide hard copies of documents made available under regulation 35. Documents are still required to be made available on the local planning authority’s website. This modification will initially apply until 31 December 2020.

- 1.7 The SCI therefore needs to be revised to respond to the Covid-19 restrictions so that plan making can continue during the emergency and to ensure that effective community involvement takes place during this time. However, it is anticipated that the consultation arrangements set out in the revised SCI to reflect Covid-19 restrictions will be temporary and that the document will be further revised to remove these once restrictions are lifted. The proposed Covid-19-related changes are highlighted in red text in the revised SCI.
- 1.8 In preparing the revised SCI, changes have also been made in order to improve the structure of the document and to add greater clarity where necessary.

Other alternative options considered

- 1.9 The Council must produce a Statement of Community Involvement as required by the Planning and Compulsory Purchase Act (2004). Local Planning Authorities are required to carry out a review of their Statements of Community Involvement every 5 years from the adoption date. It has now been 5 years since the last revision of the SCI in October 2015 and there have been a number of changes to planning legislation, policy and guidance that need to be reflected in the SCI.
- 1.10 In addition, local planning authorities are required to make a number of temporary changes to their SCIs so that plan-making can continue during the Covid-19 pandemic to ensure that effective community involvement can continue to take place during this time by means which are reasonably practicable.
- 1.11 Taking the above into account it is considered that there is no other option other than to update and adopt the revised SCI. This will ensure that the SCI is up to date and provides the necessary advice on how consultation and community involvement in plan-making and planning applications will take place.

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the ‘general duty’ on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*

(c) *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
Potential risk to the public and council staff in holding public consultation events and/or face to face meetings during the Covid-19 pandemic.	Temporarily cease forms of engagement that involve public gatherings and/or face-to-face contact whilst social distancing measures are in place. In the interim period utilise alternative methods of engagement for example holding virtual exhibitions, digital consultations, video conferencing and utilising social media platforms.

Consultation:

The Cabinet Member for Finance and Growth approved the draft version of the revised SCI for a 4-week public consultation under delegated powers on 27th July 2020. The consultation draft of the SCI was made available for comment on the Council's website from 3rd to 31st August 2020. An email/letter notifying all consultees on the Council's consultation database was sent out to approximately 950 contacts. The consultation was also advertised via the Council's social media channels.

A total of ten formal representations were made during the consultation from a range of respondents including statutory bodies such as Historic England and Natural England to local groups such as Hollins Village Community Association. Comments made on the SCI were fairly general in nature and ranged from requests for clarification on how the Council will provide more in-depth engagement with local communities to individual requests to be included on the Council's consultation database. All comments received have been taken into account and a summary of the Council's response is included within the SCI responses report (Appendix 2). It should be noted that none of the responses received have resulted in a proposed change to the document.

Legal Implications:

Section 18 of the Planning and Compulsory Purchase Act 2004, as amended provides that the Council must prepare a Statement of Community Involvement, which is a statement of the authority's policy as to the involvement in the exercise of its planning functions. It is important that the document is kept up to date to ensure effective community involvement at all stages of the planning process and it is particularly important the document is updated where necessary as a result of Covid-19 restrictions so that the planning service can continue to operate. JW

Financial Implications:

There are no financial implications arising from this report. LK

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Background papers:

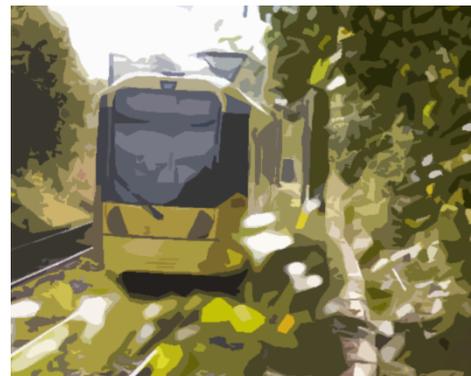
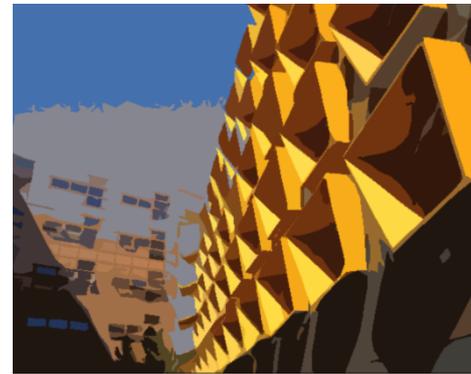
- Appendix 1 - Revised Statement of Community Involvement (October 2020)
- Appendix 2 – Revised Statement of Community Involvement Summary of Consultation Responses (October 2020)
- Equality Analysis Form

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
Statement of Community Involvement (SCI)	This sets out the standards to be achieved by the local authority in involving local communities in preparing and reviewing plans, and in the development management process.
Greater Manchester Spatial Framework (GMSF)	The GMSF is a Joint Development Plan Document which is being prepared collaboratively by the Mayor of Greater Manchester and the ten Greater Manchester Authorities. The GMSF will set the overall spatial strategy for Greater Manchester and will cover strategic policies including those identifying the appropriate scale and distribution of housing and employment development.

Bury

Revised Statement of Community Involvement



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1 Introduction

What is the Statement of Community Involvement?

- 1.1 This Statement of Community Involvement (SCI) sets out how we will involve the community in preparing and revising all local planning documents and in making decisions on planning applications. It highlights the importance of becoming involved in the planning process at an early stage. We will follow the guidelines and requirements set out in these pages and will monitor and update it as necessary.

The planning system and community involvement

- 1.2 The Council must produce a Statement of Community Involvement (SCI), as required by the Planning and Compulsory Purchase Act (2004). Further details on required public consultation methods and procedures are set by the accompanying Regulations¹ to the Act as well as requirements set out by the Localism Act (2011), which includes the 'Duty to Co-operate'.
- 1.3 The SCI will guide all community involvement on planning matters in Bury, ensuring that people know when, how and for what reason they will be able to take part in plan-making and planning application processes.
- 1.4 All sections of the community have the opportunity to be actively and continuously involved from the start of the planning process, including in the preparation of plans and decisions on planning applications. The aim is that by achieving greater community engagement throughout the planning process stakeholders and other organisations will have active involvement in identifying and addressing planning issues, and in the development of planning policies and proposals. In this way it is hoped that many objections will be resolved prior to the independent examination of plans, where this is a requirement of the legislation, and prior to the determination of planning applications, and that there will be greater local understanding and ownership of development in the Borough.
- 1.5 When preparing plans and determining planning applications the Council must comply with the community engagement requirements as set out in this SCI.

¹ The Town and Country Planning (Local Planning) (England) Regulations 2012, as amended.

When a local plan is required to be submitted for independent examination, the Council will be required to show how the SCI requirements have been met.

Why the Statement of Community Involvement has been updated?

- 1.6 Local Planning Authorities are required to carry out a review of their Statements of Community Involvement every 5 years from the adoption date and, since the last revision in 2015, there have been a number of changes to planning legislation, policy and guidance that need to be reflected in the SCI.
- 1.7 In addition, the Government has been clear that everyone should adhere to various measures to help combat the spread of coronavirus (COVID-19). These measures have implications for planning-related consultation, including how the public are engaged in plan-making and the ability of local authorities to comply with arrangements set out in their existing SCIs – particularly those forms of engagement that involve public gatherings and/or face-to-face contact whilst social distancing measures are in place.
- 1.8 As a result of the guidance, local planning authorities are required to make a number of temporary arrangements so that plan-making can continue during the emergency and to ensure that effective community involvement takes place during this time by means which are reasonably practicable. In doing so, the Council will explore new methods of consultation, for example holding virtual exhibitions, digital consultations, video conferencing as well as continuing to utilise existing social media platforms and providing documents for inspection on the Council’s website. The proposed COVID-related changes are highlighted in red text in this document.
- 1.9 However, it is anticipated that the consultation arrangements set out in the draft revised SCI to reflect COVID-19 restrictions will be temporary and that the document will be further revised to remove these once restrictions are lifted. The situation will be kept under review and modified as required and in accordance with Government guidance.

2 Community involvement in planning

2.1 The Council's Planning Division sits within the Department for Business, Growth and Infrastructure and comprises two main functions:

- **Strategic Planning** - are responsible for the preparation of statutory planning documents that will make up the Development Plan (e.g. the Local Plan and the Greater Manchester Spatial Framework) as well as other key non-statutory documents such as supplementary planning documents, masterplans and regeneration frameworks. The team organise and lead the consultations on draft planning documents and consider relevant consultation responses when making any amendments to the Council's final adopted documents, where appropriate. The team also input to the development of the Greater Manchester Spatial Framework, although consultations on this are led by the Greater Manchester Combined Authority (GMCA) (see page 7).

You can contact the Strategic Planning team by:

Phone: 0161 253 5550

Email: planning.policy@bury.gov.uk

- **Development Management** – are responsible for considering the merits of planning applications and whether they should be given permission and ensuring that the terms and conditions of a planning decision are carried out, or that development carried out without planning permission is brought under control.

You can contact the Development Management Team by:

Phone: 0161 253 5432

Email: development.control@bury.gov.uk



2.2 For general planning enquiries, you can call at the reception desk in Bury Town Hall on Knowsley Street. However, should you have a pre-arranged meeting with an officer in the Planning Division, you can go directly to the reception on the ground floor of 3 Knowsley Place on Duke Street in Bury (opposite the main entrance to the Town Hall). During COVID-19 restrictions, face-to-face meetings may not be possible and you should therefore contact

the relevant planning team via the contact details shown above and you will be advised of any alternative arrangements.

2.3 In terms of community involvement in planning, the Council applies a number of general principles when engaging with stakeholders in the preparation of the various planning policy documents that the Council produces and in determining planning applications. Details in relation to the preparation of the Greater Manchester Spatial Framework are set out separately in this report.

2.4 Wherever it is relevant, we will apply the following general principles to our planning consultations:

- We will seek views of interested and affected parties as early as possible.
- We will consult as widely as possible within the confines of staffing and financial resources.
- We will be inclusive wherever possible by providing information in an accessible format, giving advice where requested and encourage involvement from hard-to-reach groups that traditionally do not get involved in the planning process.
- We will inform people who respond to consultations of later stages, when requested.
- We will share information with you via the Council's website, social media and at dedicated Council buildings where this is appropriate and effective.
- During COVID-19 restrictions, online inspection of documents will be the default position and the Council will make use of alternative engagement methods whilst ensuring that all legal consultation requirements are met.

2.5 In general we will keep you informed through a variety of methods including:

- **Letters and emails** - For environmental reasons, we encourage any communications to be made electronically and where you have provided us with an e-mail address we will generally use that means of communication rather than sending a letter in the post.
- **Website** – The internet is a popular way of communicating planning issues and making all relevant information available to individuals and groups. A key advantage of this is that we can include far more information than we could within newspaper adverts for example. You will be able to access a wide range of planning-related information at www.bury.gov.uk/planning. If you do not have access to the internet at home you can access the internet at publicly accessible computers at libraries and the Council offices at 3 Knowsley Place, Duke Street, Bury. During COVID-19 restrictions, online inspection of documents at libraries and Council offices will not be possible. If you are unable to view documents on the Council's website then please

contact the Strategic Planning Team on 0161 253 5550 for advice in terms of accessing documents.

- **Media** - We will use the more traditional media to issue press notices and releases, where appropriate. We will also make use of social media by using Facebook and Twitter as a means of keeping people informed of the latest planning news from the Council and information of local and national interest on planning issues. 'Like' us on Facebook and 'follow' us on Twitter to keep up-to-date!



www.facebook.com/buryplanning



www.twitter.com/BuryPlanning

3 Plan-making in Bury

- 3.1 The planning system in England is plan-led which means that development plans are used to guide and manage future development and as the basis for determining planning applications. Planning law requires that applications for planning permission be determined in accordance with the development plan, unless material considerations indicate otherwise.
- 3.2 All development plans have to be prepared within the context of the Government's planning policies. These are primarily set out within the National Planning Policy Framework (NPPF)² but this is supported by separate policy documents related to waste³ and traveller sites⁴.
- 3.3 The current statutory development plan in Bury comprises the Unitary Development Plan (UDP)⁵ and the Greater Manchester Joint Minerals⁶ and Waste⁷ Plans.
- 3.4 However, together with the other nine districts in Greater Manchester, Bury is contributing to the preparation of the emerging Greater Manchester Spatial Framework (GMSF)⁸. The GMSF will set out the strategic framework within which GM districts (including Bury) need to develop their own Local Plans.
- 3.5 The overall development plan for Bury will therefore comprise the Local Plan, the GMSF and two other jointly-prepared plans – the Greater Manchester Minerals and Waste Plans and any adopted Neighbourhood Plans should any be produced.
- 3.6 Figure 1 sets out the hierarchy of planning policies that are applicable to Bury.

² <https://www.gov.uk/government/publications/national-planning-policy-framework--2>

³ <https://www.gov.uk/government/publications/national-planning-policy-for-waste>

⁴ <https://www.gov.uk/government/publications/planning-policy-for-traveller-sites>

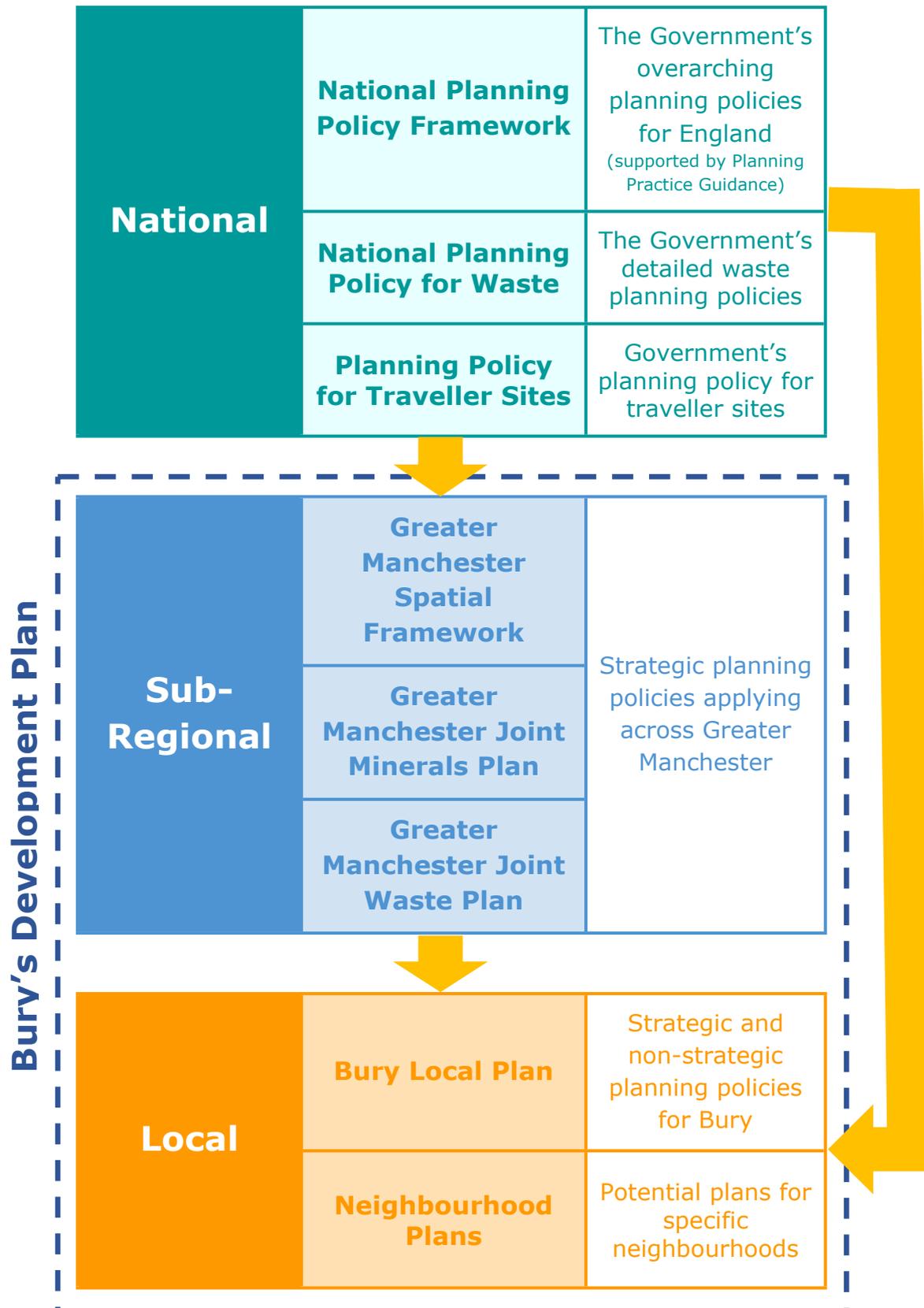
⁵ <https://www.bury.gov.uk/index.aspx?articleid=10734>

⁶ https://www.greatermanchester-ca.gov.uk/media/1995/the_minerals_plan_april_2013_final.pdf

⁷ https://www.greatermanchester-ca.gov.uk/media/1994/greater_manchester_waste_plan_opt.pdf

⁸ <https://www.greatermanchester-ca.gov.uk/what-we-do/housing/greater-manchester-spatial-framework/>

Figure 1 – Planning policy hierarchy



Greater Manchester Spatial Framework

- 3.7 The Greater Manchester Spatial Framework (GMSF) is being prepared collaboratively by the Mayor of Greater Manchester and the ten Greater Manchester local authorities. It will set the overall spatial strategy for Greater Manchester and cover strategic policies including those identifying the appropriate scale and distribution of housing and employment, the infrastructure requirements to deliver this and the environmental capacity of Greater Manchester to accommodate this in the most sustainable manner. The GMSF will be subject to independent examination and once adopted will become part of the Development Plan for the Borough.

Bury Local Plan

- 3.8 The emerging Local Plan⁹ will reflect the strategic context set out in the GMSF and will include more locally-specific planning policies to address issues that are relevant to Bury.
- 3.9 Local Plan policies and site allocations will establish where future development will be encouraged and areas where it will be resisted. The Plan is being produced alongside but separate to the preparation of the GMSF and will also be subject to its own independent examination following the GMSF examination.

Neighbourhood Plans

- 3.10 The Government's Localism Act (2011) introduced Neighbourhood Planning giving new rights and powers for neighbourhoods to produce a plan to shape how their neighbourhood area should develop and grow.
- 3.11 Neighbourhood Plans are prepared under the Neighbourhood Planning Act 2017, and supporting Regulations, and once adopted become part of the statutory Development Plan for the area in which they apply. As such, they will need to be consistent with other documents making up the Development Plan, such as the GMSF and the Local Plan.
- 3.12 Neighbourhood Plans are taken forward by neighbourhoods themselves, such as by an existing parish council. However, given that there are no parish councils within Bury, they could be produced by a formally established neighbourhood forum. In areas which are predominantly commercial (such as

⁹ <https://www.bury.gov.uk/localplan>

a high street or town centre), a Business Neighbourhood Plan could be produced by a Business Neighbourhood Forum.

- 3.13 If necessary, the Council will support neighbourhoods in the preparation of their plans, at a level that is considered appropriate. Notwithstanding this, the approach to consultation will be a matter for the individual neighbourhood planning bodies in preparing their plans and it is therefore outside the scope of this SCI. The Council will, however, publicise consultation on Neighbourhood Plans at various stages, where it is required to do so, primarily using the Council's website and notifying relevant consultees as outlined in Appendix 1.

Supplementary Planning Documents

- 3.14 Supplementary Planning Documents (SPDs) provide additional information to, and support the policies of, the Development Plan. They assist with the interpretation and implementation of policies.
- 3.15 When making a decision on a planning application, an SPD is taken as a material consideration. The weight given to SPDs is significant as they have been prepared in full consultation with the public and approved for development management purposes by the Council.

Other documents

- 3.16 Other documents support the production and implementation of the plan-making framework. In addition to this Statement of Community Involvement, they include the Local Development Scheme, the Authority Monitoring Report and evidence base documents.
- 3.17 The **Local Development Scheme (LDS)** is a public document which sets out the Council's project plan for the production and review of plans and includes a description and timetable for each document. The LDS is available on the Council's Planning Policy webpages.
- 3.18 **The Authority Monitoring Report (AMR)** provides information on progress in achieving targets identified in the LDS and looks at how planning policies are achieving their aims and purpose. The latest version of the AMR is available on the Council's Planning Policy webpages.
- 3.19 The Council's **evidence base** contains up-to-date and regularly monitored information from surveys and evidence gathering exercises. The evidence base helps to inform the preparation of planning policies and the contents of plans. Information contained within the evidence base can also highlight the need to prepare or review a plan. Where appropriate, the Council will seek the involvement of relevant groups and organisations in the development of this evidence base so that it has the most reliable and robust information

available. Full details of the Council's current evidence base can be found on the Council's Planning Policy webpages.

Integrated Assessment

- 3.20 Integrated Assessment (IA) is a key part of the plan-making process and is undertaken at all stages of plan preparation. The IA helps to identify where there is uncertainty, and highlight the synergies and tensions between the policies and the objectives set out in the IA.
- 3.21 The IA incorporates the requirements of:
- **Sustainability Appraisal (SA):** mandatory under section 19 (5) of the Planning and Compulsory Purchase Act 2004.
 - **Strategic Environmental Assessment (SEA):** mandatory under the Environmental Assessment of Plans and Programmes Regulations 2004 (which transpose the European Directive 2001/42/EC into English law).
 - **Equality Impact Assessment (EqIA):** required to be undertaken for plans, policies and strategies by the Equality Act 2010.
 - **Health Impact Assessment (HIA):** there is no statutory requirement to undertake HIA, however it can be included to add value and depth to the assessment process.

Habitats Regulations Assessment

- 3.22 A Habitats Regulations Assessment (HRA) may also be required to be undertaken separately from the IA. This will assess the potential for the plan to affect European nature conservation sites.

Duty to co-operate

- 3.23 The duty to co-operate is a legal requirement of the plan-making process. It was introduced by the Localism Act 2011 and requires local authorities to consider strategic planning beyond their boundaries, providing a way of addressing larger issues that cannot be dealt with by working alone.
- 3.24 When we prepare or review a local planning document the Government requires local planning authorities to work together with other bodies to ensure that strategic and other cross-boundary issues are properly co-ordinated and addressed in plans. Government legislation and guidance sets out a range of bodies and other consultees who we have to notify as part of our duty to co-operate (see Appendix 1).
- 3.25 As part of the Council's evidence on its duty to co-operate, a 'Statement of Common Ground' (SoCG) will be prepared as a written record of the progress made during the planning process in relation to strategic cross-boundary

issues. The SoCG will show where there has been co-operation with duty to co-operate bodies throughout the preparation of a plan and will help to demonstrate that a plan is deliverable and based on joint-working.

4 How can you get involved in the plan-making process?

- 4.1 There are a number of key stages involved in the preparation of planning policy documents. These stages are required by Government planning legislation and regulations and are designed to ensure that the process is as open and transparent as possible.
- 4.2 Consultation will take place at early stages of the plan-making process and will continue throughout. Any comments that are submitted in response to consultations will be fully considered and taken into account during the next phase of the plan-making process.
- 4.3 In terms of who will the Council involve, a list of all the Specific, 'Duty to Co-operate', general organisations and other bodies that we are legally required to consult and involve in preparing our Local Plan documents is contained in Appendix 1.

Consultation methods

- 4.4 A range of consultation methods will be used during the preparation of plans and supporting documents. The type of consultation used will be dependent on the type and stage of the document in question. Further detail on the use of these is set out in Appendix 2 of this SCI.

Inspection of material

- 4.5 All material relevant to public consultations on the emerging Bury Local Plan, the Greater Manchester Spatial Framework or other planning policy related documents will appear on the Council's planning policy pages of the web site at <https://www.bury.gov.uk/index.aspx?articleid=10733> and on the planning consultations web page at www.bury.gov.uk/planningconsultations.
- 4.6 Relevant material will also be made available available for inspection at the Planning Division reception (Ground Floor, 3 Knowsley Place, Duke Street, Bury) between the hours of 8.45am and 4.00pm (Monday to Friday), Bury Town Hall between the hours of 8.45am and 5.00pm (Monday to Friday) and at local libraries during their normal opening hours (see [Libraries and archives](#) and [Tottington Centre](#) for details).
- 4.7 During COVID-19 restrictions, online inspection of documents will be the default position and the Council will, where requested, attempt to make alternative arrangements where online inspection is not possible.

Database contacts

- 4.8 The Council's Strategic Planning team have also developed a consultation database which includes all of the bodies listed in Appendix 1 but also includes a wide range of other individuals, groups and stakeholders that have expressed an interest in planning policy matters previously. We contact those on the database throughout the process of preparing planning policy documents so that everyone has the opportunity to influence policies and proposals as they emerge.
- 4.9 Depending on the contact's specified preference, the Council will send letters or emails to database contacts, including targeted consultation letters for key community groups.
- 4.10 Anyone wishing to be added to the consultation database can contact Strategic Planning at planning.policy@bury.gov.uk or by telephone (0161 253 5550).
- 4.11 In maintaining this contacts database, full regard is given to data protection requirements.

Social media

- 4.12 The Council will use various social media platforms, including relevant Twitter accounts and Facebook pages, to publicise consultation at the various stages involved in the production of planning documents.

Other publicity material

- 4.13 The Council may choose to produce publicity material for public consultations if it is considered appropriate for the particular type, stage and subject matter of the document.
- 4.14 This could, for example, include a press release, a public notice, the use posters in prominent and publicly accessible locations and advertisement on TV screens within Council buildings where these are open and accessible to the public. The type of publicity material used will be determined on a case by case basis for each consultation.

Stakeholder events and meetings

- 4.15 Consideration will be given to requests for stakeholder events or meetings with groups, organisations, individuals and communities, depending on the type of document and the stage reached in its production.
- 4.16 However, during COVID-19 restrictions, meetings may be arranged if necessary via video conferencing where face-to-face meetings are not possible due to social distancing measures.

Hard-to-reach groups

- 4.17 The Council will make every effort to engage with hard-to-reach groups that, traditionally, do not engage in the planning process. In doing so, the Council will seek to make contact directly and/or through representative organisations and encourage them to get involved in the preparation of plans and supporting documents.

Duty to Co-operate

- 4.18 As specified previously, the Council is required to comply with a 'Duty to Co-operate' and, in doing so, will engage with adjoining authorities and other relevant public organisations on a collaborative and proactive basis throughout the plan-making process.

Preparation of the Greater Manchester Spatial Framework Joint Development Plan Document

- 4.19 The ten Greater Manchester authorities are working on the production of a joint plan titled 'Greater Manchester's Plan for Homes, Jobs and the Environment' – the Greater Manchester Spatial Framework (GMSF). The GMSF will provide the overarching framework to strategically manage sustainable growth and development across the conurbation over the next twenty years or so.
- 4.20 Principally, the GMSF will identify the housing numbers and employment floorspace needs and associated infrastructure requirements as well as identifying the key allocations and broad opportunity areas where this growth should be focussed. Further information on the preparation process for the GMSF can be found on the GM Consultation hub page at www.gmconsult.org.
- 4.21 Consultation on the GMSF is carried out on a joint basis and is in line with the Town and Country Planning (Local Planning) (England) Regulations 2012 and the ten districts' Statements of Community Involvement'.
- 4.22 If you wish to register your interest in being informed of future GMSF consultations please register on the [mailing list sign up](#) page or contact: planningandhousing@greatermanchester-ca.gov.uk.
- 4.23 The consultation methods that the Council will follow when consulting on different documents are set out in Appendix 2.
- 4.24 In relation to the GMSF, the Council and the GMCA will ensure that the duty to cooperate with neighbouring Councils and other prescribed bodies is met. In doing so, the Council and the GMCA will engage constructively, actively and on an on-going basis and have regard to their activities so far as they are relevant, in order to ensure that strategic matters are given full consideration in the preparation of the GMSF.

5 Planning applications

- 5.1 The Development Management Team handle both pre-application enquiries and the processing of planning applications.

Pre-application advice

- 5.2 Pre-application enquiries help the applicant get their application 'right first time' and whilst they are not a guarantee of obtaining planning permission, the exercise ensures that all of the planning issues are identified early so as to enable the applicant to put forward the best possible application.
- 5.3 More details of how this service is delivered including information on charges is available on our website at www.bury.gov.uk/10785.

Getting involved in planning applications

- 5.4 The publicity for planning applications is subject to legislative requirements set by Government and can be carried out using different methods including one or all of the following:

- Letters to neighbours;
- Site notices;
- Press notices.



- 5.5 We will publish all planning applications on our website and a minimum of 21 days will be allowed for comments to be made via our online system, by email or by post. See our planning applications search facility at <https://planning.bury.gov.uk/online-applications> for more information or view the ways you can contact us in section 2. In addition to being able to view the applications in your own home, you can also view them online at your local library. During COVID-19 restrictions, online inspection of documents at libraries and Council offices will not be possible.
- 5.6 All comments received by the Council before the application is determined are considered by the officer in making their recommendations on the application. **Planning is an open and public process and as such all comments made on a planning application can be viewed by both the applicant and other members of the public.**

Decision making

- 5.7 Most planning applications are determined by the Chief Planning Officer, but some applications are presented to the Planning Control Committee (PCC). If an application is presented to the PCC then there is an opportunity for the public to address Members of the Committee. Our website provides more information on how to do this on our "Planning proposals – have your say" web page at www.bury.gov.uk/10771.
- 5.8 However, during COVID-19 restrictions, Planning Control Committee meetings may be held virtually via video conferencing. You should therefore contact the Development Management Team using the contact details on page 4 to check what the current arrangements are.

Planning appeals

- 5.9 When an application is refused by the Council an applicant has a right of appeal to the Planning Inspectorate (PINS). The process of who is informed of an Appeal is set down by Government and we will ensure that these requirements are complied with.
- 5.10 As a minimum requirement, any comments that a person makes on the original application are passed to the Planning Inspector appointed to consider the Appeal and these comments are also be supplied to the applicant. In certain Appeals you may be able to make further comments and in some cases you may also take part in a Public Inquiry, although this will be at the discretion of the Inspector. The rules around publicity and how you can be involved in Appeals can be found on our "Planning applications refusals and appeals" webpage at www.bury.gov.uk/10769.

Appendix 1 – Consultation bodies for plan-making

Specific consultation bodies

The Council is required to consult 'specific' consultation bodies as appropriate on planning policy documents. The relevant bodies for Bury are as follows:

Specific consultation bodies
A relevant authority within or adjoining the Borough (local planning authorities, county councils, parish councils and local policing bodies)
The Coal Authority
The Environment Agency
Historic England
Lancashire Police and Crime Commissioner
Natural England
Electronic Communications Operators
Electricity Undertakers
Gas Undertakers
Sewerage Undertakers
Water Undertakers
Network Rail
Highways England
NHS Trusts and Clinical Commissioning Groups
Homes England
Marine Management Organisation

The Council will consult with these bodies, as required, on all development plan documents, neighbourhood plans, and where relevant supplementary planning documents and other planning documents as required.

Duty to Co-operate bodies

The Localism Act (2011) introduced the Duty to Cooperate in relation to the planning of sustainable development. It requires the Local Planning Authority to engage constructively, actively and on an ongoing basis on strategic matters with other Local Planning Authorities and designated bodies.

As a body to which the duty to cop-operate applies, the Council will co-operate, as required, on strategic planning issues with the following:

Duty to Co-operate bodies
Neighbouring local planning authorities <ul style="list-style-type: none"> ▪ Manchester City Council ▪ Salford City Council ▪ Bolton Council ▪ Blackburn with Darwen Council ▪ Rossendale Council ▪ Rochdale Council ▪ Lancashire County Council ▪ North Turton Parish Council
Civil Aviation Authority
Environment Agency
Greater Manchester Combined Authority (GMCA)
Greater Manchester Local Enterprise Partnership
Greater Manchester Local Nature Partnership
Highways England
Historic England
Homes England
Marine Management Organisation
Natural England
NHS England
NHS Bury Clinical Commissioning Group
Office of Rail and Road

Other relevant local planning authorities
South Pennines LNP
Transport for Greater Manchester

The Council will consult with these bodies, as required, on all development plan documents, neighbourhood plans and, where relevant, supplementary planning documents and other planning documents.

General consultation bodies

The Council is required to consult 'general' consultation bodies as appropriate on planning policy documents. The relevant bodies are as follows:

General consultation bodies
Voluntary bodies
Bodies representing racial/ethnic/national groups
Bodies representing religious groups
Bodies representing disabled persons
Bodies representing business persons

General consultation bodies will be consulted as a matter of course on all development plan documents, neighbourhood plans, and where relevant, supplementary planning documents and other planning documents.

Other consultees

The Council is required to consult 'other consultees' as appropriate on planning policy documents. Other consultees include residents who have asked to be informed and other interested parties.

Appendix 2 – Consultation stages of plan-making

Development Plan Documents

Stage	Consultation Methods	Consultation Bodies
Preparation stage (Regulation 18)	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters ▪ Social Media ▪ Publicity Materials ▪ Document publicly available ▪ <u>During COVID-19 restrictions, online inspection of documents will be the default position</u> 	<ul style="list-style-type: none"> ▪ Specific ▪ Duty to Co-operate ▪ General ▪ Other
Publication stage (Regulation 19)	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters ▪ Social Media ▪ Publicity Materials ▪ Document publicly available ▪ <u>During COVID-19 restrictions, online inspection of documents will be the default position</u> 	<ul style="list-style-type: none"> ▪ Specific ▪ Duty to Co-operate ▪ General ▪ Other
Submission to the Secretary of State (Regulation 22)	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters ▪ Social Media ▪ Publicity Materials ▪ Document publicly available ▪ <u>During COVID-19 restrictions, online inspection of documents will be the default position</u> 	<ul style="list-style-type: none"> ▪ Specific ▪ Duty to Co-operate ▪ General ▪ Other ▪ Those that requested to be informed at Publication Stage
Independent Examination (Regulation 25)	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters ▪ Social Media ▪ Publicity Materials 	<ul style="list-style-type: none"> ▪ Those that responded at Publication Stage

	<ul style="list-style-type: none"> ▪ Document publicly available ▪ <u>During COVID-19 restrictions, online inspection of documents will be the default position</u> 	
Adopting the Local Plan document (Regulation 26)	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters ▪ Social Media ▪ Document publicly available ▪ <u>During COVID-19 restrictions, online inspection of documents will be the default position</u> 	<ul style="list-style-type: none"> ▪ Those who requested to be informed of adoption

Supplementary Planning Documents

Stage	Consultation Methods	Consultation Bodies
Public Involvement (Regulations 12 and 35)	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters ▪ Social Media ▪ Publicity Materials ▪ Document publicly available ▪ <u>During COVID-19 restrictions, online inspection of documents will be the default position</u> 	<ul style="list-style-type: none"> ▪ Selected relevant consultees from Appendix 1.
Adoption (Regulations 14 and 35)	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters ▪ Social Media ▪ Publicity Materials ▪ Document publicly available ▪ <u>During COVID-19 restrictions, online inspection of documents will be the default position</u> 	<ul style="list-style-type: none"> ▪ Selected relevant consultees from Appendix 1. ▪ Those who requested to be informed of the adoption.

Neighbourhood Plans

Stage	Consultation Methods	Consultation Bodies
Application and Designation	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters ▪ Document made available at relevant Council offices and relevant libraries ▪ <u>During COVID-19 restrictions, online inspection of documents will be the default position</u> 	<ul style="list-style-type: none"> ▪ Selected relevant consultees from Appendix 1
Pre submission consultation	N/A – This stage is carried out by the qualifying body	
Submission Consultation and publicity of the plan	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters ▪ Document made available at relevant Council offices and relevant libraries ▪ <u>During COVID-19 restrictions, online inspection of documents will be the default position</u> 	<ul style="list-style-type: none"> ▪ Selected relevant consultees from Appendix 1
Submission of plan for independent examination and publication of report	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters 	<ul style="list-style-type: none"> ▪ Selected relevant consultees from Appendix 1 ▪ Those who asked to be notified of the decision.
<p>If the plan is approved by the Independent Examiner it moves to referendum stage.</p> <p>If the plan is not approved by the Independent Examiner the plan does not progress to referendum</p>		
Referendum on neighbourhood plan coming into force	<ul style="list-style-type: none"> ▪ Website ▪ Emails/Letters 	<ul style="list-style-type: none"> ▪ Selected relevant consultees from Appendix 1 ▪ People on the electoral register ▪ Non-domestic rate payers where a

		business area is designated
Plan comes into force	<ul style="list-style-type: none">▪ Website▪ Emails/Letters	<ul style="list-style-type: none">▪ Selected relevant consultees from Appendix 1

Appendix 3 – Glossary

Authority’s Monitoring Report (AMR): This document assesses the implementation of the Local Development Scheme and the extent to which policies in plans are being successfully implemented.

Appeals: Process where an applicant can challenge a decision. For example, a refusal of planning permission by a local planning authority can be appealed to the Secretary of State (DCLG), who in turn delegates most decisions to the Planning Inspectorate.

Development Management: Formerly known as Development Control. Development Management is the processing by a local planning authority of planning applications, enforcement actions, appeals and related work; usually the name of the section of a planning department dealing with this work.

Development Plan Document (DPD): A spatial planning document that is subject to independent examination and forms part of the Development Plan for an area. Examples are the Local Plan and Area Action Plans.

Duty to cooperate: Created by the Localism Act 2011, it places a legal duty on the Council to ‘engage constructively, actively and on an ongoing basis’ with certain specified bodies to maximise the effectiveness of Local Plan preparation relating to strategic cross boundary matters.

Independent Examination: The process by which an independent Planning Inspector may publicly examine a Development Plan Document and any representations, before issuing a binding report.

Integrated Assessment: This is a technique for identifying and evaluating the social, economic and environmental impacts that a plan is likely to have. Integrated Assessment incorporates the provisions of Sustainability Appraisal/Strategic Environmental Assessment, Health Impact Assessment and Equalities Impact Assessment.

Local Development Scheme (LDS): This sets out the programme for preparing and reviewing plans.

Local Plan: A collective term for the Development Plan Document that sets out the spatial vision and strategy for the borough including policies and proposals. The Local Plan is a key part of the development plan.

Localism Act 2011: The Localism Act aims to devolve more decision-making powers from central government back into the hands of individuals, communities and councils. The Act covers a wide range of issues related to

local public services, with a particular focus on the general power of competence, community rights, Neighbourhood Planning and housing.

National Planning Policy Framework (NPPF): National planning policy which provides guidance to local authorities and others on planning policy and the operation of the planning system. Issues covered include housing, green belts, economic growth, heritage, sustainable development, biodiversity, transport, minerals, open space, sport and recreation.

Neighbourhood Plan: A plan prepared by a parish council or neighbourhood forum for a designated neighbourhood area. In law this is described as a neighbourhood development plan in the Planning and Compulsory Purchase Act 2004.

Planning Control Committee: The planning decision-making body of a local authority. The planning committee is made up of elected members/councillors. One of the roles of planning committees is to make decisions on planning applications.

Planning and Compulsory Purchase Act 2004: This act updates elements of the Town and Country Planning Act 1990. It introduced a statutory system for regional planning, a new system for local planning, reforms to the development control and compulsory purchase and compensation systems and the removal of crown immunity from planning controls.

Planning Inspectorate: Planning Inspectors act on behalf of the Secretary of State for Housing, Communities and Local Government (MHCLG) and make decisions on appeals and hold examinations on Development Plan Documents.

Policies Map: The Policies Map shows the spatial definition of planning policies and Site Allocations set out in the written statement of the plan.

Statement of Community Involvement (SCI): This sets out the standards to be achieved by the local authority in involving local communities in preparing and reviewing plans, and in the development management process.

Strategic Environmental Assessment (SEA): A requirement of the European Union's Strategic Environmental Assessment Directive, SEA is a methodology for identifying and evaluating the impacts that a plan is likely to have on the environment. Where a plan requires SEA it is now undertaken as part of the Integrated Assessment.

Supplementary Planning Document (SPD): This is a local development document that may cover a range of issues, thematic or site specific, and supplements the policies and proposals of a Development Plan Document.

Unitary Development Plan (UDP): Development Plan prepared by a Metropolitan District and some Unitary Authorities. These plans continue to operate for a time after the commencement of the new development plan system introduced by the Planning and Compulsory Purchase Act 2004, by virtue of specific transitional provisions.

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Revised Statement of Community Involvement

Summary of Consultation Responses

October 2020

Introduction

- 1.1 This document sets out the consultation that was carried out on the revised 2020 Statement of Community Involvement, the representations received and the Council's response to those representations.
- 1.2 The revised SCI was published as a Consultation Draft for a 4-week consultation period from 3rd to 31st August 2020. The current adopted SCI was revised to take account of changes to planning legislation, policy and guidance that need to be reflected in the SCI. The SCI also needed to be revised in order to respond to the COVID-19 restrictions that have been imposed by the Government so that plan making can continue during the emergency and to ensure that effective community involvement takes place during this time.
- 1.3 Despite there being no requirement to carry out consultation on the SCI in the Regulations, this consultation involved contacting approximately 950 organisations and bodies on the Council's consultation database which were considered relevant to the document (see Appendix 1 for a copy of the email/letter).
- 1.4 The draft document was made available on the Council's website. Although respondents were encouraged to submit responses via email it was also possible to respond via post or via the dedicated planning policy telephone line. The consultation was also promoted using the department's Twitter account.

Representations received and responses made

- 2.1 A total of 10 representations were received to the SCI Consultation Draft. Table 1 below provides a summary of the comments received along with the Council's response.
- 2.2 All comments received on the Consultation Draft of the SCI have been considered, however none of the comments received resulted in a specific change to the document.

Table 1: Summary of comments and Council response

Name	Organisation	Summary of Comments	Council Response
Pamela Taylor	Hollins Village Community Association	One of the matters of particular concern is how the council plan to take forward consultation and involvement at neighbourhood level, given the dissolution of the township forums in the Borough. These meetings used to provide the ideal platform to provide information and for in depth discussion by stakeholders at a very local community level. Whilst there is much talk in your document about methods of communicating information, much of it is based around reliance on technology via websites etc. I would like to know how the council plan to provide for more in depth engagement with communities that should actually be helping to shape plans going forward.	<p>Comments noted, no change required.</p> <p>The SCI accords with Government regulations, policy and guidance and offers sufficient flexibility to tailor consultation activities and methods in order to provide more in-depth engagement with local communities as appropriate and as resources allow.</p>
Christopher Kibble	Whitefield Golf Club	Whilst the Government has asked the council to update the plan to reflect necessary changes to processes due to COVID-19, I wonder whether	<p>Comments noted, no change required.</p> <p>The changes made to the SCI document are as a result</p>

		<p>the amendments should be less specific. Perhaps refer to pandemics or other events that affect running of council activities and give COVID-19 as an example in the glossary.</p>	<p>of Government changes to the Planning Regulations as a direct result of the COVID-19 pandemic.</p>
<p>John Rigby</p>		<p>Thank you for your email and statement on the above matter.</p> <p>However, I fail to see the point in the consultation document. Quite recently there was an application for planning permission for a very tall telephone mast in our residential area.</p> <p>Objections to the application, based on valid reasons, were made in writing by 37 residents, and there were no responses in favour of the application. However, the planning application was approved by Bury Council without any reference to those residents who had objected, in fact the residents were not even advised that a decision had been made.</p> <p>In light of this, there would appear to be no point in such</p>	<p>Comments noted, no change required.</p> <p>All comments received in response to planning applications are fully considered in the determination of the application, however they form only one of a number of considerations which are taken into account in reaching a decision on the application.</p>

		a consultation document as it seems to be the policy of Bury Council not to have any regard for the views of local residents.	
Dawn Kinrade	Natural England	We regret we are unable to comment, in detail, on individual Statements of Community Involvement.	Comments noted, no change required.
Dr. Falmai Binns		<p>I wish to register as a 'Consultee' to Bury Council for their draft Statement of Community Involvement (SCI), as the section below alerted in this document offers opportunity. The SCI sets out how BMBC will involve the community in preparing and revising all local planning documents and in making decisions on planning applications.</p> <p>I also wish to emphasise that my village Holcombe should be classed as section no. 3 of the code proposed viz. below detail. Since Holcombe is the highest grade Conservation Area in the Bury Borough with unique ARTICLE 4 PROTECTION, I</p>	<p>Comments noted, no change required.</p> <p>Respondent is included on the Council's consultation database as a 'general consultee' and will be notified of consultations on planning policy documents as necessary.</p> <p>It is assumed that the request for classification of Holcombe under the "protected category" is made with reference to the Government's current consultation on its White Paper "Planning for the Future". Consultation on the White Paper is a Government consultation and is outside of the scope of this consultation on the councils SCI.</p>

		believe this is a reasonable request.	
Emily Hrycan	Historic England	Thank you for consulting Historic England on the above document. At this stage we have no comments to make on its content.	Comments noted, no change required.
Nicola Elsworth	Homes England	Homes England does not wish to make any representations on the revised Statement of Community Involvement. We will however continue to engage with you as appropriate.	Comments noted, no change required.
Debra Batchelor		Please accept this as my request to be registered as a Consultee on Bury Councils SCI and any other relevant planning applications. I am a resident in Holcombe and supporter of the Riding for Disabled Charity in Holcombe and member of Bury MBCs Local Access Forum.	<p>Comments noted, no change required.</p> <p>Respondent has been added to the Council's consultation database as an 'other consultee' and will be notified of consultations on planning policy documents as necessary.</p> <p>It should be noted that the Council's consultation database is only applicable to planning policy documents</p>

			and not for consultation on planning applications which are considered on a case by case basis.
John Batchelor		As a resident of Holcombe Village, please accept this as my request to register as a Consultee on Bury Council's SCI and any other relevant planning documents.	<p>Comments noted, no change required.</p> <p>Respondent has been added the Council's consultation database as an 'other consultee' and will be notified of consultations on planning policy documents as necessary.</p>
Tim Bettany-Simmons	Canal & River Trust	Thank you for you consultation on the revised draft Statement of Community Involvement. Having reviewed the amendments the Canal & River Trust have no comment to make.	<p>Comments noted, no change required.</p>

Appendix 1: Copy of email/letter sent to consultees

Consultation on the draft revised Statement of Community Involvement 2020

Bury Council has prepared a revised draft Statement of Community Involvement (SCI). The SCI sets out how we will involve the community in preparing and revising all local planning documents and in making decisions on planning applications.

Our current SCI was adopted in 2015. Local Planning Authorities are required to carry out a review of their SCIs every five years from the adoption date and, since the last revision in 2015, there have been a number of changes to planning legislation, policy and guidance that need to be reflected in the SCI.

In addition, the Government has been clear that everyone should adhere to various measures to help combat the spread of coronavirus (COVID-19). These measures have implications for planning-related consultation, including how the public are engaged in plan-making and the ability of local authorities to comply with arrangements set out in their existing SCIs – particularly those forms of engagement that involve public gatherings and/or face-to-face contact whilst social distancing measures are in place.

As such, the SCI also needs to be revised to respond to the COVID-19 restrictions so that plan making can continue during the emergency and to ensure that effective community involvement takes place during this time. However, it is anticipated that the consultation arrangements set out in the draft revised SCI to reflect COVID-19 restrictions will be temporary and that the document will be further revised to remove these once restrictions are lifted.

In preparing the draft revised SCI, the Council has also taken the opportunity to improve the structure of the document and to add greater clarity where necessary.

The draft SCI is available for public consultation from **Monday 3rd August 2020 to Monday 31st August 2020 at 5:00pm.**

You can view the document on the Council's website via the following link:

<https://www.bury.gov.uk/index.aspx?articleid=10738>

Full details of how to make comments are on our website. If you require any further information or you need help accessing the document please leave a message for the Strategic Planning team by telephoning 0161 253 5550 or by emailing planning.policy@bury.gov.uk.

Yours faithfully,

Strategic Planning and Economic Development – Development Plans Unit

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	Adoption of Revised Statement of Community Involvement	
Date	14 th October 2020	
Officer responsible for the 'policy' and for completing the equality analysis	Name	Crispian Logue
	Post Title	Head of Strategic Planning & Economic Development
	Contact Number	0161 253 5306
	Signature	<i>C. Logue</i>
	Date	10 th September 2020

2. AIMS

What is the purpose of the policy/service and what is it intended to achieve?	<p>The Statement of Community Involvement (SCI) sets out how we will involve the community in preparing and revising all local planning documents and in making decisions on planning applications.</p> <p>The current Statement of Community Involvement was adopted in October 2015. Approval is sought to adopt the Revised Draft Statement of Community Involvement following a 4-week consultation in August 2020.</p> <p>The purpose of revising the SCI is that Planning Practice Guidance requires SCIs to be updated every 5 years from the adoption date and, since the last revision, there have been a number of changes to planning legislation, policy and guidance that need to be reflected in the SCI.</p> <p>In addition, the Government has been clear that everyone should adhere to various measures to help combat the spread of coronavirus (COVID-19). These measures have implications for planning-related consultation, including how the public are engaged in plan-making and the ability of local authorities to comply with arrangements set out in their existing SCIs. As such, the SCI also needs to be revised to respond the COVID-19 restrictions so that plan making can continue during the emergency and to ensure that effective community involvement takes place during</p>
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	this time.
Who are the main stakeholders?	The main stakeholders which were involved in the Statement of Community Involvement consultation were local residents, developers, land owners, businesses, planning and development consultants, statutory consultees, 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	Yes	No	<p>The SCI refers to the Council's requirement under the Regulations to consult general consultation bodies that represent the interests of different racial and ethnic groups within the Borough. Details of such groups are held on the Council's database and are notified at each consultation stage on planning documents where considered relevant.</p> <p>The document also notes that the Council will be inclusive wherever possible by providing information in an accessible format and encourage involvement from groups traditionally not involved in the planning process.</p>
Disability	Yes	No	<p>The SCI refers to the Council's requirement under the Regulations to consult general consultation bodies that represent the interests of disabled groups within the Borough. Details of such groups are held on the Council's database and are notified at each consultation stage on planning documents where considered relevant.</p> <p>The document also notes that the Council will be inclusive wherever possible by providing information in an accessible format/manner and encouraging involvement from groups traditionally not involved in the planning process.</p>
Gender	Yes	No	<p>The SCI refers to the Council's requirement under the Regulations to consult general consultation bodies that represent the interests of different racial and ethnic groups within the Borough. Details of such groups are held on the Council's database and are</p>

			notified at each consultation stage on planning documents where considered relevant.
Gender reassignment	No	No	
Age	Yes	No	<p>The SCI refers to the Council's requirement under the Regulations to consult general consultation bodies that represent the interests of different racial and ethnic groups within the Borough. Details of such groups are held on the Council's database and are notified at each consultation stage on planning documents where considered relevant.</p> <p>The document also notes that the Council will be inclusive wherever possible by encouraging involvement from groups traditionally not involved in the planning process.</p>
Sexual orientation	No	No	
Religion or belief	Yes	No	<p>The SCI refers to the Council's requirement under the Regulations to consult general consultation bodies that represent the interests of different faith groups within the Borough. Details of such groups are held on the Council's database and are notified at each consultation stage on planning documents where considered relevant.</p> <p>The document also notes that the Council will be inclusive wherever possible by providing information in an accessible format/manner and encourage involvement from groups traditionally not involved in the planning process.</p>
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)	Yes	The Revised Draft Statement of Community Involvement includes a requirement to consult bodies whose activities represent the interests of different racial, ethnic or national groups, different faith groups and disabled persons in the Borough.
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.

4. EQUALITY INFORMATION AND ENGAGEMENT

4a. For a service plan, please list what equality information you currently have available (including a list of all EAs carried out on existing policies/procedures/strategies),
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
<p>The Revised Draft Statement of Community Involvement was subject to a 4 week consultation period, in which the Council sought the views of individuals, bodies and organisations on the Council's Local Plan consultation database via email or letter. These contacts represented the interests of different racial, ethnic or national groups, different faith groups and disabled persons in the Borough. 10 responses were received to the consultation.</p>		

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

<p>No</p>

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

<p>What will the likely overall effect of your policy/service plan be on equality?</p>	<p>Positive</p>
<p>If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?</p>	<p>N/A</p>
<p>Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.</p>	<p>No</p>
<p>What steps do you intend to take now in respect of the implementation of your policy/service plan?</p>	<p>Following the consultation and receipt of representations all comments have been fully considered. The Revised Statement of Community Involvement is now to go before Cabinet to seek approval for adoption.</p>

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 outcomes of consultations carried out in line with the Statement of Community Involvement will be published and recorded through the Local Plan Consultation Database. The timescale for review will be dependent on any legislative changes.

COPIES OF THIS EQUALITY ANALYSIS FORM SHOULD BE ATTACHED TO ANY REPORTS/SERVICE PLANS AND ALSO SENT TO YOUR DEPARTMENTAL EQUALITY REPRESENTATIVE FOR RECORDING.

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Classification	Item No.
Open	

Meeting:	The Cabinet
Meeting date:	14 October 2020
Title of report:	Public consultation on the draft Housing Strategy
Report by:	Councillor Cummins, Cabinet Member for Housing Services
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

Cabinet is asked to approve a proposal to consult residents and other stakeholders on a draft Housing Strategy for Bury. The draft strategy sets out the scale of the challenge facing the Borough on housing issues such as driving up quality, improving health and wellbeing, affordability, attracting and retaining skills, and climate change.

The last full assessment of housing need and demand in the Borough was undertaken in 2011. The changes within the housing market since then, together with the expected growth in population and household formation required an update to the housing profile; therefore in January 2020, Campbell Tickell in partnership with arc4, were appointed to support the Council to deliver a Housing Needs and Demand Assessment, which informs the new draft Housing Strategy.

The final version of the Housing Strategy will include an implementation plan, which will be reviewed regularly to ensure that it is up to date in terms of available and committed resources.

Cabinet is asked to:

1. Acknowledge the work to date on developing the draft Housing Strategy.
2. Approve the draft Housing Strategy at Appendix 1 for public consultation for a period of six weeks.
3. Note that a further report will be produced with the final draft Housing Strategy, that has taken into account the results and feedback from the consultation.

The new draft Housing Strategy will cover the key aspects of affordability, supply and quality of housing in the Borough. The strategy will help ensure that an adequate supply of new housing will be provided to support inclusive economic growth for the Borough that will underpin improvements in people's health and wellbeing, including reducing gaps in healthy life expectancy. The draft Housing Strategy specifically references the next five years; however, it also considers the period to 2030 with regard to the new Bury Strategy 2030 consultation.

In January 2020, Campbell Tickell in partnership with arc4, were appointed to support the Council to deliver a Housing Needs and Demand Assessment. The assessment reported on all tenures and client groups on a ward and township basis, as well as for the Borough as a whole, and has informed the draft Housing Strategy.

The proposal

The Council, partners and residents are working together to develop a 10-year vision and strategy for Bury. The draft Housing Strategy sets out how the Council intends to work, and what we intend to do to create the right conditions so that Bury's housing, across all tenures, supports our emerging Bury 2030 vision.

The draft Housing Strategy contributes to meeting the Council's priorities across a range of policy areas including economic growth and climate change strategy. It also reflects the Council's role in discharging a range of statutory duties such as those relating to homelessness, private sector housing and the safeguarding of vulnerable children and adults.

In addition, the draft Housing Strategy is closely aligned to strategies at the Greater Manchester level. This includes the Greater Manchester Housing Strategy, which sets out a number of key housing priorities for a transient population within the wider Greater Manchester housing market – which are broadly reflected within the Bury Strategy. Likewise, the Greater Manchester Spatial Framework (GMSF) will seek to identify sufficient land across the conurbation to meet the needs of a growing population. Importantly, the GMSF will seek to ensure that new housing is accompanied with the required social and physical infrastructure that is essential to creating successful and vibrant neighbourhoods. Once approved, the Housing Strategy will be an important document that will help shape the types of housing that will be delivered on new developments.

The purpose of the Housing Strategy is to provide a local framework and clear direction of travel influencing all housing related activities undertaken by the Council and its delivery partners across Bury, and help focus our collective resources on achieving sustainable solutions that ensure the delivery of sufficient high-quality housing and housing support of the right types, in the right places, and at the right times, to best meet the current and future needs of our communities.

This is a wide-ranging draft strategy that impacts on the lives of all Bury residents in one way or another, be that directly through the provision of accommodation and services or indirectly through improvements in the public realm, environment and health. To this end, the Housing Strategy contributes to many of the priorities in the draft Bury 2030 strategy.

The outcomes sought from the draft Housing Strategy include:-

- More homes in the Borough to meet the needs of a growing population.
- Increased affordable housing supply – through new build, leasing and acquisition.
- A more dynamic housing market – a broader range of housing tenures and more tailored support for people to access a suitable home they want in any tenure.
- Good quality, healthy homes and places.
- Support that enables people to live well in the community.
- Intelligent, evidence-driven, targeted investment to improve health through housing.

focus on the future of the town centre and neighbourhoods.

- To eliminate rough sleeping by 2025 – through an evidenced approach to preventing homelessness, increasing supply of affordable new homes, supporting accessibility and ‘enabling support’ towards independence.
- Rapid movement towards low carbon housing.

Consultation methodology

Bury’s draft Housing Strategy will benefit all our residents; our focus is not only addressing housing need, but on the role that housing can play in meeting the economic, social and environmental aspirations of the Borough, which is why it is important to widely consult on our priorities and how we intend to deliver them. It is increasingly becoming apparent that social and economic composition of areas varies greatly and fluctuates over time. Therefore this draft Housing Strategy will strive to have a sound understanding of the views of communities, which meet current needs and is flexible to respond to changing dynamics.

Mirroring the rich diversity of Bury, the Council is clear that understanding housing needs requires the input of the whole community. It is important to ensure that the draft strategy fully reflects the views of all residents in the Borough. The Council therefore plans to undertake a programme of public consultation over the next 6 weeks, as soon as possible following Cabinet approval.

It was the intention to undertake a number of stakeholder consultation events as ‘drop-in’ sessions and face to face meetings. Clearly, with the current restrictions on social gathering this will not be possible and this means that there will be a much greater emphasis on online and digital engagement. Nevertheless, it is important that all stakeholders are able to have their say and the following consultation methods will be used.

The Council website will be used as the main point of contact for the formal consultation. The online consultation will be promoted via social media (Facebook, Twitter and Instagram) to raise awareness of the draft Housing Strategy and to issue reminders of the consultation closing date. These will direct residents and stakeholders to the formal consultation.

Feedback will be encouraged via an online questionnaire and a dedicated phone line and email address will be established, to enable people to find out more information or request hard copy documents. The consultation process will include:

- A dedicated Housing Strategy consultation page on the Council’s website which will include the Strategy, Frequently Asked Questions and a stakeholder questionnaire.
- Targeted social media adverts (Facebook, Twitter and Instagram) running throughout the consultation period.
- Press releases and press features.
- A public Webinar, which will be held as an alternative to face-to-face drop in sessions. The event will feature a presentation and Q & A panel session. The session will be recorded, along with the questions and answers from the event and uploaded to the Housing Strategy webpage.

The consultation will include all key stakeholders such as Elected Members, Six Town Housing, tenants and tenant organisations, residents, voluntary and faith sectors, community groups, developers, housing providers, health and care providers and the Greater Manchester Combined Authority.

Following the consultation, a further report will be produced with the final draft Housing Strategy, that has taken into account the results and feedback from the consultation.

The Council's last strategy from 2014, and the lack of an up to date strategy has significant downsides. The context in which the Council operates has changed since the last review of the housing strategy so it is important to update the strategy to reflect policy and legislative changes and set out our new proposed housing priorities, for consultation. The Council's Strategic Tenancy Policy will be reviewed to ensure alignment.

Equality Impact and considerations:

The draft strategy promotes equality of access to housing and demonstrates a positive impact on people with protected characteristics. It seeks to ensure that there is a balance of housing provision across the Borough to meet the needs of all residents and, recognises the specific housing needs of different client groups including the BAME community, low income households, people at risk of homelessness, older people and people with disabilities.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
When the final strategy is approved by the Cabinet it will ensure that the Council has more influence when it enters into delivery partnerships with developers or registered providers.	This can be partly mitigated through choice of the right partners and well negotiated contractual agreements.

Consultation:

The draft Housing Strategy has been informed through consultation with a wide range of stakeholders including interviews with Councillors, circa 40 Bury Council officers and Six Town Housing. A number of themed workshops have taken place with private developers and Registered Providers operating in the Borough.

Legal Implications:

Although there is no requirement for a Housing Strategy, it is best practice and provides for consideration of associated duties such as homelessness provision. The Council has undertaken an assessment of housing need within the borough. This report presents the new housing strategy based upon that assessment, which ties into other strategies including the Council's overarching 2030 Strategy.

Consultation on the plan must comply with the so called 'Gunning principles' and therefore must be at a time when proposals are still at a formative stage, give sufficient reasons for any proposal to permit intelligent consideration and response, allow adequate time for consideration and response and the product of consultation must be conscientiously taken into account in finalising any statutory proposals.

In addition, as the Housing Strategy is not part of the policy framework, its final proposed version, having taken into account the results of consultation, can be approved by Cabinet.

Financial Implications:

At this stage there are no financial implications however, as and when projects progress, there will be funding requirements and these will need to be considered at that time. Various funding options are likely to be available and all proposals will be subject to a full financial appraisal at that time. Implementing the strategy will be dependent upon the availability of funding in future years.

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Background papers:

None.

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**Bury Housing Strategy
October 2020**

Final Draft

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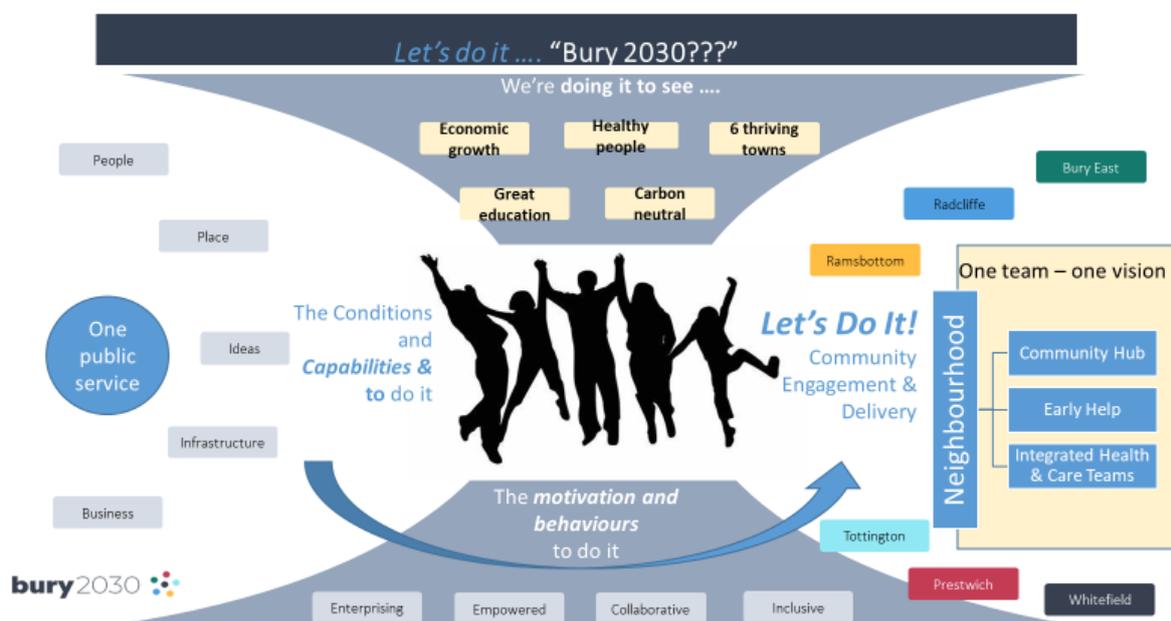
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Section 1: Housing for Bury 2030: Let's do it!

The Council, partners and residents are working together to develop a 10-year vision and strategy for Bury. Through a true collaborative transformation process, the emerging *Bury 2030 Vision; Let's do it!* is bringing together and integrating our public services with new neighbourhood-based hubs and team working. Our public and VCS services, businesses and local partners are starting to coalesce energetically around a common vision and set of objectives that will continue to guide reform and service transformation across Bury. The *Bury 2030 Vision: Let's do it!* will be launched at our Bury Best culture festival in the winter of 2020.

This housing strategy and action plan sets out how we intend to work and what we intend to do to create the right conditions so that Bury's housing – across all tenures – supports our emerging Bury 2030 Vision.



1.1 Housing for *Bury 2030 Let's do it!* and our Industrial Strategy

Housing, in its widest sense, affects many parts of our lives. The COVID-19 lockdown period brought home to us all just how important it is to have a healthy, suitable and secure home.

It has made us more conscious of our local neighbourhoods and of the spaces between our homes, places where we can meet and enjoy each other's company. There is a new impetus on helping people of all ages to live well within our communities; neighbours stepped up to offer support to people who were shielding; homeless people were given ensuite hotel accommodation with on-site support; as the appetite for residential care decreased rapidly the realisation that we must create the conditions for older people to live well within their communities for as long as possible as grown. And we are now acutely aware of the huge role housing construction could play in shoring up a positive future for our local and national economy, not least as we gear up to address the climate change challenge.

Here's how housing will support the five themes of our industrial strategy.

1.1.1 Healthy People

People are healthy when we are living well in our home and neighbourhood. The ability to secure a warm, safe home that is the right size and that meets our particular needs at each stage of life in a neighbourhood we feel we 'fit' and with the support we need to live independently, is core to our happiness. It is the basis for good mental and physical health and a springboard to a good life at any age.

There is currently an imbalance between the housing available in Bury and what people need and aspire to, so not everyone is able to find a home that is affordable for them and that meets their needs. This is also limiting Bury's potential as a place of choice for people considering moving to the area. This strategy aims to plot a course towards filling that gap both through more proactive engagement with developers and through building new homes directly to enable more of the right sort of homes to be built.

It also sets out the steps we'll take towards more healthy housing, communities and places and to take the pressure off our health systems including through our One Commissioning Organisation and by proactively addressing people's housing problems through our neighbourhood-based teams and homeless programmes.

1.1.2 Thriving Green Places

Thriving green places are alive, calming and distinctive. People love to live and work in them and visit them because they offer safe, pleasant and interesting spaces and reasons to interact with others – through digital means as well as face-to-face. They offer the potential for money to be spent and earned through the sale of attractive goods and experiences as well as free, inexpensive and pleasant community spaces to just 'be'. They provide safe ways to cycle and walk through green spaces; air quality is high. Homes are powered by renewable energy sources and are well insulated.

Town centre regeneration is taking place all six town centres: Bury, Prestwich, Radcliffe, Ramsbottom, Tottington and Whitefield. By aligning new housing development, improvements to existing homes, consideration of people's local workspace requirements and need for parks, trees and green spaces with these broader plans to enhance the already

strong identities of each of our towns, we aim to create urban villages where people can live, work, relax and have fun.

1.1.3 Co-designed Ideas

Bury needs more affordable housing. However, people want more than ‘affordable housing’; they want a home to enjoy that meets their needs and aspirations in a place they like at a price that enables them to enjoy their lives.

We want to hear more from our residents at different stages of their lives about what makes a ‘good home’ and a ‘good neighbourhood’ and to provide ways for them to influence what happens in their neighbourhood including through our approach to planning and delivery on the ground. We want to influence more diverse and imaginative types of housing to support people to live good lives – whether they are live-work schemes, dementia-friendly homes, self-build or other types of housing – in line with their aspirations and affordability levels. We are open to new ideas and we want to both inspire others and be inspired by seeing how other places are innovating, for example, in financing new homes, low carbon technology, modern methods of construction.

1.1.4 Future-proofed Infrastructure

We see our housing – of all types – as part of the infrastructure of the borough, alongside our transport, roads and digital communications. The housing that is already there, and that will be built over the period to 2030, will outlive most of us so we have a duty to look after it for future generations.

We want to drive up the number and quality of homes in the borough and to make sure that new homes are right for the location, offering people choice and helping our towns and neighbourhoods to thrive. We will seek to influence the type, quality, density, energy efficiency and carbon emissions of new homes that are built. We will also drive up standards in private rented housing and empty homes that we bring back into use. We will enable people at all stages of life to access a home that suits them and their families at a price they can afford – giving special attention to meeting the aspirations of our older people and our younger households who might otherwise move away. Our long-term aim is for all the borough’s homes to become net carbon neutral, starting with new homes.

1.1.5 Inclusive Business Growth

Bury has ambitions to move beyond its post-industrial phase to forge a new economic future characterised by inclusive growth and respected and engaged communities.

Housing can help to boost Bury’s local economy in several ways. Increasing the supply of homes that are both affordable and attractive for young professionals starting out help to retain more of our young people and attract others to live in Bury to power our local economy. A better range of housing options for households across the life-course and quality places will help to attract people who can fill skills gaps to live and spend their money in Bury and will encourage new businesses to locate themselves in the borough.

Supporting development partners and procuring from building companies who offer local apprentice, training and employment opportunities will help to increase the number of construction jobs available to Bury residents. Through new self-build and renovation options, our younger residents will have opportunities to build their construction skills-set. Supporting local businesses to rise to the challenge of climate change, we can help to upskill a workforce for component manufacture and housing retrofit; and the more people save on fuel bills, the more they have to spend in the local economy.

1.2 Housing that enhances our towns

All six of our town centres are different. Residents are actively engaged in creating their town's future, based on its strong identity, ambition and the contribution it aspires to make to people's lives and prosperity of the north west. Each town is on a different trajectory and the process and timescales for developing the town centres will vary considerably.

Housing presents an opportunity to breathe new life into our town centres and help to achieve each of our town centre ambitions. The changes in our retail habits that have been accelerated by the COVID-19 pandemic will force a repurposing of many of our town centres. Changing the use of some retail sites to create an aspirational housing offer that includes affordable homes with good access to leisure facilities, parks, culture, art and a wide range of community facilities, could be one route to realising our ambition for '15-minute neighbourhoods'.

Building new homes as part of a regeneration plan, such as through a Bury Town Centre Masterplan, could enhance the town centre as a place to live, shop and work. A holistic plan for the place and properly supported delivery would help to raise developer confidence and attract investment. Apartment-style accommodation close to tram stops and other transport hubs can be popular with younger commuters. Offering some Build to Rent apartments could be a way of providing a blend of rent levels.

Other places, such as Radcliffe, could be enhanced through a broader mix of good quality housing designs that appeal both to young families and elderly people alongside good quality workspaces. The Radcliffe Strategic Regeneration Framework sets out some detailed proposals around key housing sites and their importance in meeting the housing needs of local residents as well as delivering increased footfall to aid town centre vitality. The former East Lancashire Paper Mill, for example, has the potential to deliver 400 homes with a range of house types, sizes and tenures.

In Ramsbottom and Tottington, some sites may be suitable for additional 2-bed bungalows or flats that could be attractive to older people looking to downsize. While in Prestwich, the desire for larger homes to buy in areas with significant Jewish populations could be enabled in partnership with a trusted housing association while also accommodating some higher density apartment-style homes alongside products suitable for young people.

Whitefield may have potential for a village hub around an extra care scheme and this could inspire similar intergenerational 'village hubs' through remodelled sheltered schemes.

In every place there is scope to remodel the public spaces between the homes to provide more congenial spaces for people to meet and enjoy together.

1.3 Working with residents to shape housing in each township

Much of this strategy applies equally across the whole borough. However, it will be possible to vary how we apply some elements in different locations depending on the emerging vision for each town.

We will hold a series of conversations with residents through our Towns Initiative, our new community hubs and other forums to shape our approach to housing for each township. We will explore existing homes, new homes and how housing can support successful neighbourhoods and will allow for local variations in timescale in how some elements of this housing strategy are implemented. The vehicle for holding these conversations will vary – in some towns it may take place as part of a masterplanning process or as part of the development of the strategic regeneration framework. In other places, a standalone housing blueprint might provide a useful mechanism for discussion and negotiation. There will be an expectation that each township will support borough-wide ambitions, such as for all homes to be low carbon by 2030, and that they will contribute to meeting the overall housing needs of the borough. A central decision-making committee will ensure that each township does its part to deliver the vision of the whole of Bury within Greater Manchester.

The current profile of homes, including both rent levels and purchase prices, vary significantly between the six townships. It makes sense to build homes that will help to ‘balance up’ the range of homes available across the borough at the same time building to achieve the vision for each town. Our Housing Needs Assessment 2020 provides information on the nature and affordability of existing housing in each township as well as the aspirations and expectations of residents living there. We will draw on the information provided within the Housing Needs Assessment to develop individual ‘housing propositions’ that will inform our discussions and help us to determine what sort of new homes we want built in each town (see Section 2.3.1 for more information). They will be informed by the Greater Manchester Spatial Framework and local planning documents and will also inform the development of future planning documents. We will also draw on the range of ideas presented within this strategy to ensure our action on existing homes supports the broader vision for each town.

Developing our township coproduction mechanisms will enable us to get ahead of the Planning White Paper that is expected to establish a new system of ‘zonal planning’ in which resident engagement is weighted towards the plan development stage. We will seek resources from Homes England, MHCLG, BEIS and other sources to support and deliver our arrangements for township housing planning.

Outcomes sought from this housing strategy

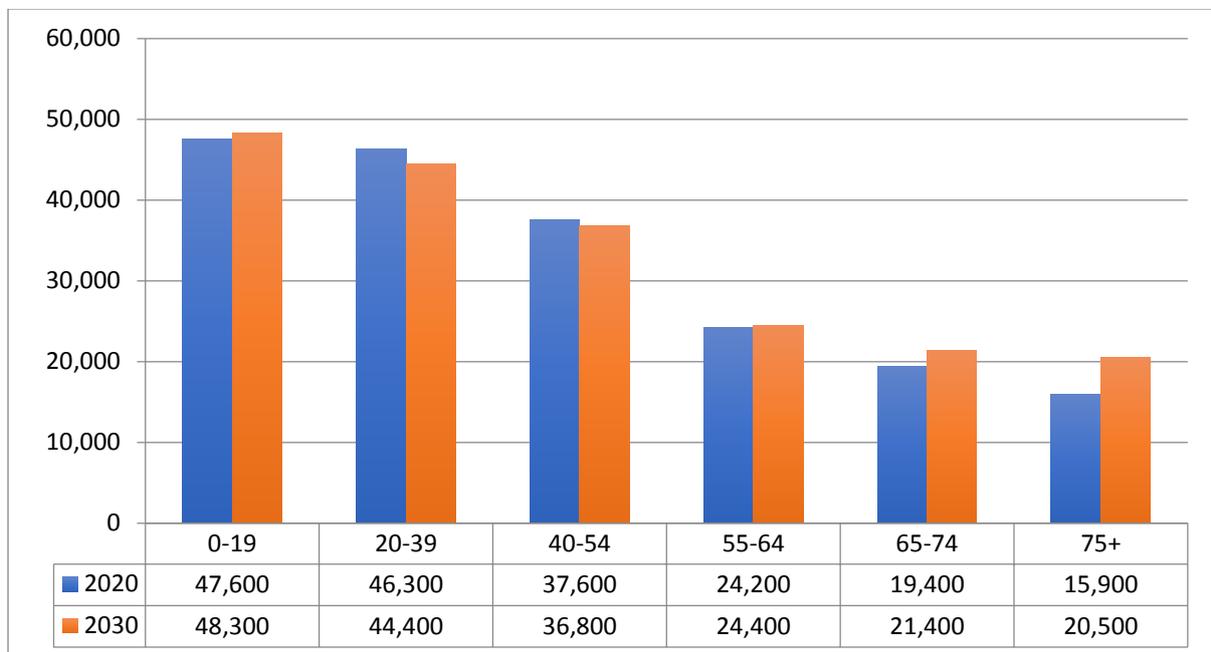
- More homes in the borough
- Increased affordable housing supply – through new build, leasing and acquisition
- A more dynamic housing market – a broader range of housing tenures and more tailored support for people to access a suitable home they want in any tenure
- Good quality, healthy homes and places
- Support that enables people to live well in the community
- Intelligent, evidence-driven, targeted investment to improve health through housing
- Towards a township housing strategy shaped to support the future of each town centre and neighbourhoods
- To eliminate rough sleeping by 2025 – through an evidenced approach to preventing homelessness, increasing supply of affordable new homes, supporting accessibility and ‘enabling support’ towards independence
- Rapid movement towards low carbon housing

Section 2: New homes for Bury

2.1 Who lives in Bury now? Who will live in Bury in the future?

In 2020, there were 191,841 people living in over 81,000 homes in Bury MBC. The borough’s population is projected to increase to 198,241 by 2030 and to 202,568 by 2037, an overall increase of 5.6% residents. The population aged 65 years and over is expected to increase disproportionately quickly, from 35,225 to 43,635 a rise of 8,410 or almost 24% over the same period.

This population increase equates to 5,109 new households over the period from 2020-2030¹ with many more households expected in the older age groups. The projections also show a decline in the number of people between the ages of 20 and 54 living in the borough.



This analysis is telling us that, at the same time our population is ageing we are not retaining or attracting working age residents. We need to act now to change Bury’s direction of travel and to drive a better balance between our younger and older populations.

A recent economic analysis² revealed that Bury has a diverse and high skilled population. However, Bury did not bounce back well during the years following the last recession in 2008-10 and this suggests that economic recovery following the Coronavirus pandemic could also prove difficult. The demand for housing is high from people who work outside the borough, and whose incomes are generally higher than those who work and live within the borough, many of whom also see Bury as good place to live. This has the effect of pushing house prices up to levels that are a stretch for many people living on Bury-level incomes.

¹ Bury Housing Market Assessment 2020, using 2014-based MHCLG household projections

² Bury Economic Performance, Resilience and Brexit, Cambridge Econometrics 2020

Our Housing Needs Assessment shows that people who earn lower quartile, and even median-level, Bury incomes can struggle to buy a suitable home³.

The actual costs of housing vary significantly across the borough; Prestwich is both more expensive than other townships and popular with commuters while Radcliffe is less expensive and has the potential to offer good quality affordable housing options in a high quality environment, through our regeneration plans.

We need to work harder to provide the right homes both to retain those who commute out for work and to meet the needs of residents working locally; both will help to stabilise spending and support recovery of our local economy. We also need to make sure we can attract the right skills to Bury to drive and fill gaps in our local economy that cannot easily be filled by people already living in the borough. People are persuaded to live in a place when both the housing offer and the place offer is attractive to them. Getting the housing right within our broader plans for regeneration of our town centres is going to be critical to Bury's economic future.

We have an opportunity through the new homes that will be built over the next ten years, and through attention to existing homes and places, to develop a strong 'housing offer' that will both provide for our older population and help to shore up our working age population who will be critical for our economic future.

2.2 How many and what sort of homes will we aim to have built?

Bury is one of the less affordable areas of Greater Manchester with slightly higher than average house prices than the North West generally⁴. The most common size is a 3-bed home and almost 45% of existing homes have three bedrooms. Owner occupation is high at almost 70% while private renting is low at 15.1%. Bury has a notably small proportion of households living in affordable homes with just 15.3% of households renting from the Council or from a housing association. This is almost 20% below the England average and 16% below the North West average.

The 2019 Draft Greater Manchester Spatial Framework (GMSF) proposed a target of an average of 498 new homes in Bury MBC each year to meet needs to 2037. This was on the basis of stepped targets requiring 270 new homes each year from 2018-23 and 580 new homes each year from 2023-27. The next stage of the GMSF will be the Publication GMSF and these figures and housing targets are subject to change. Over the past five years, 383 have been built annually, 25% of which were affordable dwellings.

Our latest Housing Needs Assessment tells us that we have a net shortfall of affordable housing for 448 households each year⁵. It recommends that 75% of all new homes should be

³ Figure 4.8 of Housing Needs Assessment 2020

⁴ Median house prices in Bury MBC were £165,000 in 2019 compared with £158,000 across the North West and £235,000 across England. Housing Needs Assessment, 2020

⁵ Housing Needs Assessment 2020

for sale or rent at market levels and 25% should be affordable homes; 15% rented and 10% affordable home ownership.

The Housing Needs Assessment 2020 identifies six 'stages of life' for which people typically want different things from their housing. This points to the need to deliver a greater range in the type of homes built and it in line with the Greater Manchester Housing Strategy Priority B3: Increasing choices in the housing market is a priority across Greater Manchester.

We will draw on this data and, in addition, we will actively collect more detailed and nuanced information about the features that people within the age groups we want to attract and retain are looking for – those between the ages of 20 and 54. We will work with our five new Community Hubs and other partners who are in touch with residents, such as local employers, to enhance our knowledge of residents' aspirations and will use this to inform and influence what is built and how we will help people to access a home they want.

What might Bury residents want from their housing?

Working with our Community Hubs we will develop a more detailed, nuanced understanding of what people want.

- ***Bury's young residents seeking independence (16-25)*** might be interested in purpose built shared 'co-living' accommodation, a modern super energy efficient micro-home, supported lodgings with an established household or foyer-style accommodation for 16-21 year olds.
- ***Bury's young professionals (26-39)*** might be interested in LiveWork schemes, in purchasing or renting a town-centre apartment or Council owned Build-to-Rent.
- ***People looking to settle in Bury (26-45)*** could be interested in purchasing a new keyworker house or apartment, or in a self-build option through which they learn a range of project management and building skills
- ***Bury's maturing families (35-59)*** may prioritise a garage or off-road parking and may want to have a say in the design of their new home. Some could be interested in being part of an 'intentional community' such as intergenerational cohousing.
- ***Bury's active older people (60-74)*** may be looking to downsize to a smaller home that is more manageable, they may be looking to be within reach of a 'sheltered village' or even to be interested in moving with friends into a cohousing scheme they have helped to design.
- ***Bury's more frail older people (75 and over)*** may also be looking to downsize and may be more inclined towards a model of extra care within a 'natural community'. They would benefit from Lifetime Homes Standards and may want a safe space to park a buggy.

2.2.1 New specialist homes and neighbourhoods to meet particular needs

There are increasing sources of evidence about what makes a good home, and a good neighbourhood, for people with particular housing needs⁶.

In addition to nationally available information, in Bury we are moving towards a system of 'Coproduction Networks' where we explore with different groups what would help them to live a good life. Issues relating to housing and neighbourhoods typically come up frequently and we will endeavour to understand the characteristics of new homes and neighbourhood that would help to meet particular needs well.

Homes suitable and attractive for older people

Our Housing Needs Assessment is telling us that most people over the age of 65 want to continue to live in their current home, with support when needed. However, up to 40% between the ages of 65 and 74 may be interested in moving to a more suitable, more manageable and often smaller home – many thousands of people over the period to 2030. The appetite to consider a move halves to around 20% by the time people reach 75 years of age, but the desire to move into a sheltered or extra care scheme is in fact highest for the 75-84 age group, at around 20% or more.

This is telling us that, so long as we get the model and publicity right, new extra care housing and remodelled sheltered has a significant part to play in housing our older population going forward. Two-bedroom apartments with the right features and in the right locations, are also very popular with older people, as are bungalows. Some of our communities choose to live and be supported within extended family structures; the Council is keen to provide a suitable response to their needs, which might include advice on home extensions or extensions to Council properties.

Building significant quantities of the right new homes attractive to our aging population will help to free up larger homes in all tenures. This will make for a more dynamic housing market as more people find a suitable home in a location they want at different stages of their lives.

Homes for people with a learning disability

Our housing and support options for people with a learning disability are out-dated. We intend to address this by gaining a better understanding of what matters most to people in terms of their housing and location of their homes as well as adopting more enabling, community-based forms of support that enable and maximise peer-support and make it possible for more people to live in a non-specialist house with off-site support (see Section 5).

⁶ Housing LIN has a wealth of information on this: <https://www.housinglin.org.uk/>

Where the housing needs of people with a learning disability can be best met through new housing with particular features, we will build this into our housing development and influencing activity.

“All people with a learning disability should have the opportunity to live in an ordinary street in an ordinary house, just like everybody else”. **Draft Learning Disability Needs Assessment 2020**

Homes for people with a serious mental health problem

Housing is a central part of an effective recovery pathway for people with a serious mental health problem as well as a key element in preventing ill health.

We will seek out and examine best practice from other Council-NHS partnerships to identify the best forms of accommodation and tenancies to provide stability and support and aid recovery. We will work across the Council and CCG, including through the One Public Estates programme, to identify sites and bring forward funding to provide appropriate accommodation.

New homes for people with a physical disability

The Bury 2020 household survey has indicated that residents in 2,141 households (2.6%) require wheelchair adapted dwellings either now or within the next five years. Over the plan period, this number is expected increase by a further 132 resulting in an overall need for 2,274 wheelchair adapted dwellings. This will be achieved through the adaptation of existing properties and through newbuild.

Building regulations mandate that all properties are built to ‘visitable dwelling’ or M4(1) standard. Higher standards are optional and these include:

- Accessible and adaptable dwellings, M4(2)
- Wheelchair user dwellings, M4(3)

National Planning Policy Framework (NPPF) states that: *‘where an identified need exists, plans are expected to make use of the optional technical housing standards to help bring forward an adequate supply of accessible housing’.*

It is proposed that the Council will aim initially for 10-25% of new dwellings at the optional M4(2) standard, which is equivalent to the Lifetime Homes standard, with a larger percentage expected on larger sites. The 2019 Draft GMSF proposes a requirement for all new dwellings to be built to the ‘accessible and adaptable’ standard in Part M4(2) of the Building Regulations. Over time, this will enable better accessibility to more of Bury’s housing stock which will be important for our ageing population. It will also reduce the costs and upheaval when these homes are adapted in the future.

A new refuge for people fleeing domestic violence

Cases of domestic violence have increased significantly through the COVID-19 lockdown. Bury had too little emergency accommodation suitable for families fleeing domestic violence before the pandemic; now we want to develop a safe place for families to be accommodated temporarily. We will do this through a collaborative partnership including the CCG, housing, social care and probation services so that we can provide holistic support for victims while also getting involved in perpetrator intervention.

2.3 How will we influence what sort of homes are built where?

The Council has the most influence over what is built on sites it owns and direct control when it builds those homes itself. It is important for the Council to make good use of this opportunity to develop homes that will help to achieve Bury's future aims within Greater Manchester. This will then set the benchmark for other developers to do the same.

We are exploring how we can work with our residents and partners to develop a common understanding about what sort of new homes will work best in different places to achieve the vision in this housing strategy. Having a clear idea about that will help us to influence and support delivery of the right homes in the right places.

Vehicles for influencing what homes are built in locations across the borough

The Council can exert some influence over what homes are built where:

- By having a strong, persuasive vision for each of the Town Centres and major development sites and for housing to support those visions
- Being clear to developers what we want built in which locations
- Through the planning process, good evidence and aligning planning consents to its strategic vision
- Through negotiations with developers and registered housing providers
- By providing incentives and 'gap funding' to make sites viable or to pay for enhancements to the public realm in new build areas.

The Council has more influence when it enters into delivery partnerships with developers or registered providers. The increased influence comes with increased risk that can be partly mitigated through choice of the right partners and well negotiated contractual agreements.

The Council has more control over what is built on land it owns and other public land through One Public Estate. It has direct control over the types of homes it builds itself.

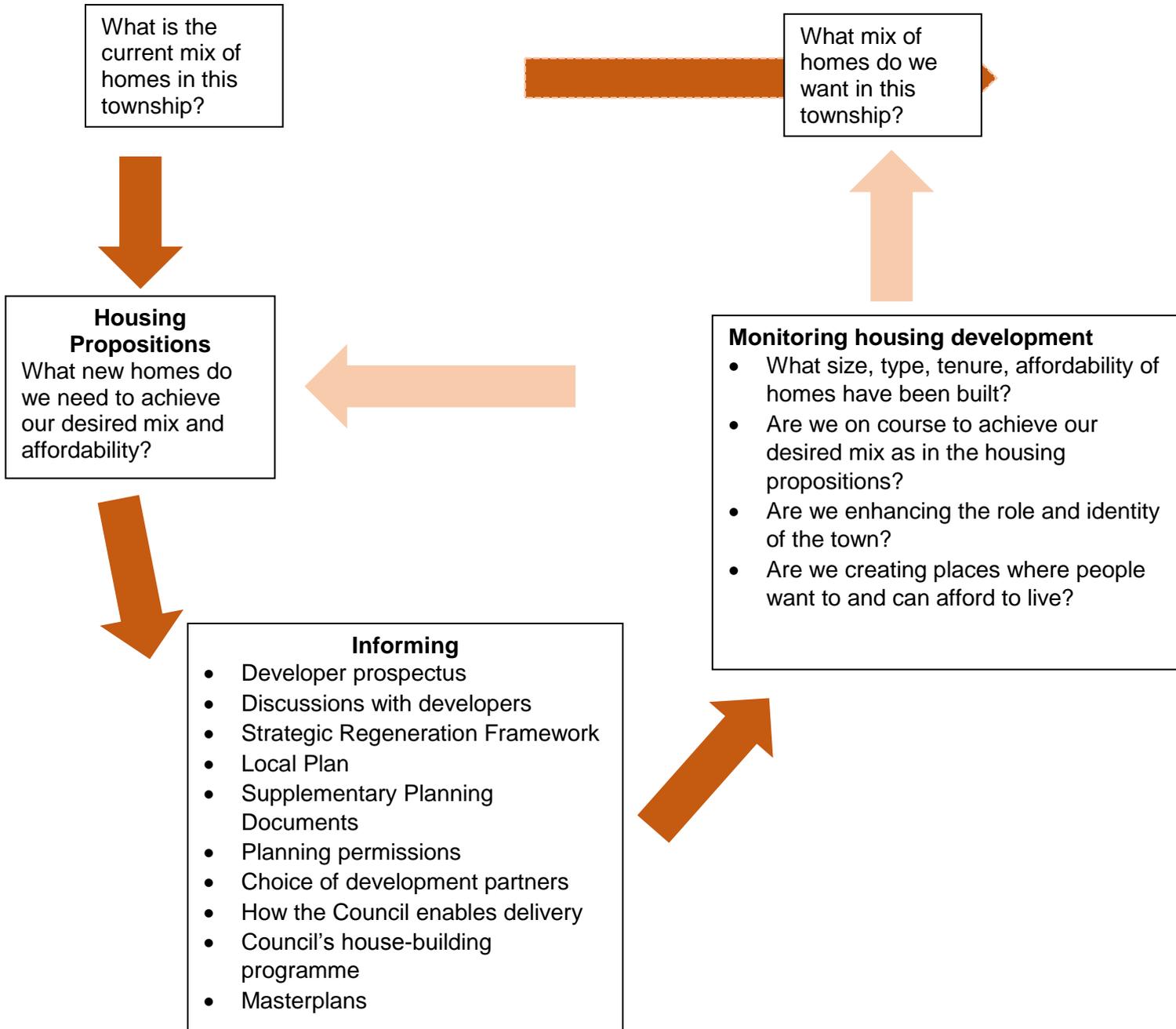
2.3.1 'Housing Propositions' to guide and influence what is built where

To increase our influence over what is built in different places across the borough, we will draw up a 'Housing Proposition' for each of the six township that will be a part of the broader vision for each township.

These propositions will identify the size, type, affordability and tenure of new homes – and how many of each – that are required to balance up and provide the right mix of homes overall to support the vision for each place, informed by the 2020 Housing Needs Assessment. They will also potentially include details of the numbers of new homes needed to be built to specific housing standards to make more homes suitable for particular groups.

These plans will aid discussions in the Town Centre Initiatives and with housing developers – including through the new Developer Forum – and relevant stakeholders and they will help to contribute to the evidence base of our future planning policy documents including Strategic Regeneration Frameworks and the suite of Local Plan documents for the borough that will be subject to future consultation.

The Housing Propositions will inform how the Council and partners may be able to support delivery. They will also inform what sort of homes the Council itself intends to develop as part of the direct delivery programme in each area.



The Draft GMSF housing development sites

The 2019 Draft GMSF identifies the following sites for strategic housing development. These sites are subject to change through the next stage of the GMSF, which will be the Publication of the plan that the ten Greater Manchester authorities intend to submit to the Government for Examination in Public.

Elton Reservoir, Radcliffe and Bury: Plans for 3,500 homes of a range of types, size, tenure and affordability (including affordable housing) at higher densities where there is good accessibility. This development will diversify the type of homes available and will be accompanied by new and improved road infrastructure, a new metro link stop and other public transport investment, cycle and walkways, three new schools including a secondary school for Radcliffe, retail and community facilities and significant areas of public accessible open space / parkland.

Seedfield: Plans for a broad mix of around 140 new houses to diversify the type of accommodation, including affordable homes. While relatively small in number provision will be made to meet the wider needs of new households including increasing school capacity, enhancements to highways and public transport infrastructure and cycle routes and design that allows for effective integration with surrounding communities.

Walshaw: accommodating a mix of around 1,250 homes with accompanying new roads, provision for recreation, accessibility by walking and cycling, new primary school capacity and a new local centre including a range of appropriate retail, community facilities and other services. This site will include green infrastructure corridors focusing on the wildlife corridors.

Northern Gateway: Around 3,500 new homes are planned for a large cross-boundary allocation spanning Bury and Rochdale and comprising employment-led sites to attract high quality business and investment to boost the competitiveness of the northern parts of Greater Manchester. 200 new homes are planned for the Bury side of the Heywood/Pilsworth site, 2700 in Simister/Bowlee and 600 in Whitefield. Development will be supported by significant infrastructure comprising new and upgraded highway networks, routes for walking/cycling connecting to adjoining towns and neighbourhoods, new schools, new and upgraded publicly accessible green spaces. The whole area is expected to be planned through a comprehensive masterplan.

Bury's town centres including Bury, Prestwich, Radcliffe and Ramsbottom are also changing through the Town Centre Initiatives. There are opportunities for new housing on several sites to match the distinctive character of each town.

2.4 Supporting delivery of new homes

2.4.1 Developer Forum

We know there is an appetite among developers and registered providers to build new homes in Bury and we want to work in partnership with them to engender support for the ambitions set out in this strategy and Bury 2030; Let's do it! We see small SME developers as a valuable asset as they can help us to build out smaller sites and help to plug gaps in local provision.

We are also aware that there are several common challenges developers and RPs experience including access to the limited land available, difficulties developing out larger sites in multiple ownership and viability of development in some locations especially when demands, such as zero-carbon standards, are placed on developers.

We intend to up our game in terms of the dialogue we have with RPs and developers of all sizes who have a detailed and nuanced understanding of the different housing markets and land ownership across the borough. We will do this by establishing a Developer Forum. This will be a mechanism for developers to come together with council officers to share information and solve problems together.

We will test out some of our ideas for reducing barriers and supporting delivery and learn from them about what has worked elsewhere and what might work for Bury. In other places, similar forums have led to reduced competition (and reduced prices paid) for sites and have helped the Council to understand how they can best act to reduce barriers.

The Developers Forum might also be able to help inform what is possible in terms of development in each of the townships, through their in-depth knowledge of land ownership and site make up.

2.4.2 Development prospectus

Our regeneration plans for Radcliffe and Prestwich will each inform a prospectus through which we will set out the type and mix of new homes we expect to be built within the town centre, across the sites earmarked in the GM Spatial Framework and other development sites. This will help to provide a clear steer our developer and registered provider partners and it will also guide our own development activity.

We will also develop a small sites prospectus for sites across the whole borough that the Council intends to dispose of to provide SME developers and RPs with the information they require to make decisions about their development interest and activity.

2.4.3 New homes on Council-owned and other public land

The Council also has ambitions to drive forward delivery of new homes on land it owns to help fill gaps in provision across the borough – either directly or in partnership. It is also

working through the One Public Estate programme to identify sites owned by other public bodies, such as the health estate, and work out how best to employ these sites to achieve Bury 2030: Let's do it!

Homes built through our direct delivery programme

The Council has Homes England Partnership status and has previously received grant funding from Homes England for a small development program. Since 2017, the Council has directly developed a small program of new build homes including Mayfair gardens and Radcliffe Times.

We have identified Council-owned sites sufficient for up to 600 new homes across the borough, 230 of which could be built on brownfield sites. The Council has more influence over what is built on these sites than on many other sites owned by others across the borough so we are exploring options for building homes that make the biggest contribution to achieving the outcomes identified within this housing strategy. Our choice of partners will depend partly on their willingness to get behind this strategy and build the homes Bury needs.

We are currently exploring the following options for building around 500 new homes over the next 5 years:

- Direct development by the Council – this would draw us towards specialised housing to avoid sales through the Right to Buy and could work against meeting the boroughs actual needs
- a wholly-owned Local Development Company – through which the Council could build a range of homes exempt from the Right to Buy
- a Joint Venture with an RP or private developer – that would enable sharing of expertise, risks and rewards
- Preparation of Sites for sale – undertaking remediation/infrastructure works and selling the sites, either to the Local Development Company or to an RP or to a Private Developer with conditions over the development characteristics

We are also considering options around management arrangements for those homes that will be rented or leased once they have been built.

One of the outcomes we are seeking from this housing strategy and action plan is to increase the numbers of affordable housing. Another is a broader range of housing tenures and financial products to enable more people to access a suitable home they want at a range of price-points. With this in mind, we are exploring a range of options including:

- Affordable housing
- Shared Ownership – a tenure we already provide in small quantities
- Rent to Buy – providing an active route for households to move into home ownership
- Market Sale – which would enable cross-subsidy into new affordable housing.

2.4.4 Supporting RPs and private developers to deliver Bury’s vision

We are considering a range of ways to support RPs and developers to accelerate delivery in priority areas. Our aim is to support developers to deliver the right sort of housing, with the right features in the right places in line with our emerging township visions and the forthcoming local plan. We are also exploring how we can actively encourage growth in a professionalised private rented sector, including through Build to Rent.

Some approaches we will explore with developers	
<p>Potential support for land assembly</p> <ul style="list-style-type: none"> • <i>Provide clarity on land value:</i> use NPPF ‘benchmark land value’ to help avoid developers over-paying for land • <i>Packaging sites:</i> challenging sites brought forward with viable sites enabling cross-subsidy by a single developer • <i>Invest in site remediation:</i> in partnership with GM Local Enterprise Partnership • <i>Best use of public land:</i> work with One Public Estate to secure buy-in to a more collaborative approach to use of public sector land from statutory bodies such as health trusts, education authority as well as LA operational building at end of life • <i>Identify sites for Council acquisition:</i> where this would facilitate rapid or more innovative development than might otherwise be the case – including potentially COP where required 	<p>Potential support through strategic financing</p> <ul style="list-style-type: none"> • <i>Create a Bury Housing Fund:</i> drawn from a range of sources including s106 commuted sums, new homes bonus, prudential borrowing, sale of assets could be used flexibly to address site-specific viability issues e.g. equity stakes, developer loans or gap funding (compliant with State Aid regulations) • Support developers to access funds from the GMCA Housing Investment Loan Fund • <i>Identify sources and bid for infrastructure funding where this is holding back development</i> • <i>Maximise niche funding opportunities:</i> for example, for self-build or community-led housing to support a small but potentially growing appetite among Bury residents
<p>Potential for increasing developer certainty</p> <ul style="list-style-type: none"> • <i>Up-front investment:</i> on sites to create a development platform for the market • <i>Cash-flow support:</i> support home sales and defer payment for council land until housing sales complete. • <i>Streamlining:</i> facilitate dialog between private developers/registered providers 	<p>Revising approach to planning obligations</p> <ul style="list-style-type: none"> • <i>Revise Supplementary Planning Guidance for s106 sites:</i> to embrace the ambitions set out in this strategy • <i>Negotiate broader range of ‘affordable’ homes:</i> including a blend of social rents, affordable rent, discounted market sale, shared equity products, rent to buy,

<p>to enable affordable housing delivery</p> <ul style="list-style-type: none"> • <i>Pre-application discussions:</i> Proactive work with developers to speed up complex planning application processes 	<p>shared ownership, deposit products – in line with the Housing Proposition for the area.</p> <ul style="list-style-type: none"> • <i>Undertake viability appraisals on all large sites;</i> to clarify negotiating position. • Monitoring of outcomes from s106 sites including how many and what types of affordable home are delivered through s106 and how the commuted sums are spent to increase affordable housing delivery • <i>Committed sums:</i> use it to support viability on other sites
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Being ready for future national and Greater Manchester opportunities

Homes England periodically updates the types of funding and support it makes available to councils and registered providers and the conditions of that support. Specific funds usually last for a finite period. We want to be always looking ahead and prepared, with schemes ready to be developed, so that we can bid for gap funding from these funds as well as other sources such as at Greater Manchester level to enable development to go ahead.

We will also explore and look to make use of any new government-led initiatives to maintain house building and infrastructure projects through and following the pandemic.

2.4.5 Management and monitoring of site development

We will put in place systems for actively managing site development and monitoring what is built across all sites in Bury.

Section 3: Action on Bury's existing homes

Most of the homes Bury residents will be living in, in 2030, already exist. Many people are living in a decent home that suits their needs but too many are living in poor quality homes and circumstances.

A 2018 report by the Smith Institute for the Northern Housing Consortium called *The Hidden Cost of Poor Quality Housing in the North*⁷ showed Bury to be around the average for northern boroughs on a range of criteria relating to housing stock condition. Despite being slightly above average for fuel poverty, this still means that around 5,000 Bury households were found to be living in fuel poverty. It cites Office of National Statistics figures that show Bury has a significantly higher percentage of Excess Winter Mortality (EWM) than both the regional and national average.

This section explains how we will work with landlords and tenants as well as homeowners to take action on Bury's existing housing. The theme is continued in Section 4 which focuses on providing better access to a suitable permanent home and in Section 6 that considers how to address unhealthy homes as part of a broader focus on health and wellbeing.

3.1 Improving condition of Council homes

In 2018, Six Towns Housing undertook a stock condition survey of Council homes and developed an Asset Management Strategy for investment in our homes over the three years to 2021 within a 30-year investment plan as part of our overall HRA business plan.

The Council has since declared a Climate Change Emergency and set a target to achieve carbon neutral homes by 2030. In the light of this, and of the need for ongoing investment in our homes to maintain the asset and provide decent homes for tenants, we will undertake a further 'Stock Condition and Eco-analysis' to ascertain both the condition of our stock and the 'carbon status' of homes. We will use this to generate a plan of action for achieving a new 'Bury Eco-Standard' that will replace the current Bury Standard. We are currently proposing three strands to this action plan, as set out in Section 7 of this strategy.

3.2 Action on leasehold properties on Council-owned estates

There are around 4,000 privately owned, former Right to Buy properties mixed with properties managed by Six Towns Housing.

There may be opportunities for joint investment, for example, for installing zero carbon measures such as solar PV, energy advice, ECO-grants. There might also be opportunities for

⁷ Northern Housing Consortium constituency profile for Bury: <https://www.northern-consortium.org.uk/wp-content/uploads/constituency-profiles/2018/north-west/2/bury-south.pdf>

general works to the public realm that would help sustain the wider community and neighbourhood, making it a better place to live more general improvements

3.3 Health and safety and improved powers of redress

Six Towns Housing has a Fire Safety Policy and Management Plan which is regularly reviewed and monitored by Board. We will continue to review this and to install relevant fire safety and other measures in response to recommendations from the Grenfell Inquiry. Six Towns will also set out further measures to provide greater redress, better regulation and improve the quality of social housing, including a review of its tenant scrutiny arrangements in line with the proposed Social Housing White Paper

3.4 Improving and expanding the role of the private rented sector

Almost 15% of Bury's residents live in private rented accommodation, ranging from less than 10% of Tottington's residents to almost 18% of Prestwich's residents. Private tenants include 'active choice' renters and 'frustrated would-be' homeowners and the sector also meets some of the long-term affordable housing need of the borough. Bury's relatively high private rents – which have increased by over 20% over the last ten years – mean that even lower quartile properties (the 25% of cheapest properties) are often not affordable to some households.

Bury Council's overall approach is to improve private renting experience for all tenants and landlords and increase move-on accommodation for homeless people. Making a positive difference to the lives of private tenants is also a priority across Greater Manchester (Strategic Priority A2 in the GM Housing Strategy).

We will work proactively with landlords to drive positive relationships and high property and management standards including through the GMCA Good Landlords Scheme. We will coordinate this with our 'ethical lettings' scheme providing financial and legal reassurances regarding letting to benefit claimants and a vehicle for meeting high standards through a leasing option. We will combine these positive approaches with proactive enforcement to address sub-standard practices and properties where necessary.

It is important that we provide appropriate 'tenancy sustainment' support for private tenants; this is addressed in Section 5 of this strategy.

3.4.1 Encouraging high standards: accreditation through the GM Good Landlord Scheme

To encourage good management in the sector we will engage with the Greater Manchester Good Landlord Model being developed, working with Bury's landlords and tenants to make it work well locally. Landlords who maintain their properties to a decent, safe standard and treat residents fairly when it comes to rents, deposits, length of tenancies and eviction will be able to become accredited. This will help prospective tenants to know which are the good condition and well managed properties and should help to drive up standards.

We will look for ways of encouraging our landlords to be a part of national information networks, such as the National Residential Landlords Association that has the latest up to date legal information and guidance landlords require to have the necessary knowledge to manage their properties effectively.

3.4.2 Ethical and sustainable private sector lettings

The Council is in discussions with a GMCA initiative called GM Let Us, to provide a facility for all private landlords across Greater Manchester to access an 'ethical lettings agency'.

The purpose would be three-fold:

- to provide a high-quality lettings service for private landlords that supports both tenants and landlords well
- to provide a means of bringing private rental properties up to a decent and low carbon standard
- to increase the supply of long-term tenancies in healthy, suitable homes for people in housing need, particularly homeless people and rough sleepers

We are currently considering our options for delivering the different elements of our Ethical Lettings agency. Options currently comprise:

- Six Towns Homes to take on this role for Bury landlords and private tenants
- Work with partners in the GM Let Us ELA Framework or directly with one of the partners to Let Us that has already established its ethical lettings agency
- For Bury Council to lead on some aspects, such property improvement, with Six Towns or a Registered Provider providing other functions such as the ongoing management service

3.4.2 HMO Licensing

The scope of mandatory licensing of Houses in Multiple Occupation (HMOs) broadened in 2018 so many properties that didn't meet the criteria for licensing now do. Building on the improvements to standards that have been achieved through our current HMO Licensing Scheme, we will proactively seek out and enforce against landlords and agents who have not yet obtained a license. This will raise additional revenue to support our enforcement activity.

3.4.4 Enforcement action against poor management and property conditions

We will continue to enforce against poor management practices and poor property conditions across the borough, where private rented homes do not meet legal standards. We will draw on a range of legal powers including those in the Housing Act 2004 and the Housing and Planning Act 2016 that provides the powers to impose a civil penalty of up to £30,000 as an alternative to prosecution for certain housing offences. We will deliver increasingly proactive enforcement approaches, driving improvement in partnership with

landlords. We may consider Selective Licensing if there are indications that a place-based approach would work better, although this is not our first option for driving improvement.

3.5 Bringing empty homes back into use

There are 2,770 vacant dwellings (3.3%) in Bury, which is a little above the national vacancy rate. However, around 40% have been unoccupied for at least 6 months. If a proportion of these could be brought back into use, that would help to increase the supply of homes for occupation across the borough. Long-term vacant dwellings also affect the image of an area and can lead to other problems in the neighbourhood such as crime and antisocial behaviour.

Action on empty properties

The Council acquired and refurbished 48 empty homes, and these are now managed and let by Six Towns Housing.

While short term empty properties are unavoidable, we discourage homes being left empty for long periods. The Council charges an 'Empty Property Premium' off 200% of Council Tax on properties that have been empty and unfurnished for more than 2 years, rising to 300% on properties that have been empty for over 5 years.

We are currently reviewing our strategy for identifying and bringing long-term empty homes back into use. We intend to publish an updated Empty Homes Strategy that will detail a mix of methods including the potential to let through the Ethical Lettings Scheme. This will include consideration of:

- The use of Council Tax records to map the location of dwellings that have been empty for more than 2 years
- Inviting Bury residents to bring long-term empty homes to our attention
- The effectiveness of the current financial disincentives to keep properties empty
- What further assistance, incentives or sanctions might be offered
- Use of Empty Dwelling Management Orders and other powers in the Housing Act 2004 to intervene
- The extent to which any future Ethical Lettings Scheme might support lease or purchase and refurbishment of homes for letting
- The potential for the increase in supply to add to our affordable housing supply

We will look at best practice from other places to inform this strategy. We will also aim to use the latest low carbon technology on any refurbishments the Council undertakes.

3.6 Adapting homes for people to live well in the community

Over 60% of people over the age of 65 want to live in their current homes for as long as possible, with support when needed, and this rises to over 85% of people over the age of 85. This represents a growing group of people, giving that our population is ageing.

Bury's aim is for everyone to live well within their homes and communities for as long as possible and to reduce the need for the more institutional settings such as care homes and specialist housing schemes. Living in a home that is free from hazards, supports mobility and enables older people and others with disabilities to live well, is key to achieving this. We are intending to upgrade how we work to adapt homes across all sectors to make them fit for the occupants to live well and reduce hospital use.

The Council will update its Financial Assistance Policy that sets out how Disabled Facilities Grant (within the Better Care Fund) will be spent. This will improve flexibility enabling the Council to assist more residents and provide more timely solutions to enable residents to live in their homes for longer.

We will also review provision of existing adapted properties across Bury to enable better matching with occupants who need an adapted home.

Some of the RPs operating in Bury have particular specialisms, for example in paid-for handyperson services, falls prevention, facilitating hospital discharge. We will explore how we might work with them to make these more widely available to Bury residents.

3.7 Redeveloping our traveller site

The Council and Six Towns Housing is progressing the redevelopment of Fernhill Traveller site to meet modern standards.

Section 4: Enabling access to a suitable permanent home

The main way we currently help people to access a suitable home is through Bury Home Options, our Choice Based Lettings scheme. We also help a small number of people to access home ownership through Discounted Home Ownership offered through s106. Care leavers are guaranteed access to a home up to age 25 and we help a significant number of homeless households living in temporary accommodation or who are at risk of homelessness back into a permanent home through direct lets and our choice based lettings system.

We intend to expand the routes through which we support people to access a suitable permanent home.

4.1 Supporting home ownership

A significant number of residents would like to buy a home and have sufficient income to sustain the costs of home ownership, but they require support to make the purchase in the first place. We want to help more of those households to access their first home.

We will undertake a review of options for expanding routes into home ownership and take forward those that are viable and that help to increase movement in the housing market. This might include, for example:

- **Shared ownership** – increasing the volume of homes let through traditional SO
- **Do It Yourself Shared Ownership (DIYSO)** where a household chooses a home and approaches the Council or Six Towns to support them into shared ownership
- **Tenants Incentive Scheme (TIS)** where an existing Six Towns tenant is provided with a grant as a deposit towards home purchase on the open market – an option that also frees up an affordable, secure, stable home for social rent
- **Equity loans**, where the Council supports purchase by providing up to a 25% share in a home, repayable on sale
- **Self-build** where households are in charge of the process of designing and building their homes on a plot of land they buy, getting involved in project management and sometimes in aspects of the housebuilding themselves
- **Homes built for sale on land owned by Bury Council**, through a lease arrangement that reduces the purchase cost of the dwelling

We will also collaborate with our RP partners and developers to make some of these options available, through the Bury Housing Partnership.

4.2 Efficient relets of Council homes

Six Towns Homes is in the process of upgrading its approach to re-letting Council properties when a tenant moves out. A recent review has highlighted the need to ensure the lettings

process is streamlined so that it offers a seamless, straightforward experience for new tenants and minimises rental loss.

4.3 Supporting access to a private sector tenancy

The Council has Bond Scheme that provides landlords with a non-cash guarantee to cover the costs of any damage incurred that would otherwise be covered through taking a tenant deposit. This is to enable eligible households to access private tenancies without requirement to pay a deposit. We are also looking at a range of other ways to help people in housing need, including homeless people, to access tenancies in the private rented sector.

Actions we are considering taking to support access to the private rented sector include:

- Active liaison with private landlords and people struggling to access a home in the private rented sector to explore ways in which we can support access as well as successful, long-term tenancies in decent homes
- Providing incentives and guarantees, such as low interest loans for improvement works, for private landlords who offer long term tenancies (3, 5 or 10 years) at rents that can be met by Local Housing Allowance
- Topping up rents where the Local Housing Allowance falls short of the full rent for a limited period through a dedicated fund, until another option for sustainable rent payment can be found.
- Offering private landlords a long-term (5 or 10 year) lease arrangement with management being offered through our Ethical Lettings Agency.

4.4 Purchase to increase supply to reduce homelessness

We are considering buying a number of homes to provide dedicated supply of rented move on accommodation for homeless people. These would be managed by an RP or support provider that has skills in providing support to former homeless people.

4.5 Supporting people to choose a suitable home for their old age

Older people often need help with the decision-making process. Contemplating a move often comes at a time when people are less able to manage in their existing home and can feel like a loss of independence. They need support through the emotional aspects of decision-making, so that it feels that whatever they decide to do – to stay living in their existing home with support or to move to a more suitable home – they are making a positive decision. They also need access to good information about the options available. Those that decide to move may also need help to work out the practical details of moving and with the move itself.

We are planning to increase our support for people to be able to find a home that is suitable for their changing circumstances whether they are tenants or homeowners. We want our older people to be happy, comfortable, safe and connected where they live.

4.6 Enabling better access for disabled people to an adapted property

We want to improve our system for matching disabled people to suitably adapted homes so that more people can benefit from homes that help them to live their lives well in the community. This requires systems for recording where our adapted properties are as well as an allocations policy that prioritises matching of people with a disability to a property that has already been adapted and is suitable for their needs.

4.7 Supported sharing and community-led options

Enabled by digital technologies more people are becoming inclined to share their living spaces and sometimes aspects of their lives too. The Council wants to support people to do this where it is right for them.

The Cabinet has recently agreed to support an existing tenant management organisation to move to a full self-financing TMO, only the second in the country.

In addition, we will consider how we might support access to a range of options for sharing. These might include:

- Shared lives plus
- Homeshare and supported lodgings
- Cohousing or Co-living schemes
- Cooperative living
- Tenant Management Organisations
- Community Land Trust

4.8 Review of Housing Options; balancing aspirations, needs, sustainability

We intend to expand the information and advice we offer, transforming our current allocations process into a full housing options service that enables people to access all the affordable rent, purchase and sharing options set out in this Housing Strategy across all locations. This includes knowing how to obtain financial advice, support with home purchase, private rental deposits, mortgage rescue, support to move home (for eligible people over 65). We will undertake affordability checks for those wishing to take up low cost home ownership options to understand their capacity to meet the liabilities of ownership.

This will help to facilitate more moves and create a more dynamic housing market where people are better able to access a home that suits them in a location they like at a price they can afford across all tenures. It will also help more households who cannot afford to purchase to secure an affordable home, and enable more timely lets to people to whom the local authority has a legal duty to prevent from becoming homeless, as more Council homes become available for relet.

Through a review of our allocations processes we will aim to achieve three aims:

- To enabling people to gain access to a home they want and that suits them
- Meet needs for permanent settled accommodation
- Support sustainable communities

Section 5: Supporting people to live well in the community

Some of our residents require additional support to live well in the community or to turn their lives around.

Specialised supported accommodation has its place; Section 2 of this strategy sets out our approach to new schemes to fill gaps in provision. However, supported housing schemes are not our default. We want to support people independently from their accommodation wherever possible and part of the support we offer is to help people to move into their own home with their own tenancy when they are ready to do so.

Finding new ways to support our burgeoning older population within their natural communities is a key focus for Bury. Adopting types of support that enable our learning-disabled residents ‘to live in an ordinary house in an ordinary street’, which we know is a strong ambition, is another. And we will shift to ‘enabling’ forms of support that help people who are homeless or have mental health problem to regain confidence and control over their lives.

Support can come in many forms. Having a community to connect with and practice the 5 *Ways to Wellbeing: Connect, Notice, Be active, Learn, Give*⁸ helps to promote mental wellness and protect against mental ill health. More specialised support needs can range from just a few months to life-long support. We are committed to enable all residents to live valued lives in their own homes and communities.

“The key to an effective housing strategy is to facilitate the right level of support at the right time with access to appropriate options for people when their needs increase or reduce, to maximise their capacity for independent living”.

GM Mental Health NHS Foundation Trust Housing and Mental Health Strategy 2019-22

5.1 Easy access to informal support and early help through community hubs

Our new neighbourhood model is intended to make it easy for residents to connect with others, to both offer and receive a range of informal support and to come together to design new services to access relevant support through one of five Community Hubs based in Bury East Radcliffe, Whitefield, Ramsbottom and Prestwich.

It will also soon be possible for residents of any age and all housing tenures to access higher level support and to address more complex matters through multi-disciplinary public service teams offering access to ‘Early Help’ through the community hubs. This will include, for

⁸ The Five Ways to Wellbeing are an evidence interrelated set of activities brought together in 2007 by the New Economics Foundation and widely promoted by the NHS, especially Mental Health Trusts. Here is a link to an updated version of the five ways to wellbeing at a time of social distancing:
<https://neweconomics.org/2020/03/five-ways-to-wellbeing-at-a-time-of-social-distancing>

example, helping people to register with a doctor, access to domestic abuse support, connecting to sources of support with money and debt problems.

5.2 Developing natural communities of support and peer support

Community spirit across the borough's six towns is high and growing and 'natural communities' have provided important informal support through the COVID-19 pandemic. We want to encourage natural communities to become the main type of support for most people. We are already providing some community-based 'floating support' but want to go further both to enable informal support networks to flourish and to enable more people to live shared lives where appropriate.

This includes, for example:

- intergenerational, age-friendly 'village hubs' built around sheltered and extra care housing
- peer-led, networked communities of support wherever possible for people with a wide range of needs such as learning disabilities, mental health issues, experience of homelessness or addiction⁹
- 'shared lives' and supported lodgings for those who want to share more of their lives with others¹⁰

We will also develop peer mentorship programmes to train people who have had particular life experiences and who would like to support others going through similar challenges. We will look into peer mentors to support homeless people, people with substance misuse issues, people with mental health issues and survivors of domestic violence.

5.3 Commissioned support to meet particular support needs

We have recently commissioned four lots of support dedicated to meet particular support needs. These are:

- **A complex needs service:** a 30-bed unit for single homeless people with complex mental health, substance misuse or offending behaviour issues, providing a hub for residents to access a range of services onsite
- **Floating support:** principally for people living in their own home or private rented accommodation who have low to moderate needs and may benefit from support, for example to pay their mortgage or to manage a tenancy. This includes 115 supported dispersed tenancies per annum secured from registered providers and through leases with private landlords throughout the borough. The housing management and a minimum of 6 months of support provided by specialist support provider, Calico Group.
- **Domestic abuse outreach service:** to facilitate safe planned moves for male and female survivors of domestic abuse

⁹ See Keyring networks of support: <https://www.keyring.org/>

¹⁰ See Shared Lives Plus <https://sharedlivesplus.org.uk/> and HomeShare <https://homeshareuk.org/>

- **Young people's supported accommodation:** coproduced with young people aged 16 to 25, including care leavers, this offers support to help break negative cycles of behaviour as well as providing opportunities to try a range of activities not normally available to them (such as art, music etc) and including resettlement packages to help people move on into their own tenancy.

5.4 Dedicated 'enabling' support for particular groups

Many people require support to live well in their homes and communities. While we tend to think of them in distinct 'groups', such as people with a learning disability or someone with a mental health issues, the reality is that they are all individuals with different existing family and support networks and there are many overlaps between what different people in the different groups actually need.

Most people want to live in a normal house in a normal street and if they need support, they want it to enable them to live just like anyone else. We are therefore intending to modernise the way we support people to live independently within the community.

5.4.1 Networked support for people with a learning disability

We know that the types of 'live-in' support we are currently offering are not what most people with a learning disability want.

We have recently established a Coproduction Network to enable us to learn more about how the Bury's 500-600 people with a learning disability want to live. We will listen to them and use this information to inform our plans for increasing the supply of the right sort of accommodation – both through new build and through acquiring existing properties through purchase and lease.

Working with one or more specialist RP partners, we will develop new forms of support so that people with a learning disability can enjoy greater levels of independence while having access to a range of 'enabling support' from a range of sources, including from their peers, to live their whole lives well.

In recent years there has been a movement away from the use of residential care and institutional accommodation for people with learning disabilities towards supported housing services that allow individuals to live more independent lives". **Bury Council Learning Disabilities Needs Assessment 2020**

5.4.2 Support for care leavers

The Council has 'corporate parenting' duties towards children leaving care up until the age of 25 affirmed in the Children and Social Work Act 2017. To make this fail-safe, we have recently passed a rule that no care leaver will be made intentionally homeless. In addition, we are working with looked after children aged 16/17 through our Children's Housing, Employment and New Opportunities scheme to help them develop life skills and become

ready to manage their own tenancy. We have secured 20 bedspaces through an SLA with adult services and are working towards a 'trainer flat' to support skills development.

5.4.3 Support to promote recovery for people with a mental health problem

Mental ill health is frequently cited as a reason for tenancy breakdown. Recognising housing and support as central to an effective recovery pathway, as well as a key element in preventing ill health, the Greater Manchester Mental Health NHS Foundation Trust published a Housing and Mental Health Strategy in 2019.

Six Towns Housing and a range of other RPs are partners in delivery of the strategy that aims to:

- Eliminate out of area placements of people with mental health problems on discharge from hospital
- Improve pathway flow and reduce length of stay in hospital by integrating housing into the Acute Care Pathway
- Improve health and social care outcomes, promoting recovery for service users.
- Identify new development opportunities for new models of service delivery and potential funding streams.
- Extends their services further into the community by reconfiguring the Rehabilitation Pathway to include support and supported housing
- Address the mental health needs of people who experience homelessness.

5.5 Preventing and relieving homelessness

5.5.1 Bury's homelessness strategy and action plan

Bury saw an increase in homeless cases through the pandemic and we are also anticipating a rapid increase in homelessness over the coming months as unemployment increases.

Bury Homelessness Partnership has recently developed a Homelessness Strategy and Action Plan. There are six priorities and they are:

- Place: connecting homeless people to their community to support wellbeing
- Property: increasing the supply of suitable accommodation
- Partnership: effective partnerships with those who have a role to play
- Person: relationships to enable the things that matter to homeless people
- Prevention: acting earlier and faster to prevent people losing their home
- Promote: raise awareness of homelessness, the causes and solutions

As we deliver the Homelessness Action Plan, we will actively collect and monitor a range of data about the causes of homelessness, demand for different types of housing and support, placements made, reasons repeat homelessness, ongoing unmet need and other important information. This information will inform the detail of our programmes to prevent and relieve homelessness.

5.5.2 Tenancy sustainment support for all tenants

Ending of a private sector tenancy is one of the leading causes of homelessness in Bury. The temporary ban on evictions has now ended and the COVID-19 pandemic is putting more tenancies at risk in both private and social rented sectors. We intend to increase our support for all tenants at risk of eviction.

The first port of call for Council and RP tenants will be their landlord. Support is already in place for Six Towns tenants to access money, debt and welfare advice as well as support to help people address non-financial difficulties and assistance to access employment and training. Six Towns Housing will consider what further steps it might take to avoid evicting tenants for non-payment of rent where the tenant is cooperating with them and will seek out good practice in tenancy sustainment.

Private tenants already have recourse to floating support provided through Calico Group. However, we do not yet know what impact this will have on people becoming homeless due to loss of a private tenancy and whether this will be sufficient to avert a rise in evictions. We will continue to closely monitor the reasons for people becoming homeless with a view to taking further action to expand the tenancy sustainment and landlord liaison support we offer.

5.5.3 Support for homeowners facing repossession

Inability to pay the mortgage could become a bigger cause of homelessness over the coming months and years. While there are no plans for government funding to support this, we are nevertheless considering whether a Mortgage Rescue scheme, through which the Council purchases a property and rents it back to the former owner, might provide a good solution for a small number of households, enabling them to stay living in their home.

5.5.4 Next Steps to eradicating rough sleeping

COVID-19 rapidly has changed the way rough sleepers are supported. At the same time Government is making some new tools and funding available to address longstanding problems in the way we address homelessness, particularly for rough sleepers.

Everyone In – arrangements for Bury's rough sleepers through the COVID-19 pandemic

The Government's 'Everyone In' programme prompted rapid action to accommodate all those living in shared accommodation, rough sleepers and people who have become homeless through the lockdown period in self-contained hotel accommodation. Support, coordinated across a number of agencies, was also transferred to the hotel environment.

The experience for some homeless people and support workers has been a positive one partly due to having private space and separate sleeping arrangements, due to social distance requirements.

Bury Council is now working with MHCLG through the Next Steps Accommodation Programme (NSAP) to close some of the gaps in homeless provision that meant too many people have had to resort to sleeping rough. Our ambition is to eliminate rough sleeping and support both rough sleepers and other homeless households to find a sustainable housing solution going forward.

For the current years (20/21) NSAP has made £105m revenue funding available for short-term/interim accommodation and £130m to deliver 3,300 units of longer-term, move-on accommodation and £31m revenue funding. This is in addition to £23m for drug and alcohol treatment services.

Bury Council is looking at a range of options both to prevent people from becoming homeless and to support 'non-priority' homeless people – who do not qualify for assistance within the current homelessness legislation – through this programme.

We will also continue our partnership with other GM local authorities to support delivery on programmes like *A Bed Every Night* and *Housing First* for rough sleepers as well as continued engagement with the GM Homeless Action Network. The Network is currently reviewing its approach to 'Build Back Better' to address homelessness following COVID-19.

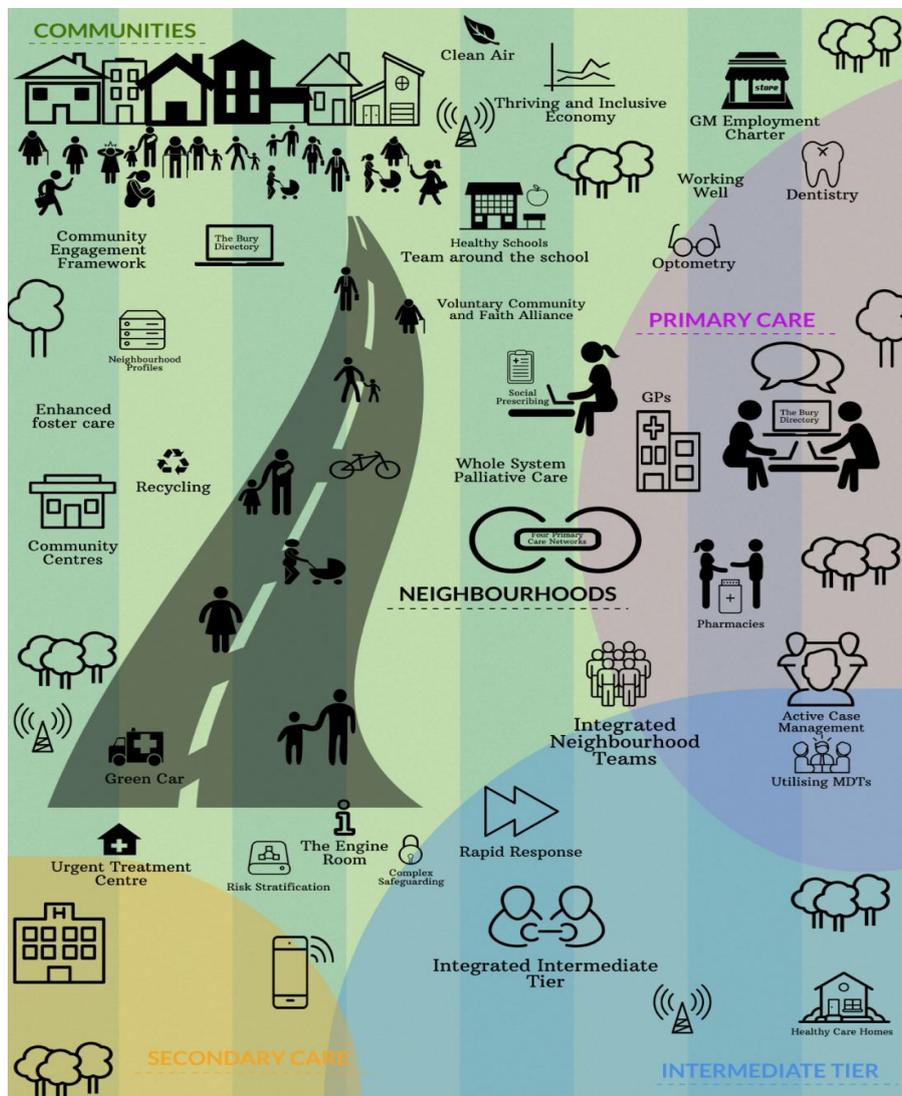
5.5.5 Potential for a Homeless Hub

We are examining whether there is a need for a Homeless Hub combining self-contained accommodation for single homeless people with a range of on-site support, offering the potential for people to make connections and to be supported into independent living by a peer mentor (see Section 5.2). Alongside this, we are also looking into options for delivering the hub.

Section 6: Healthy people, homes and places

We set out our vision for transforming Bury’s approach to health and care in our 2019 Locality Plan Refresh. Influenced further by GM level shifts in how we deliver public services and support our economy¹¹ as well as our own Bury 2030; **Let’s do it!** place-based vision and strategy, we are starting to move beyond strategic planning and into the implementation phase to drive significant improvement in our population’s health.

In this strategy, and particularly in this section, we set out how we will bring housing into these plans so that we are equipped to address health issues that are caused or exacerbated by unhealthy, unsuitable and unstable housing and unhealthy places.



¹¹ GM White Paper: A Unified Model of Public Services and the GM Industrial Strategy and Transport Strategy

Our vision is to improve health and well-being through working with communities and residents to ensure that all people have a good start and enjoy a healthy, safe and fulfilling life. [This means that] people have good standards of living, a decent place to live and meaningful relationships with others as active members of society.

Our intent is for integrated care supporting the creation of a population health system which embraces housing, education, environment, and policing, with citizens in communities taking control and identifying local priorities which are going to make the biggest difference for them.

Locality Plan Refresh 2019

6.1 Healthy homes and households

Improving health through the home: guidance from Public Health England

<https://www.gov.uk/government/publications/improving-health-through-the-home/improving-health-through-the-home>

The right home environment is essential to health and wellbeing, throughout life. It is a wider determinant of health. There are risks to an individual's physical and mental health associated with living in

- **An unhealthy home:** one that is cold, damp, or otherwise hazardous home
- **An unsuitable home:** one that doesn't meet the household's needs due to risks such as being overcrowded or inaccessible to a disabled or older person
- **An unstable home:** one that does not provide a sense of safety and security including precarious living circumstances and/or homelessness

The right home environment protects and improves health and wellbeing and prevents physical and mental ill health. It also enables people to:

- manage their own health and care needs, including long term conditions
- live independently, safely and well in their own home for as long as they choose
- complete treatment and recover from substance misuse, tuberculosis or other ill-health
- move on successfully from homelessness or other traumatic life event
- access and sustain education, training and employment
- participate and contribute to society

It can:

- delay and reduce the need for primary care and social care
- prevent hospital admissions
- enable timely discharge from hospital, and prevent re-admissions
- enable rapid recovery from periods of ill health or planned admissions

It is also essential to ambitions for the economy.

6.1.1 Addressing fuel poverty, helping people to keep their homes warm

In 2017 there were 9,563 households in Bury that were considered to be living in fuel poverty. This represents nearly 12% of our households¹². The most significant problems are in private housing.

Bury Council has taken action to reduce fuel poverty and help Bury residents to keep their homes warm over many years. We have facilitated the installation of energy efficiency measures in over 16,000 private sector homes attracting investment of over £12m, this has resulted in significant carbon savings and energy bill reductions.

We are now exploring how ECO-funds available can help our residents to stay warm. We are also engaged in a short Government-funded pilot programme to enforce the new minimum energy efficiency standards (MEES) in the private rented sector.

Bury One Commissioning Organisations wants to upgrade how we work with people who are living in cold homes and unable to afford to keep them warm.

In March 2015, the National Institute for Clinical Excellence (NICE) published guidance on Excess Winter Deaths and the health risks associated with cold homes¹³. It includes recommendations for Health and Wellbeing Boards, primary care, local authorities and others to take action to reduce the health risks associated with living in cold home. Also, the Domestic Minimum Energy Efficiency Standard (MEES) Regulations set a minimum energy efficiency level for domestic private rented properties.

Drawing on the NICE guidance, the MEES Regulations, the GM Private Housing Condition analysis and on best practice from other councils, we will review and upgrade our existing Fuel Poverty Action Plan.

We will also increase the revenue funding available from health partners to support this programme. We will fund an expert team to help private residents to access external ECO-funding, capital grants available to improve the warmth of their homes.

6.1.2 Integrating housing into the Bury Neighbourhood Model

There are many instances in which patients' or households' health problems are significantly exacerbated by their housing circumstances and where a change to their housing is needed to improve their health.

Our new neighbourhood arrangements are the place where we are bringing together statutory services to respond to residents' health and social care issues through case management. Two programmes are relevant here: our new All-age Early Help teams and our Integrated Health and Care teams, both of which will sit behind the Community Hubs.

¹² Find reference

¹³ NICE Guidance NG6: <https://www.nice.org.uk/guidance/ng6>

We will formalise key housing roles within these teams providing direct access to housing experts who can broker a range of housing solutions for resident – whether they are private renters, owner occupiers, housing association or Council tenants – on a case by case basis. The household's caseworker would help to broker the right solution for the household including by referring the case to the team with the relevant expertise and powers to solve the problem while remaining the household's caseworker.

We will monitor the sort of housing-related problems people present as well as solutions. This will feed into our data warehouse and engine room (see 6.1.3) and will inform future service design.

6.1.3 Targeting improvement of poor condition homes through neighbourhood profiles

Our resources are finite and we want to target them better, directing the right resources to the right places in a timely way to prevent people's health and wellbeing from worsening.

We are establishing a 'data warehouse and engine room' that will bring together and interpret data from a range of sources that shows where the biggest problems lie and the nature of those problems as well as capturing trends. By disaggregating the data at a neighbourhood level and supplementing it with local intelligence, we will be able to determine who are those at most risk of accessing expensive care services, with a view to targeting our resources at a sufficiently early stage so that demand on statutory services is reduced. Active case management through multi-disciplinary teams will continue to expand to enable those most at risk to be identified and supported by health and care working together with other public sector services.

Data on Bury's house conditions – including owner occupied and private rented housing – will be brought into this data warehouse so that we can identify where unhealthy, unsuitable and unstable housing may be contributing to poor health and wellbeing.

GMCA is undertaking an analysis of the condition of private housing across Greater Manchester. This will supply data on the condition of Bury's private housing stock. Both this and data on the condition of Six Towns stock (see Section 3.1) will inform the neighbourhood profiles enabling us to see where inadequate housing across all sectors may be a factor in poor health. This will enable us to respond to existing housing issues and to predict where the biggest problems may lie going forward.

We will supplement this data by routinely collecting details of people's living circumstances and home condition whenever a health, care or housing staff member makes a visit to someone's home (through Making Every Contact Count). We will also bring information from casework detailing the nature and frequency of the problems people present, how they were addressed and any gaps in provision. This will help us to build a database of where the problems might lie, how well we're doing and what else we need to do enable people to find the right solutions.

6.1.4 Minimising hospital stays, safe and secure discharge

Much of this strategy is aimed at providing ‘enabling support’ that actively promotes wellbeing and prevents worsening of people’s mental and physical health and enables them to live well within their own homes. We are also intending to take some specific actions at the interface with hospitals, both to avoid unnecessary and unplanned hospital admissions and to facilitate safe discharge.

Working with one or more expert RPs with specialisms in this area and building on our existing Hospital Discharge Protocol for people with no fixed abode, we will develop hospital discharge arrangements with Bury’s main NHS Foundation/Hospital Trusts. This will include hospital-based casework to ascertain patients’ housing circumstances and to work with those whose housing is prohibiting safe discharge to make their home safe. It will also include provision of ‘Step-down’ accommodation.

The GM Housing and Mental Health Strategy¹⁴ contains some specific case studies of where RPs are doing hospital discharge work and supporting people with mental health problems to leave hospital and live well in the community. This interactive map shows a range of other case studies¹⁵

6.2 Healthy communities and places we can be proud of

6.2.1 Solving community problems through multi-agency working with Community Hubs

One of the ways we can improve our places is to understand where the complex, compound problems lie and to address them in a proactive way through coordinated multi-agency working.

We have a multi-agency Organised Crime Group comprising fire service, police and supported by the Council’s environmental health team. This team has local knowledge on where some of the criminal activity lies and takes coordinated action on crime.

We want to develop this further and to work in partnership with our Community Hubs to identify problems, understand the nature of them and to provide lasting solutions. A range of actions might help, such as:

- Our database of private landlords in particular localities
- Visits to all households in defined streets/areas to identify problems
- Proactive use our legal enforcement powers to compel landlords to act to improve poor condition private rented homes
- Bespoke, asset-based support for households where needed and appropriate
- Purchase specific homes for refurbishment and sale to help to change the dynamics of the neighbourhood

¹⁴ GM Housing and Mental Health Strategy 2019-22:

<https://www.gmmh.nhs.uk/download.cfm?doc=docm93jjjm4n5026>

¹⁵ Housing LIN and Foundations Interactive Map of hospital to home schemes

<https://www.housinglin.org.uk/home-from-hospital/>

- Improvements to the public realm such as clearing fly-tipping, graffiti.

6.1.2 A Checklist for healthy place-shaping

We invite our residents, through our Community Hubs, to develop a 'Bury checklist' that we will use throughout our planning and place-shaping activity to make sure we consider all the important elements in developing good quality places and endeavour to make it happen. We will draw on existing resources such as NHS England's and Public Health England's Ten Healthy Place-shaping Principles¹⁶ and MHCG's guidance for Lifetime Neighbourhoods¹⁷

A Bury checklist for great places

Such a checklist might include:

- **Infrastructure** – including GPs, schools, road traffic: How are the infrastructure requirements of the new development being considered? How is the local community being engaged in discussions? What will be done as a result?
- **Parks and green spaces:** How will the development minimise the impact on our green spaces and/or create new parks and green spaces?
- **Transport, active travel, air pollution:** How does the new development enable people to get around in a way that limits air pollution?
- **Connected, healthy people:** How will the development produce spaces where people like to meet and congregate? How will it support and enable community-led activity?
- **Asset-based approach:** Are we building on local community assets and creating resilient communities based on their strengths and local assets?
- **Healthy living:** How might the new environment enable free food growing opportunities? How might it support people to become more active?
- **Access to healthcare and schools:** How will the people living there access healthcare in their community? How will their children be enrolled in schools and educated in the event they are excluded? How will they get help with any non-medical issues they may face?

6.2.3 Village Hubs: where people can connect and live well

We have an ambition to create '15 minute neighbourhoods' where the main facilities can be reached within a 15 minute walk.

As we consider how to best remodel our sheltered schemes, and plan for new extra care schemes, over the coming years we will consider with our Community Hubs how these

¹⁶ <https://www.england.nhs.uk/publication/putting-health-into-place-executive-summary/>

¹⁷ <https://www.gov.uk/government/publications/lifetime-neighbourhoods--2>

schemes might develop closer connections to a range of local facilities including health centres, shops, schools, leisure, community and faith centres. This will make it easier for older people living in the schemes and in the surrounding areas to connect with other local residents and access informal support, facilities and activities. We will also consider how these neighbourhoods might support intergenerational connections and recreational activity. We will learn from the COVID-19 experience to make sure these hubs can enable high levels of support while maintaining social distancing.

Section 7: Towards carbon neutral homes

In 2019 Bury Council declared a climate emergency and set an ambitious target to be carbon neutral by 2030. The scientific evidence on climate change is unequivocal with the United Nations declaring, at its 2019 General Assembly, that “we may have just 11 years left to limit a climate change catastrophe”. As a society we need to act now and decisively to slow down and limit the impact of climate change.

Bury is in the process of developing a Climate Action Strategy that will set out where we need to get to, the direction we must travel and the wide range of actions we need from national Government to help us to meet our targets. It is designed to be consistent with the GMCA 5 Year Environment Plan for Greater Manchester which lays out how the city region will progress to carbon neutrality by 2038 but it is more ambitious; we will aim to deliver carbon neutrality in our borough by 2030.

This is an extremely challenging target. Achieving it probably requires full decarbonisation of the national electricity grid and, while significant progress is being made, this is not projected to happen until sometime after 2030. However, one of the silver linings of the Coronavirus lockdown period has been a glimpse of what a low carbon future might do to improve our environment. In Bury, we are determined to do all we can to ‘build back better’; to build a more sustainable economic future that works for Bury as we deliver the low carbon, climate resilient environment our planet so desperately needs.

We are encouraging people to use greener travel by improving connectivity and travel options across the borough. Proximity of new homes to our town centres, places of work and public transport hubs will help to reduce reliance on cars when planning the location for new homes. Active travel measures, to improve residents’ ability to walk and cycle around the borough, will be included in our plans including for town centres. We are intending to plant thousands of new trees to support carbon capture as well as creating pleasant healthy green outdoor spaces within our urban areas for people to enjoy.

We are intending for Bury to become an exemplar, showing the way and creating a sense of urgency to influence the Government and reduce the current UK target which is for net zero by 2050.

7.1 The challenge for housing

Around 34% of Bury’s emissions come from domestic gas and electricity uses¹⁸. Significant progress has been made over the last few years, but the focus has been on measures that are relatively straightforward. An analysis of the energy performance data of Six Towns homes shows that to improve beyond a Band C rating cannot be achieved without investment in renewable energy measures such as solar panels, air source heat pumps or

¹⁸ Bury Council Carbon Action Strategy (draft)

solar thermal which represents a step up in investment. This is the case for private housing too.

The housing sector is at a crucial stage; the steps we now need to take towards low carbon are bigger and come with greater risk. There is a sector skills challenge to overcome to retrofit at scale: a lack of capacity and capability for making and installing components successfully. This comes with significant upfront costs that either need to be passed on to the consumer or subsidised in some way.

Our housing targets are:

- 100% net zero-carbon new homes by 2028
- 100% carbon neutral homes by 2030, 20 years ahead of the UK target

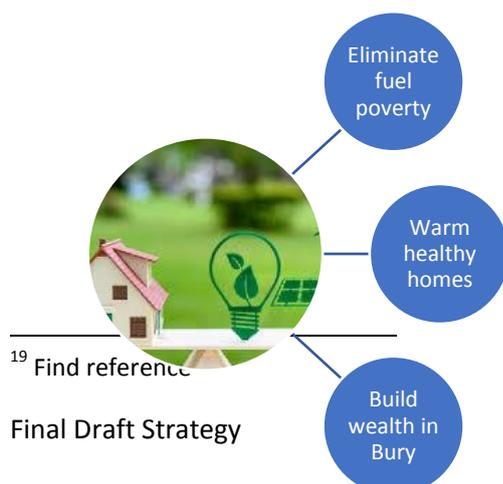
Bury Council will do everything it can to achieve these targets. However, it requires some steps to be taken that are not within the Council’s control. It means:

- Making sure electricity is sourced from certified renewable or zero carbon sources
- Ceasing fitting new gas-powered appliances such as boilers as a matter of urgency
- Identifying, sourcing/producing and installing modern renewable energy technologies and making provision for retrofitting homes with new sources and technologies that may emerge in future years
- Increasing energy efficiency of all homes across all sectors
- Offsetting any outstanding emissions through carbon capture
- An earlier national target date for a decarbonised electricity grid (from 2050 to 2030)

This housing strategy provides more detail on what we will do to endeavour to achieve this target for all Bury’s housing, both new and existing dwellings. How we do this will vary depending on who owns the homes. 90% of properties in Bury are privately owned and are outside the direct control of the council. This means we need to take a different approach to homes owned by the Council (Six Towns Housing), by a housing association, by a private landlord, by an owner occupier.

7.2 Health and economic benefits of low carbon homes

Low carbon homes will deliver health and social benefits too. Respiratory problems are a significant factor in admissions to hospital¹⁹ (quite apart from COVID-19 cases) and we are keen to eliminate the impact of poor housing as soon as possible.



Properly insulated, energy efficient homes will be warmer with lower fuel bills; they are cheaper to run and healthier to live in. Innovative green businesses that can contribute to

¹⁹ Find reference

emergence of an effective 'climate change industry' could help to create community wealth for Bury as well as to enable the shift to carbon neutral.

7.3 Our approach to delivering low carbon homes

The industry in low carbon and renewable technology is not yet operating at scale; the technology is developing all the time and it is not yet available at realistic prices while the maintenance supply chain for the new technologies is immature. A recent Government consultation in May 2020 demonstrated that the government is not yet clear on how the UK will meet climate change targets for housing, nor how local authorities will be supported. However, the Government is pushing forward on several important strands and a route map to energy efficient, low carbon homes for the UK is expected to emerge ahead of the 26th UN Climate Change Conference of the Parties (COP26) that will take place in Glasgow in November 2021.

Achieving our carbon neutral targets across the borough's 84,000 existing homes by 2030 as well as all new homes built by 2028 will require a dynamic and future-facing approach that assesses, supports production of and embeds new technologies as they emerge.

Our overall approach will be to fast-track our activity on existing Six Towns homes and any new homes that Six Towns will build and use our learning to develop our expectations of and support for private developers, landlords and owners to take action. We will also explore options for a housing provider to become a local energy network supplier in Bury.

7.3.1 How are we doing so far?

Between 2008/9 and 2020 the council itself has reduced its carbon emissions by 44%, mostly from reducing electricity and gas use in our buildings. Our total footprint is just under 16,700 tonnes of CO₂ which represents only 2% of Bury's borough wide emissions total.

We also commissioned Catapult Energy Systems to undertake a piece of work to identify how Bury might progress to carbon neutrality by 2040 and 2050. It highlighted the level of change required, what the change might look like and what the implications would be for stakeholders. This will be used to inform our journey to carbon neutrality.

Our progress towards carbon neutral homes

- The Council stock has an average energy performance SAP rating of 70. This represents an average SAP/EPC rating of Band C. The Council and Six Towns homes are committed to achieving a minimum C SAP rating for all by 2025.
- We have replaced traditional lighting with LED units within around 900 Six Towns homes each year, outside security lights and in around 25 newly refurbished communal areas.
- PV solar panels have been installed to 13 blocks of flats in Whitefield: tenants benefit from free electricity during daylight hours and the Council receives income in the form of a feed in tariff.

- Forty eight homeowners have signed up to the recent Solar Together collective PV purchasing scheme and installations are currently taking place.
- Through a collaboration with Japanese Government, air source heating pumps and monitoring equipment have been installed in 92 Council / Six Towns dwellings with reported savings to tenants' energy bills.
- All Six Towns Housing staff had received carbon awareness training and frontline staff have been trained to spot signs of fuel poverty and to provide energy efficiency advice in the home. Tenant energy champions have been trained to understand fuel bills and fuel switching to find cheaper deals.
- 9782 (12%) of Bury's households installed insulation measures under ECO between 2013 and March 2019 so that 70% of EPC rated homes have a rating of D or below.
- Opportunities to secure external funding to offset the cost of installation of insulation and low carbon technologies within Six Towns housing stock through a range of national energy efficiency and carbon reduction initiatives such as CESP, CERT, FIT and RHI have now been taken and maximised.
- The Council has helped to facilitate the installation of energy efficiency measures via various local and national grants in over 16,000 private sector homes attracting investment of over £12m. This has resulted in significant carbon savings and energy bill reductions.
- Further potential for renewable energy including free solar PV and associated battery storage of the solar energy are currently being explored.
- The average SAP rating for Council homes has shown some improvement over the last 10 years. In 2019, an increasing majority of the Council's own homes achieved a SAP rating of 'C'.
- Around 400 A-rated gas boilers per year are installed as part of the investment programme in addition to cavity wall and loft insulation

Many of these improvements to the environmental performance of the Council's housing stock have been made through accessing initiative-based funding. The ad-hoc nature of these initiatives has left a legacy of ad hoc maintenance arrangements and this is inefficient. We will continue with these programmes in the short term and going forward, we will take greater account of the potential to standardise ongoing maintenance to increase efficiency across all 8,000 homes.

7.3.2 Enabling our townships to support the shift to zero carbon homes

If we are to achieve our ambitious targets, we need our 70% of residents who are homeowners to be persuaded to upgrade their homes – both the insulation and to convert to a renewable energy system – by 2030. They must also be helped to change their behaviours around energy use, ranging from learning how to maintain the temperature of a newly retrofitted home, to undertaking more journeys by bicycle or on foot.

We need residents to change aspects of their lives in order to make the energy savings. This ranges from homeowners increasing their loft insulation to reduce heat loss, to

We will need to engage Bury's residents, local businesses and community groups in this task. Collectively our residents hold significant knowledge about routes to zero carbon homes. They are also networked and well placed to organise to make a case to national government as well as to share information about new technologies, for example, and to develop trusted financial mechanisms to pay for them.

The Council is committed to engaging residents through stakeholder forums that will be established and supported in each of our Townships. These groups will be encouraged to consider the private housing challenge; how best to go about motivating and enabling homeowners to retrofit their homes. We will share our knowledge and invite these panels and forums to feed directly into the development, delivery and monitoring of progress on our action plans at the same time as developing their own local approach to the climate change emergency. We will support and assist them to identify and make a case for the necessary resources to achieve this task.

7.3.3 Accelerating capacity and capability through partnership

Identifying pathways to volume domestic retrofit and reducing fuel poverty is also a priority across Greater Manchester (Strategic Priority A5 in the GM Housing Strategy). Action is being taken at Greater Manchester level to bring together a 'Retrofit Partnership Accelerator' of existing activity to focus collectively on issues of demand, supply, skills and access to finance to develop delivery and business models for whole house retrofit.

We will work closely with other local authorities through the Greater Manchester Combined Authority and with the GM Housing Providers group and GM Local Energy Market to develop an approach that enables Greater Manchester to achieve net zero-carbon new homes and carbon neutral existing homes. We will also work with a wide variety of other partners – public, private, education, utilities, voluntary, community and social enterprise sectors – to increase our learning and capacity to achieve this huge challenge.

Through partnership working, we will be better placed to:

- Exploit renewable energy potential in relation to solar, hydro and wind on our land and buildings
- Work with our utility providers to plan the necessary upgrades to the electricity supply infrastructure and lower gas demand and its impacts on our community
- Establish local energy networks to supply renewable energy to Bury residents
- Build the green energy sector to ensure we have sufficient service providers that can deliver new retrofit components and renewable heating systems
- Equip and upskill our local workforce and construction industry with the necessary skills to deliver renewable heat and energy systems in the domestic and commercial sector – coordinated with training colleges
- Develop local supply networks for installation and maintenance of energy efficiency measures and renewable energy

- Source innovative business models, finance and delivery mechanisms to retrofit homes and commercial buildings
- Observe progress in relation to other options for use of non-fossil fuels in the gas grid e.g. hydrogen carbon heat.
- Make energy efficiency and renewable energy options more accessible and attractive to our residents
- Maximise community wealth-building by identifying local business opportunities that will arise from the move towards a low carbon future

Working in partnership will also enhance our likelihood of success in lobbying national government to make the necessary changes to national policy and in bidding for national resources to advance our work towards carbon neutral homes.

Our approach to low carbon homes

**Undertake analyses of ‘carbon status’ of Bury’s housing stock
Develop a new ‘Bury Eco-Standard’**

**NEW HOMES
Net zero carbon by 2028**

New Six Towns homes

- All new homes built to zero carbon standards ahead of 2028
- Provide exemplar projects for renewable heating systems and modular construction in developments where we have sufficient influence.

New HA homes

- Commitment to all new homes built to zero carbon standards ahead of 2028

New private homes

- GMCA and LAs consulting on additions to building regulations to require all new homes built in GM to meet zero-carbon standards by 2028
- Support and incentivise developers that are prepared to build to zero-carbon standards

General – new homes

- Shift to MMC – levers?

**EXISTING HOMES
Carbon neutral by 2030**

Existing Six Towns homes

- Stock condition survey including eco-elements, to establish baseline position
- Local exemplar projects for deep retrofit and renewable heating systems in Six Town homes and learn from other exemplars from across the UK
- Develop plan to bring all homes to low carbon standard by 2030 and SAP C rating by 2025 (drawing on Bury Local Area Energy Strategy 2018)
- Increase volume of deep retrofit over time as new tech emerges and the market develops

Existing HA homes

- Share knowledge, experience and information with HAs

Existing private homes

- Private stock condition survey including eco-elements to establish baseline position
- Enforcement to EPC Band E
- Private landlord incentives conditional on eco standards
- Apply new technologies to empty home refurbishment

Market-shaping and industry development
New build homes: MMC | Existing homes: Retrofit components
Renewable energy sources | Local Energy Network Provider

Learning and collaborating with GM, Together Energy Services, others (e.g. how to do Deep Retrofit)

7.4 New build homes – towards net zero carbon by 2028

Greater Manchester Combined Authority and LAs are consulting on higher standards for all new builds to be net carbon-zero by 2028, or even sooner on the advice of experts. This is likely to lead to additional building regulations for all new buildings across the region to meet the agreed target.

7.4.1 New Council housing schemes

Any direct building of new Council homes will trial new low carbon technologies such as ground source heat pump technology and PV solar panels. Schemes will also be ‘future proofed’ so that they can be retrofitted with new zero carbon technology that is anticipated to improve in future years – including battery storage and smart energy solutions. From now, all new build homes over which we have control will be either net zero carbon at completion or can be easily adapted before the 2028 deadline.

There may be opportunities around modular construction to re-define ‘good design’ that can contribute to the carbon reduction agenda. The Council is considering small site delivery through Modern Methods of Construction (MMC), potentially using a local supplier to support emergence of a local economy for modular construction.

We will explore opportunities offered by these schemes to ‘upskill’ our workforce to be able to undertake future maintenance and repair of these systems.

7.4.2 New housing association homes

We are working with Greater Manchester Housing Providers to support solutions for housing association homes, including homes built within the borough of Bury. All GM providers have committed to building all new homes to net zero carbon standards ahead of the 2028 date.

7.4.3 New private homes

Requiring private developers to build to higher standards will increase the cost of development. We are therefore intending to work through the township residents’ groups to create strong buyer demand for low carbon homes, and a willingness to pay the additional price. For example, we will actively promote the financial benefits of occupying a net zero-carbon home – the low or zero fuel bills – and quantify the ‘purchase premium’ they might expect to pay in return for having very low fuel bills.

We are taking a GM-wide approach to planning policies to develop a new standard that will be a common requirement across all ten authorities; all councils will agree to employ whatever influence they can bring to bear on new housing development. We will also work with authorities beyond the GM boundary to persuade them to also adopt the new standard. Taking a common approach will help to bring consistency in the development market and to drive up standards.

In addition to this, the Council will orient its support and incentives towards those developers that are prepared to build to the new standards. This includes the support we provide to improve viability of new homes, set out in Section 2, as well as our support for first time buyers.

7.5 Existing homes – towards carbon neutral by 2030

7.5.1 Establishing the baseline position in our existing housing stock

Knowing the ‘carbon status’ of our existing housing, across all tenures, and the size and nature of the gap that needs to be bridged, is key to devising a strategy, prioritising action and measuring impact. In order to establish our baseline position, we will review our existing knowledge (such as EPC and SAP ratings) and undertake two further ‘stock condition’ analyses focusing on energy efficiency and carbon status, to fill gaps in our knowledge.

7.5.2 Existing Council homes

We have made some good progress over the last few years through securing funds from national and international programmes. However, this has depended on the appetite of successive governments to drive this agenda forward and has, consequently, resulted in a piecemeal approach. Going forward, we want to be much more proactive, creating and implementing our own route map and finding ways to deliver it, being ready to secure funding as an when it emerges but relying solely on incentivised programmes.

Our approach to decarbonising existing Council homes will have several strands that we will take forward concurrently, and that will inform each other.

Strand 1: Deep retrofit pilots to push boundaries and upskill the workforce

In 2021/22, Six Towns Housing will embark on a small ‘deep retrofit’ pilot to bring between 5 and 15 Council homes to carbon neutral standard. Deep retrofit requires extensive work to existing homes to apply a whole range of measures, including a renewable energy source, all at once.

Through the pilot, we will upskill our workforce in retrofitting homes aiming to develop an efficient standardised retrofit process that incorporates the best and most appropriate technology available at the time for that particular property and that both minimises the cost, time taken and disruption to tenants. We will learn from other councils that are ahead in retrofitting their housing stock and with other GM local authorities will explore different models of retrofit. Initially we will prioritise properties that are empty between relets.

We will also identify one or more of our sheltered housing schemes that require more extensive remodelling or repurposing and undertake these works at the same time as deep retrofit. This will allow us to better understand scheme-based renewable ‘district’ heating and energy systems that may not be suitable for single dwellings.

As tenants move into the retrofitted homes, we will train them and make sure they have access to information on how to minimise/optimize energy use while keeping the home at ambient temperature.

Further phases of the deep retrofit programme will be informed by our learning from the earlier phases and from the experience of colleagues across Greater Manchester.

Strand 2: Identify steps to bring all 8,000 Council homes up to the Bury Eco-Standard

We will reset our approach to the Bury Standard (in Six Towns Housing Asset Management Strategy) replacing it with a much higher level 'Bury Eco-Standard' which will reflect a fully retrofitted home with a renewable energy source in addition to the measures in the existing standard (see also Section 3.1).

We will set out a route map to achieve the Bury Eco-Standard across all our homes with challenging but realistic targets. Since we will not be able to clearly see all the steps at the outset, we will review and update the route map on an annual basis, bringing new information to bear on the next steps we will take.

Initial steps may include, for example:

- Insulation, draught-proofing and other 'fabric' upgrades
- installation of PV panels to some properties assessed as being suitable for them
- phasing in of air and ground source heat pumps (and phasing out of new gas boiler installations)
- installation of district heating systems in selected schemes
- 'future-proofing' properties to make them ready for installation of future technologies, such as hydrogen boilers or batteries, at a later date
- making it easy for tenants to procure their electricity from certifiable renewable sources

We will develop a monitoring framework that enables us to keep abreast of the changes we're making to our homes. It will also provide a means for us to regularly review our learning – from the retrofit pilots and through our connections across Greater Manchester and other local authorities – about how best to achieve net zero carbon homes in the shortest possible timescale. We will use this to inform and regularly update our stepped approach to achieve the 'Bury Eco-Standard' in all our homes.

How we phase works in later stages will depend on what we learn in the earlier stages. It will also depend to some extent on how new technology emerges and on the Government's strategy and programmes. We are likely to increase the number of homes we deep retrofit as we learn how to streamline the process while matching solutions to the dwelling, and as component costs reduce. We will revise our annual customer satisfaction survey to include questions about energy efficiency and retrofitted homes to learn more about how we can improve the customer experience.

7.5.3 Existing housing association homes

Greater Manchester Housing Providers have committed to achieving a minimum C SAP rating for all existing homes by 2025.

We will engage with the other RPs in the Borough to generate a plan of action for bringing their homes up to the Bury Eco-Standard by 2030.

7.5.4 Towards carbon-neutral private homes

Section 7.3.2 sets out how we will support Bury's residents to play their role in driving forward carbon neutral homes in the private sector through local energy groups in each of the six townships. This represents a significant strand of our efforts for all private homes to become carbon neutral by 2030.

In addition, we will consider how we might *develop levers and incentives to influence private landlords to adopt low carbon technologies*. Private rented properties are now required to comply with the 2018 Minimum Level of Energy Efficiency Standard, which is currently at EPC band E. Bury Council is currently engaged in a pilot, funded by BAIS, to test out a mix of methods to improve privately rented homes that fall below this level – including providing information and advice to landlords, signposting to sources of ECO funding for cavity wall insulation, incentives such as grants to undertake works and serving notices. By December 2020, we will know much more about what works best in what circumstances and will have developed our approach.

We will also consider how to ensure that any investment the Council or Six Towns makes in private housing, for example, refurbishments to private homes on a lease-and-repair basis through the Ethical Lettings Scheme, helps to achieve Bury's low carbon goals.

Section 8: How we will implement this strategy

This housing strategy has come at a time of great change and of great energy for change, in Bury.

8.1 Let's do it!

Even before the Coronavirus disrupted our normal way of doing things, Bury residents, stakeholders and the workforce had been working towards a decade of reform to tackle deprivation and improve growth under the Bury 2030 banner. Now we have a clear way forward and this will mean big change for the way the Council works.

Key to these reforms is working through relationships. Because it is relationships, not services, which truly make the difference to people's lives. We are in the process of making a radical shift from providing services to a relationship-based system, through empowered local communities. It is by working with residents, and valuing the skills, strengths and successes of individuals and communities – and not just delivering services to people – that we can tackle some of the great causes of inequality within the Borough and make sure everyone has the best possible life chances.

Guided by the late Victoria Wood born in Prestwich and brought up in Bury, *'Let's do it!'* encapsulates our strategy. It reflects the need for all of 'us' to be involved in creating change. It shows that there is important work we all need to 'Do' and that we cannot be passive. It is a call to action, to develop a collective vision 'It' of what the future can look like.

8.2 Let's – our collective responsibility

To work, this housing strategy needs to be a joint endeavour involving Bury's residents, stakeholders, local partners and our workforce. Doing this will require many new relationships to be forged and conversations to be had.

There is a big emphasis on conversations. We need to talk to residents, to deepen the insight about their needs and aspirations that we have gained through the Housing Needs Assessment. We need to talk to community groups about their ambitions for the neighbourhoods and towns they live in.

There is also a big emphasis on codesign and coproduction. Residents, including people we traditionally see as 'service users' can help us to deliver this strategy if we will involve them at an early stage. Listening and learning from Coproduction Networks to understand their particular needs and ambitions offers rich information; they can help us to design and deliver services that work for them and people like them. We want our residents to help each other to live well and to be empowered to get on with their lives and to need services as little as possible.

And we have many external partners who have a responsibility to help too. We need to talk to developers and registered providers to find out what they need in order to support this vision. We need to talk to our private landlords to work out how they might support our ambitions. We need to talk to other GM local authorities and beyond, to learn together.

8.3 Do – through inspiration, aspiration, participation, collaboration

‘Do’ is about doing our bit to make our Borough a great place. It is about:

- **Inspiration** – being proactive and creative, building on our collective strengths to make a difference, really listening to understand each other, growing relationships and new connections across boundaries, being open to doing things differently, valuing skills and strengths of people and communities
- **Aspiration** – having and realising hopes and dreams by giving people and equal voice and opportunity for participation, championing innovation and improved quality of life, stepping out of our comfort zone to make things happen, opening doors at every opportunity, being proud of our people and places
- **Participation** – taking responsibility for making a difference by committing to making a positive, practical difference asking ‘what really matters to you?’, being flexible and putting energy where we can make the most positive difference, demonstrating dignity, kindness and respect
- **Collaboration** – bringing people together from all corners of life, listening deeply and responding authentically, learning from others, trusting each other, making the most of our collective talents energies and power, holding each other to account, sharing data, removing barriers to collaboration, supporting development and growth.

8.4 It – the change Bury residents want to see

‘It’ is about having a shared focus on what we want our towns to be in ten years’ time and achieving our vision of tackling deprivation and inequality whilst securing economic recovery and ultimately securing ambitious growth. It means developing ourselves, our communities and our neighbourhood model.

When it comes to housing, ‘it’ is articulated within this housing strategy and action plan which provide room for Bury’s residents and stakeholders to shape further into township programmes. It is ambitious but it is also doable, especially with the right mindset, attitudes and action.

Evidence and documents upon which this strategy is based:

- Bury 2030: Let's do it!
- Housing Needs Assessment 2020
- Bury Economic Performance, Resilience and Brexit, Cambridge Econometrics 2020
- Housing LIN: <https://www.housinglin.org.uk/>
- Bury Draft Learning Disability Needs Assessment 2020
- Greater Manchester Mental Health NHS Foundation Trust, Housing and Mental Health Strategy 2019-22
- MHCLG Guidance on Selective Licensing
- A 2018 report by the Smith Institute for the Northern Housing Consortium called *The Hidden Cost of Poor Quality Housing in the North*
- Six Towns Asset Management Strategy
- Improving health through the home, Public Health England:
<https://www.gov.uk/government/publications/improving-health-through-the-home/improving-health-through-the-home>
- Bury Council Carbon Action Strategy (draft)
- MHCLG Guidance on Selective Licensing:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/418551/150327_Guidance_on_selective_licensing_applications_FINAL_updated_isbn.pdf
- The Five Ways to Wellbeing are an evidence interrelated set of activities brought together in 2007 by the New Economics Foundation
- Keyring networks of support: <https://www.keyring.org/>
- Shared Lives Plus <https://sharedlivesplus.org.uk/> and HomeShare <https://homeshareuk.org/>
- GM White Paper: A Unified Model of Public Services
- GM Industrial Strategy and Transport Strategy
- NICE Guidance NG6: <https://www.nice.org.uk/guidance/ng6>
- NHS England and Public Health England Health New Towns Initiative:
<https://www.england.nhs.uk/publication/putting-health-into-place-executive-summary/>
- Lifetime Neighbourhoods, MHCLG: <https://www.gov.uk/government/publications/lifetime-neighbourhoods--2>
- GM Housing and Mental Health Strategy 2019-22:
<https://www.gmmh.nhs.uk/download.cfm?doc=docm93jjm4n5026>
- Housing LIN and Foundations Interactive Map of hospital to home schemes
<https://www.housinglin.org.uk/home-from-hospital/>
- MHCLG Next Steps Accommodation Programme (NSAP)
- GM Spatial Framework (2019 draft)

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Classification	Item No.
Open	

Meeting:	CABINET
Meeting date:	14 October 2020
Title of report:	Agile Working Model Pilot in Bury Town Centre Sites
Report by:	Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs & HR
Decision Type:	Key Decision
Ward(s) to which report relates	

Executive Summary:

Covid has changed the way in which many of our staff work and how some services are delivered. Underpinning all of this is a much greater reliance on our technology as, over recent months, new platforms have been implemented to ensure that the Council's core business could continue. There is a real opportunity to now build on this approach through new, agile ways of working for Council and CCG staff which drive the productivity of the workforce; further the ambition for carbon neutrality and will help manage the risk of the poor condition of much of the Council's office estate.

The Council and CCG already support agile working, however the extent to which this operates is inconsistent and there is currently limited ability to work in a blended way, i.e. bringing together those working at home and in the office. It is proposed that the current agile working offer is developed and enhanced under the banner "*Let's do it ... flexibly.*"

It is recognised that any change in the way that we work needs to be carefully managed and that there are complex issues across workforce, estate and technology to address. On that basis this report proposes a pilot agile model across a consolidated, improved property footprint in the town centre. The pilot sites are proposed to mitigate immediate risks around the condition of the Town Hall site in particular. The new way of working is

proposed as part of the emerging corporate transformation programme, with specific objectives to:

- improve staff wellbeing
- deliver cashable and non-cashable savings from estate costs
- contribute to wider strategy – this case digital and carbon neutrality strategies and
- enhance the Council's profile as a flexible and attractive employer.

Recommendation(s)

Cabinet are asked to:

- Note that the Town Hall will not be available for office use other than the ground and 50% of first floor
- Agree the principle of the agile working model, as a basis for consultation with the Trades Unions
- Agree the proposed pilot of an agile working model in the Town Hall and 3 Knowsley Place, at a maximum occupancy of 50%, to take place when infection levels allow a return to an office base
- Agree that a team is appointed as part of the capital programme to deliver the pilot and establish the longer term business case

Key considerations

Introduction

Bury Council and Clinical Commissioning Group have signalled an intent to a programme of transformation to embed the partnership; drive better outcomes through staff engagement and productivity and secure financial sustainability.

Both the Council and the CCG already provide the opportunity for staff to work in an agile way, however this has never been fully developed into an all-inclusive modern approach that enables different working arrangements to be brought together, in a consistent and blended way. At the same time it has to be recognised that the Council has significant costs just in operating and maintaining the buildings from which it operates. Additionally the state of repair of some of these buildings means that the council is targeting its resources at reactive maintenance rather than creating suitable, more efficient and effective, working environments that will not only improve staff wellbeing but will reduce the immediate and long term costs.

This report sets out the ambition and overarching proposed approach to an agile working model for all Council and CCG staff, subject to the support of the CCG Governing Body and the Council's Cabinet. It is proposed to trial this approach through a formal pilot of staff normally based within the Town Hall and at 3 Knowsley Place, when COVID-19 infection levels allow a planned return to an office base. Staff at other sites who wish to adopt the approach may apply to their manager to do so.

The principles of the model are proposed for agreement in this report, but individual components will be presented for individual decision as they are developed, for example development/disposal plans for individual buildings and the workforce policy framework.

Drivers for Change

A total of c1000 staff across the Council and CCG normally operate from 40 Council office buildings. Of these staff, the majority are required to work in a flexible and agile way either by attending meetings, working in integrated teams from partner sites or dealing with residents and customers. The opportunity to access systems remotely using 'mobile enabled' ICT also means that a significant number of staff choose to work at home or from other places of work on an ad hoc basis. Even though the way in which our staff work and our services are delivered has changed significantly over recent years, our buildings footprint has not, meaning that the Council is spending more of its resources on its buildings than it needs to.

Standard of the estate

As the Council operates from multiple buildings there is no consistency in the standard of the work environment. Over recent years, the estate has not been maintained and large numbers of buildings are considered to be in a state of disrepair. The standard of estate is currently represented as a major risk on the corporate risk register and was escalated to the corporate JCC following a joint inspection of the Town Hall led by the Trades Unions in 2019. A maintenance schedule has not been followed for the last c20 years

and it is therefore anticipated remedial works are required across all sites at significant cost.

The risk to the estate is evidenced by the fact that £1.1m was needed to address some key health and safety risks in the Town Hall. Following these works the site will still only be less than 50% usable due to damage and disrepair to the roof experienced recently, following which there was water ingress and internal damage. It is anticipated that this situation is replicated in many other buildings and that to bring the whole current estate up to standard would require a programme of works over many years and cost multi-million pounds. This is neither cost effective and does not represent value for money in the use of the Council's resources.

Under the leadership of the Executive Director Operations there is a programme of work underway to secure facilities management of the current estate. There is also now provides an opportunity to consolidate our buildings footprint, generating capital receipts from any buildings that are sold and also focus our resources in a much more effective way.

Employment offer

The Council and the CCG already provides the opportunity and has the relevant HR policies in place to support 3 main workstyles:

- Office based
- Home based
- Agile

These workstyles are still relevant to the current workforce however it is felt that a much more developed offer around the agile model is needed as this is where the greatest benefits can be achieved.

COVID adaptation

There is a current legal requirement to make all workplaces "COVID secure" with a rigorous risk based assessment approach. This requires significant planning and site adaptation, at a cost. Social distancing requirements will require an overall reduction in office space capacity to allow 2 metre distancing. This will be incorporated into any space planning/designs.

Neighbourhood and Locality Working

The Council benefitted from a Neighbourhood Asset Review from which a commitment was made to move to a neighbourhood model, with staff operating in localities in order to strengthen relationships with service users; understand the issues and opportunities within a place and to add value to the local community. In support of this approach the Radcliffe Strategic Regeneration framework includes a proposal for a public service hub, for example.

A Strategic Estates Group has been established between the Council and CCG to lead this approach, with public service partners working together to make full use of the public estate is a whole through shared use. Proposals in this paper will make a major

contribution to this strategy by mobilising staff across two key sites and showing wider leadership to the system in the principles of implementation.

Carbon Commitment

The Council has also committed to the target of carbon neutrality by 2030 and to be plastic-free by 2022. Relatedly, Bury 2030 commitments include both carbon neutrality and a digital-first approach.

All of these strategies may be furthered through a radical review of work place provision to facilitate “local” working with minimal staff travel and locations which add value to wider strategy and do not simply host a working day.

Working outside of the office environment - Experience and Evaluation to date

The Council has operated a flexible working framework for some years and around 65% of staff currently operate some formal flexibility in their hours of work.

Flexibility in place as well as time of work was implemented through necessity due to the COVID lockdown on 23 March 2020. Since this time the majority of office-based staff have been working remotely; the majority of offices have been closed and all internal and external meetings have been taking place digitally via Microsoft Teams, which is presently supporting c1000 remote log-ons every day. Throughout this period:

- The Council has maintained the majority of core services; progressed the strategic delivery plan and facilitated the emergency response. There have been very few reported issues from line managers about barriers to delivery
- Reported absence has reduced by around 50% between April and August 2020, compared with the same six month last year.

A survey of all staff working remotely was undertaken in summer 2020. The feedback reflected the fact that for many staff remote working during COVID had been difficult and disruptive as migration from the office was not planned and many staff were balancing work with domestic and caring responsibilities due to the emergency. Issues around social isolation were also reported, with many people missing interaction with their colleagues. Many staff perceived the potential benefits of working from home, however, including no longer commuting and having more scope to balance work and home demands.

Survey feedback signalled the following preferences from staff:

- 20% of staff would like to remain working largely at home
- 12% could not sustain home working and required an office space
- 68% staff would like to pursue a balance.

In the context of a potential future agile working model a further survey has been conducted of staff based in the Town Hall and 3 Knowsley Place, to establish precise demands for desk space if an option to work remotely is available. Feedback has currently confirmed a requirement for 103 fixed desk spaces and 443 flexible spaces,

which is proposed to be a proxy for wider workforce requirements and is in line with earlier survey findings.

Proposal – agile working

The extent of change that is potentially required across the estate, combined with the present opportunity of a vacant estate and a largely positive reported experience of remote working to date, presents an opportunity to consider an alternative approach to desk-based roles.

It is proposed that the Council and CCG explore moving towards an agile working model for office-based staff. Agile working is fulfilment of a role at a time and place that meets the needs of both employer and employee, without the constraints of fixed hours and place of work and facilitated by digital technologies. The proposed key tenants of a future approach are as follows:

- The Council office suite is reduced and re-provided on a across the borough on a “hub” basis, in accordance with the emerging neighbourhood model. Sites will be upgraded to a high quality to allow maximum shared usage and to drive productivity
- Office-based staff, where the role allows, will be given the **option** to work 20-80% of their working time from home (i.e. at least one day and a maximum of four days per week for full time employees). The remainder of time would be spent at one or more identified “hub” sites on a zoned access basis. Fixed desks will no longer be routinely provided for any member of staff, other than where health and safety or the requirements of the role require it
- The model is choice-led, subject to service need, therefore the extent of home working will be subject to individual discussions and office space will be made available for everyone who requires it. To facilitate planning, flexible working patterns agreed between line managers and staff will be binding in the short term, subject to review at each formal appraisal Staff may, of course, be reasonably required to report to an office location at any time
- There will be no council contribution towards costs for home workers, but equipment already taken home can continue to be used and future requirements will be considered as far as practicable
- Office space access provided for time spent on site will be on a shared basis across teams. On the basis of the returned survey data, this will be allocated to teams on a “**zoned**” basis; it will be for managers to allocate this space to their staff on a planned basis. Fixed desks for individuals will be by exception
- Time spent on site, for staff that do not require a fixed desk, will normally be for **collaboration** and administration (e.g. confidential waste disposal; ICT systems management, access to printing / plotters etc.) rather than desk-based work.

Expanded meeting space & dedicated collaboration zones / rooms will gradually be made available to facilitate this, underpinned with the IT infrastructure to support collaborative working

- Agile arrangements will be underpinned by a strengthened approach to **performance** management, together with a refresh of the flexible working framework
- The council's recently upgraded **digital** offer, including the roll out of Microsoft 365 in autumn, will be used to facilitate flexibility including:
 - Upgraded hardware for all staff to be used to maintain remote log ons and the facility to work across any site with wi fi
 - Access to digital storage and information rather than paper-based working
 - Every officer-led meeting will be arranged to run with a mixture of digitally and physically present staff. Committee meetings will be subject to separate plans
 - Desk phones are likely to be ultimately withdrawn and staff will use MS Teams and installed "soft phones" for telephone-based contact instead

To drive productivity, it is proposed that the Council will develop a consistent service offer that can be provided across all retained offices that will:

- Provide and embed a "corporate landlord" model to manage the health and safety and legislative requirements of occupying buildings;
- Provide flexible space through the allocation of "zoned" desks for teams to maximise the occupancy levels of the space;
- Incorporate meeting rooms and other agile space to support meetings including those that involve partners and/or residents;
- Incorporate effective ICT that enable effective collaboration and brings together our staff, partners and others in a blended way;
- Provides breakout space that can be used flexibly and remove an over reliance on meeting rooms;
- Provide reception areas and facilities where needed and where buildings are used for public facing services.

Delivery Programme

A programme of work will be required to deliver the pilot and potential longer term agile model. Key workstreams are described below, with additional critical advice required from finance and the Data Protection Officers throughout:

- Facilities management will be responsible for planning and managing site occupancy, health and safety compliance, facilities provision, maintenance and repair
- Asset management to determine an estate plan and financial forecast
- Human resources to ensure the staff policy framework reflects the new model and to lead on engagement with the Trades Unions. This work will include the agile

working policy itself; flexible working framework, Performance management and staff wellbeing

- Communication with staff, managers, customers and other stakeholders
- Digital including IT and telephony provision for agile workers and meeting spaces; an electronic system for desk and room bookings and a digital solution of data storage. Access to and quality of wi fi and broadband access will continuously improve as part of the internal improvement strategy and GM-wide 5G implementation by 2022.
- Underpinning all of these will be defined outcomes against which the success of the pilot can be measured.

Bury Town Centre Pilot

A fully agile model will be a significant change in ways of working which will require considerable investment in buildings, infrastructure and the policy framework. It will require a programme of change including work across Facilities Management; Asset Management; Finance; Human Resources/Employee Relations and ICT/digital. Given the extent of change involved it is important that the approach is fully tested and developed carefully. As such an initial pilot of agile working between home and normal office space only is proposed in Bury town centre only, including all staff who normally operate from the Town Hall and 3 Knowsley Place.

The pilot site has been chosen on the basis of:

- The poor state of repair of Bury Town Hall within which office space is now significantly reduced
- Staff feedback, described above, which reflects a largely positive experience of remote working
- Proven digital capabilities and robust plans for development of the Council's ICT and telephony platforms going forward

Staff at other sites who wish to trial the approach may apply to their manager to do so.

The trial will begin from the time when COVID infection levels allow a return to office base. It is anticipated this will be early in the New Year. During this time office capacity across the two sites will be re-provided at around 45% of former capacity. Access to this space will be on a planned, bookable basis as described in the earlier section of this report. Other buildings that it has been necessary to open during Covid, to enable services to be provided, will continue to operate in the current manner under the establish Risk Assessment process.

Impact

Proposed benefits

An agile model is best practice across the public and private sector. Anticipated benefits which have been proven elsewhere and begun to be apparent through evaluation in Bury during the COVID evacuation are as follows:

- Reduction in running costs to the Council. On the basis of revenue energy utility savings across council buildings circa £500 000 is being included within the 2020/21 budget; the feasibility of this savings target will be tested through the Bury town centre pilot
- Reduction in staff absence. The reduction in absence experienced over the last 6 months is forecast to continue
- Improvements in staff morale/engagement, through the facilitation of preferred working patterns and location. This will be measured through ongoing staff survey exercises
- Greater workforce productivity by allowing people to work at a time and place that suits them
- An improvement in workforce inclusion, which will directly support implementation of actions from the current independent equalities review
- A direct reduction in the carbon footprint of council operations which demonstrates leadership of the commitment to carbon neutrality in the borough by 2030

Risks

A reduction of staff working daily from town centres may also present some issues including:

- A reduction in spend in the local economy, for example lunch time food purchases and after work social meetings
- A reduction of footfall in Council town centre facilities such as leisure centres and library use
- Staff preference for or productivity within an office site

The potential risks to Council service demand will be considered in related planned reviews including those concerning leisure services and Bury market.

The impact of Council staff spend in the local economy will be considered in the wider economic strategy including an intended future procurement review to maximise local public service spend.

The impact on and preferences of staff will be tested and explored through the pilot.

Proposed Implementation actions

The return of staff to office space will be determined by the Council and CCG Gold Command with regards infection levels and public health advice.

On the basis of information available at the time of writing it is proposed that:

- The Town Hall is made available from end October 2020 to all staff who can evidence an inability to comply with the Government requirement for everyone who can work effectively from home to do so. Office space will, however, be provided in line with the principles proposed in this report
- Consultation with the Trades Unions commences on the agile working model proposed
- The basis of a pilot exercise in Bury Town Centre is developed, for implementation when infection allows. It is anticipated it will be feasible to pilot the model early in the New year

Delivery

Internal delivery leads have been identified for the workstreams described in this report, including the Corporate Landlord team; HR; Finance, Communications and ICT, co-ordinated by the Deputy Chief Executive (Corporate Core). Additional capacity will be required, however, in view of the scale and complexity of proposals and technical expertise required on latest market best practice.

It is proposed that delivery of this model is included in the 2020/21 capital programme and an external project team engaged to deliver alongside the internal team, on a business case basis, with expertise including:

- Programme management
- Workforce transformation
- Asset management

Recommendations

The Cabinet is asked to:

- Note that the Town Hall will not be available for office use other than the ground and 50% of first floor
- Agree the principle of the agile working model, as a basis for consultation with the Trades Unions
- Agree the proposed pilot of an agile working model in the Town Hall and 3 Knowsley Place, at a maximum occupancy of 50%, to take place when infection levels allow a return to an office base
- Agree that a team is appointed as part of the capital programme to deliver the pilot and establish the longer term business case

Equality Impact and considerations:

24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
<p>A reduction of staff working daily from town centres may also present some issues including:</p> <ul style="list-style-type: none">• a reduction in spend in the local economy, for example lunch time food purchases and after work social meetings• a reduction of footfall in Council town centre facilities such as leisure centres and library use.	<p>The potential risks to Council service demand will be considered in related planned reviews including those concerning leisure services and Bury market.</p> <p>The impact of Council staff spend in the local economy will be considered in the wider economic strategy including an intended future procurement review to maximise local public service spend.</p>

Consultation:

Subject to the outcome of this initial pilot exercise which is based on individual preferences, a formal consultation with the Trades Unions will take place regarding any extension or confirmation of arrangements into a mandatory corporate model. All new and revised policies will be subject to individual consultation before any changes are made

Legal Implications:

The Council has obligations as an employer to ensure the health safety and wellbeing of its staff, as well as others accessing its premises. This report focuses on those issues

and makes proposals for a longer terms strategy to balance the interests of all whilst meeting those obligations. It is appropriate to consult with the union on the proposals as well as considering any contractual implication. These alongside the associated HR policies will require review and alignment.

Financial Implications:

The access to the capital funding needs to come forward as part of the capital programme work for 2021/22.

Report Author and Contact Details:

Lynne Ridsdale, Deputy Chief Executive

L.Ridsdale@bury.gov.uk

Background papers:

Please include a glossary of terms, abbreviations and acronyms used in this report.

Term	Meaning
3KP	3 Knowsley Place



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	14 October 2020
Title of report:	Terms of Reference for the Radcliffe Regeneration Delivery Board
Report by:	Cllr. Eamonn O'Brien (Leader) – Cabinet Member for Finance and Growth
Decision Type:	Non-Key Decision
Ward(s) to which report relates	All Radcliffe Wards

EXECUTIVE SUMMARY

Following Cabinet's endorsement of the Radcliffe Strategic Regeneration Framework (SRF) the Council has been moving to implement the SRF as a priority.

A report to Cabinet in September 2020 set out a governance framework to deliver the proposals within the Radcliffe SRF. It asked that a clear terms of reference and division of responsibilities were produced for each of the delivery agencies.

This report proposes a terms of reference for the Radcliffe Regeneration Delivery Board (the Board), the body which will provide strategic direction, and oversight of the SRF's proposals.

Member approval is sought to assent to this terms of reference being used by the Board.

RECOMMENDATION(S)

That:

- Cabinet approves the Terms of Reference as set out in this report.

KEY CONSIDERATIONS

Background

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.

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.

The Radcliffe SRF was revised in response to comments raised during consultation and the amended version was subsequently endorsed by Cabinet in September.

The SRF is now in the preliminary stages of its delivery phase. As such, it is a critical time to establish a robust governance framework, with strong remits and clearly marked parameters, to ensure a sturdy platform is built from which prompt delivery can come.

THE PROPOSAL

The proposed Terms of Reference for the Radcliffe Regeneration Delivery Board are as follows:

Purpose of the Board:

Cabinet endorsed Radcliffe's Strategic Regeneration Framework (SRF) in September 2020. The document's coherent and joined up series of interventions will shape the future direction of Radcliffe's growth.

The Radcliffe Regeneration Delivery Board will be chaired by Sir Howard Bernstein and will coordinate the strategic direction, delivery, oversight and monitoring of the SRF's projects.

The Board will be the 'custodian' of the SRF and oversee its implementation, taking responsibility for producing and monitoring a programme plan showing actions linked to timescales for the short and medium term.

It will seek to maximise the opportunities for securing public and private funding to support delivery of the SRF programme including taking responsibility for overseeing submissions and as appropriate the production of Business Plans which may from time to time be required to access public funding.

The Board will have a schedule of bi-monthly meetings over its initial lifespan of 10 years.

It comprises key council officers, strategic partners and representatives from the private sector.

Aims and objectives:

The Board will:

- "Own" the SRF and oversee its implementation;
- Deliver the projects set out in the SRF by inputting on matters from the strategic to day to day level;
- Oversee the delivery performance of key projects contained in the SRF;
- Offer guidance and comment on the use of stakeholders land to promote the objectives of the SRF;
- Advise on the use of partnership models to deliver the objectives of the programme;
- Identify and mitigate key risks associated with the regeneration programme;
- Ensure the projects and associated activities are delivered to time and budget;
- Define and realise benefits;
- Ensure the development and implementation of an effective resident and stakeholder communications strategy;
- Oversee public funding, ensuring robust stewardship of public resources; and
-
- Recommend decisions on spending for Cabinet's consideration.

Roles and responsibilities

The Board will operate at a high level and be responsible for advising on and delivering the key projects set out in the Radcliffe SRF.

The Board will co-ordinate and generate investment from across all stakeholders and will sit within a wider SRF governance structure which comprises:

Radcliffe Cabinet Committee - Providing executive political leadership for the delivery of the SRF. The RRDG will advise the Radcliffe Cabinet Committee on the effective resourcing of the delivery arrangements for the SRF and the co-ordination of the Council's input to the programme.

Programme Management Office - With a dedicated officer to lead on the development and delivery of the SRF programme as a whole.

Radcliffe Advisory Group (formerly the Radcliffe Regeneration Task Group) - A sounding board which engages with local community groups, retailers and local public services managers.

Board members will nominate deputies for attendance in their absence.

The Board will be supported by the Project Management Office.

Membership

The Board will comprise:

Chair – Sir Howard Bernstein
Council Members
Council Leader
Chair of Radcliffe Advisory Group
Member of Parliament
MP for Bury South
Strategic Bodies
Greater Manchester Combined Authority
Transport for Greater Manchester
Homes England
Environment Agency
Private sector partners with a stake in key projects
Council Officers
Chief Executive Officer for the Council
Head of the PMO - (Deloitte LLP) / Radcliffe Project Manager

Director of Regeneration and Capital Growth

Director of Financial Transformation

Meetings

The Board's bi-monthly meetings will not be public, but the agenda and actions will be made available on a dedicated Radcliffe Regeneration site. Commercially sensitive information will not be published.

Board members will receive papers and agendas not less than 1 week ahead of the proposed meeting, and will receive minutes and actions not more than 2 weeks after the meeting. The agenda, papers and minutes for the meeting will be compiled by the Radcliffe Project Manager and supporting Planning Project Officers.

Declaration of Interest

A register of these will be maintained.

Review

The Terms of Reference will be reviewed annually, but may be amended by group members in the interim to suit any changing circumstances, priorities, and/or resources which may arise.

OTHER ALTERNATIVE OPTIONS CONSIDERED

None

EQUALITY IMPACT AND CONSIDERATIONS:

24. *Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:*

A public authority must, in the exercise of its functions, have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;*
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*

25. *The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services.*
-

ASSESSMENT OF RISK:

The following risks apply to the decision:

Risk / opportunity	Mitigation

CONSULTATION:

LEGAL IMPLICATIONS:

It is important that there are clear roles and responsibilities for oversight and delivery of the Radcliffe SRF. Each structure for governance including the RRDB needs clear terms of reference and division of responsibilities to enable the delivery of the SRF and other regeneration initiatives that may emerge over time.

The key function of the RRDB is to provide the strategic direction of regeneration Radcliffe to deliver the key aims set out in the SRF. The 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.

The RRDB includes 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.

The Board will include Senior Member's and Officer's with responsibility for keeping the SRF delivery plan under review and to work with senior representatives from stakeholders on the development of projects for implementation.

Decisions on spending and contracts will have to be taken back inside the council at Cabinet or by officers.

The Council's website will clearly set out the roles and responsibilities and the governance and decision making processes for the RRDB 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

FINANCIAL IMPLICATIONS:

There are no direct financial implications arising from the report. The establishment of the board will promote effective governance and the membership ensures financial oversight throughout the process. Any decisions that have a financial implication will be considered at the appropriate time and will be subject to the Council's decision making processes.

REPORT AUTHOR AND CONTACT DETAILS:

Paul Lakin – Director of Economic Regeneration and Capital Growth

Email: p.lakin@bury.gov.uk

BACKGROUND INFORMATION:

The Radcliffe SRF and further information relating to it can be found on www.bury.gov.uk/radclifferegeneration.

Glossary

Term	Meaning
RRDB	Radcliffe Regeneration Delivery Board
SRF	The Radcliffe Strategic Regeneration Framework
The Board	Radcliffe Regeneration Delivery Board

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	30 September 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

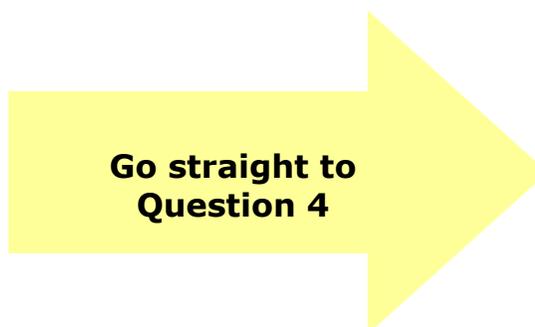
3a. Using the drop down lists below, please advise whether the policy/service has either a positive or negative effect on any groups of people with protected equality characteristics. If you answer yes to any question, please also explain why and how that group of people will be affected.

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 and other developments 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 facilities and 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	

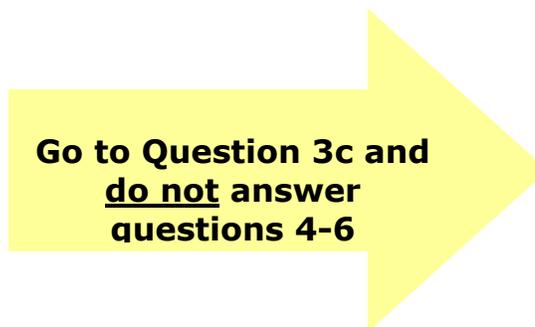
3b. Using the drop down lists below, please advise whether or not our policy/service has relevance to the Public Sector Equality Duty. If you answer yes to any question, please explain why.

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



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



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
<p>Following approval at Cabinet (September 2020) the Radcliffe Strategic Regeneration Framework (SRF will be the key vehicle for the delivery of the Council's continued ambitions to regenerate Radcliffe. The SRF will facilitate the development of short and longer-term, area-based plans that enable all stakeholders to understand how the vision for regeneration in Radcliffe will be achieved, the respective roles they can play in realising the vision, and the sequencing of investment decisions. The SRF Governance Structure will support the delivery of the SRF objectives and also ensure that all key stakeholders are engaged.</p>	<p>N/A</p>	<p>N/A</p>

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

No

5. CONCLUSIONS OF THE EQUALITY ANALYSIS

<p>What will the likely overall effect of your policy/service plan be on equality?</p>	<p>Positive</p>
<p>If you identified any negative effects (see questions 3a) or discrimination what measures have you put in place to remove or mitigate them?</p>	<p>N/A</p>
<p>Have you identified any further ways that you can advance equality of opportunity and/or foster good relations? If so, please give details.</p>	<p>No</p>
<p>What steps do you intend to take now in respect of the implementation of your policy/service plan?</p>	<p>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.</p>

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 WEDNESDAY 2 SEPTEMBER 2020 VIA MICROSOFT TEAMS**

PRESENT:

GM Mayor	Andy Burnham (In the Chair)
GM Deputy Mayor	Baroness Bev Hughes
Bolton	Councillor David Greenhalgh
Bury	Councillor Eamonn O'Brien
Manchester & GM Deputy Mayor	Councillor Richard Leese
Oldham	Councillor Sean Fielding
Rochdale	Councillor Allen Brett
Salford	City Mayor Paul Dennett
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

OFFICERS IN ATTENDANCE:

GMCA - Deputy Chief Executive	Andrew Lightfoot
GMCA – Monitoring Officer	Liz Treacy
GMCA – GMCA Treasurer	Steve Wilson
Bolton	Tony Oakman
Bury	Geoff Little
Manchester	Joanne Roney
Salford	Jim Taylor
Tameside	Steven Pleasant
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
Youth Task Force	Diane Modahl
GMCA	Simon Nokes
GMCA	Claire Norman
GMCA	Ross Macrae
GMCA	Sylvia Welsh
GMCA	Nicola Ward

GMCA 133/20**APOLOGIES****Resolved /-**

That apologies be received and noted from Eamonn Boylan (Chief Executive Officer, GMCA & TfGM).

The GM Mayor commended the collaborative approach of the GMCA, putting the health of Greater Manchester's residents foremost. He reported that there had been a consensus amongst Leaders for the additional measures to be removed from households in Wigan and Stockport, however as cases of Covid had increased significantly and rapidly in Trafford and Bolton they had written to the Health Secretary to ask that measures remain in these areas. Although this was not an easy decision, it was felt to be the right one, as there were currently no alternative measures on the ground to help keep cases low.

Members of the GMCA reported a further unified GM position that the continuation of blanket restrictions over the longer term was not acceptable, as their effectiveness was diminishing with confusion about the application of restrictions. The volatility in case numbers, combined with the inconsistent application, was undermining confidence in the national strategy. Further conversation need to be progressed Government on a new approach for GM, with a move towards an exit strategy for GM underpinned by the development of a GM proposition for test and trace and self-isolation delivered locally was now crucial. In order to achieve effective and sustained reductions in infection rates, this new phase should be driven by Local Authorities, based on clear data from local test and trace interventions, supported by a significant increase in testing, working with businesses and communities to raise awareness and stronger enforcement.

Officers across GM were urgently working on a resourcing proposal for submission to Government, which will include a request for financial support for those residents who need to self-isolate.

The letter to the Health Secretary reiterated the need to remove the additional restrictions on beauticians, soft play and other leisure facilities in GM immediately to avoid any further unnecessary damage to the GM economy and ensure a level playing field for those industries across the conurbation.

The focus now needs to be on managing the impact of Covid-19, within the wider context of the general health of GM residents to ensure a balanced and proportionate approach. It was agreed that a robust outbreak management plan would be key to managing the continued fluctuations in cases supported by a balanced and holistic approach to people's lives, driven by the Local Authority who were in the best position to address the needs of residents..

RESOLVED /-

1. That the appointment of Councillor Brian Shaw (Trafford) to the GMCA Waste & Recycling Committee be approved.
2. That it be noted that the GM Mayor had written to the Health Secretary advising that Bolton and Trafford were opposed to the lifting of the current restrictions in response to the rapid increased numbers of positive tests in those districts.
3. That it also be noted that the letter to the Health Secretary also sought agreement to move to a pathway to replace the restrictions in all parts of GM as soon as practically and safely as possible with targeted, hyper-local intervention similar to those that have been successful in Oldham, together with the commitment of resources to support: intensive, hyper-local test and

trace interventions; a significant increase in testing, including asymptomatic people; work with business and communities to raise awareness; and stronger enforcement where necessary.

4. That the Government be advised that the GMCA want to move to a GM wide exit strategy from the current blanket restriction approach and that Government should support Local Authorities to move to a new phase of local control and balanced targeted interventions that are data led.
5. That the required level of control and resources should be made available from Government to allow Local Authorities to implement these interventions.
6. That the announcement by the Health Secretary today to retain the current restrictions in place in Trafford and Bolton, in response to the rise in infection rates be welcomed.
7. That it be noted that Government has confirmed the planned release of restrictions in Stockport.

GMCA 135/20 DECLARATIONS OF INTEREST

RESOLVED /-

There were no declarations of interests received.

GMCA 136/20 MINUTES OF THE GMCA MEETING HELD 31 JULY 2020

RESOLVED /-

That the minutes of the meeting of the GMCA held 31 July 2020 be approved as a correct record.

GMCA 137/20 MINUTES OF THE GM TRANSPORT COMMITTEE HELD 14 AUGUST 2020

RESOLVED /-

1. That the minutes of the meeting of the GM Transport Committee held 14 August be noted.
2. That it be noted that the GM Mayor will raise the issue of reinstating train services between Rose Hill, Marple and Manchester Piccadilly with Northern Rail.

GMCA 138/20 TOWN HOUSE PROJECT

Councillor Brenda Warrington, Leader of Tameside Council, showcased the recently opened 'Town House' project that had been designed to support people who identified as homeless, and had been named after a local resident Pauline Town who was a key local ambassador for the area. The project was one of a series of assets in the area to support the homeless, and provided a range of wrap around care and support through the community hub approach. The facility operated in partnership with a number of agencies, including the local parish of St Annes and Stronger Together Tameside, and had been in receipt of significant donations from residents and businesses. As a

result of these interventions, Tameside had seen an 86% reduction in homelessness, which was the most significant reduction in England and most importantly, providing a new beginning, away from the streets, for many people.

RESOLVED/-

1. That the 'Town House Project' in Tameside be recognised as an exemplar of people focussed holistic interventions through its community hub approach in collaboration with a range of agencies.
2. That the GMCA record its thanks to Vanessa Rothwell and John Gregory for their leadership in the creation of the project, and to all the residents and businesses who have donated items to help get the project started.

GMCA 139/20 GREATER MANCHESTER LIVING WITH COVID RESILLIENCE PLAN

The GM Mayor introduced the final draft of the Greater Manchester Living with Covid Resilience Plan which detailed how, in anticipation of a vaccine, GM would support people to return to work, schools and make steps toward an economic recovery. The Plan sought to address all types of impacts on people's lives, and learn lessons from each phase to enable GM to build back better. It detailed a list of deliverables, with the lead agencies identified for each, and assessed each impact against social, economic and environmental factors. The Mayor added that this was a strong foundation on which to approach the next set of challenges, and it was right for GM to have such a plan in place.

RESOLVED/-

1. That the Living with Covid Plan be agreed, and support be given to its implementation as a system wide driver for change and improvement.
2. That it be agreed that all GMCA reports include recommendations that assess and identify the impact of the proposal on inequalities, environmental and financial issues in relation to the topic. This would be supported by a commitment to collect, analyse and report on data, including community intelligence, to understand that impact.
3. That, building on the recommendation above, it be agreed to develop a mechanism to utilise the established and developing partnership governance for the Age-friendly and Equalities Portfolio to support system wide responses. This would include actions to address equalities issues identified and unresolved through the above assessment process.
4. That it be agreed to adopt minimum targets or standards for each locality or neighbourhood that would support the effective targeting of resources across all GMCA activity. This would ensure that there is an ongoing recognition that address inequalities in all communities is fundamental to the whole of Greater Manchester being able to achieve its collective ambitions.

GMCA 140/20

BUILD BACK BETTER – YOUNG PERSONS GUARANTEE

Councillor Sean Fielding, Portfolio Lead for Digital, Education, Skills, Work & Apprenticeships and Councillor Eamonn O'Brien, Portfolio Lead for Children & Young People presented a report which set out initial ideas around a Young Person's Guarantee for those aged 11-30 in Greater Manchester during and following the pandemic. This work further supported the Life Ready agenda by bringing together coherent commitments from education, business and health, setting out the opportunities and messages that were there for young people and young adults to continue to prosper and was the result of ongoing work to deliver on the commitments and recovery plans for the GM Children & Young People's Plan, under the direction of the GM Children's Board and the work of the Employment & Skills Advisory Panel.

To add value to this collaboration, a Youth Task Force for GM had also been developed to help GM drive forward the Young Person's Guarantee in respect of its design, development and delivery. The Task Force was chaired by Diane Modahl and has multi-agency representation, working closely with the Youth Combined Authority (YCA) and wider youth groups to better understand the views and concerns of young people from across Greater Manchester. The Youth Task Force would further strengthen the scope of Guarantee, ensuring its offer and entitlements reflect what young people have told us. It would also provide GM with an overarching framework for the delivery of opportunities for young people, bringing together key initiatives such as 'Our Pass' and our expanding mental health support.

Diane Modahl, Chair of the Young Person's Task Force, added that the vision for the Young Person's Guarantee was focussed 'no one should be left behind' and that it would be shaped by the young people's advisory group who had been selected from over 90 applications to be diversely representational of young people between 11-30 years old in Greater Manchester.

The GM Mayor added that this was ground breaking work was vital to support young people to raise their voices, shape future services and address any disparity that Covid-19 may have caused to their generation.

RESOLVED/-

1. That the approach to the emerging Guarantee be agreed.
2. That the implementation of a 'youth task force' be agreed.

GMCA 141/20

FUNDING FOR ADDITIONAL DEDICATED HOME TO SCHOOL AND COLLEGE TRANSPORT

The GM Mayor introduced a report which provided an update on the proposed approach for the allocation of the £2,249,016 grant received from the Department for Education for Additional Dedicated Home to School and College Transport. Members of the GMCA were reminded that this proposal included services that go beyond the GM boundary in transporting pupils to educational establishments.

RESOLVED/-

That the approach being adopted to allocate the £2,249,016 grant received by Greater Manchester from the Department for Education for 'Additional Dedicated Home to School and College Transport' be noted.

GMCA 142/20 RECOVERING FROM COVID-19 AND TACKLING INEQUALITY: SOCIAL VALUE & PUBLIC PROCUREMENT

Councillor Allen Brett, Portfolio Lead for Community, Cooperatives and Inclusion, introduced a report which presented a set of proposals to support Greater Manchester to build back better from the impact of Covid-19, including tackling inequality by updating the city region's existing Social Value Policy with a refreshed set of priorities for the Social Value Framework, containing priority actions linked to public procurement.

The GM Mayor added that this was a key element to GM's Good Employment Charter, and would be able to contribute to an improvement in working practice standards.

RESOLVED/-

1. That the refreshed Greater Manchester Social Value Framework be agreed.
2. That the link between the Framework and public procurement in Greater Manchester be endorsed.

GMCA 143/20 GM CO-OPERATIVE COMMISSION

Councillor Allen Brett, Portfolio Lead for Community, Cooperatives and Inclusion, introduced a report presenting the final Report of the Commission, which was published in January 2020, and an update on subsequent progress which has been made to implement the recommendations of that Report.

Councillor Allen Brett also expressed his thanks to the Commission for their work to date in pursuing a GM approach to cooperatives. He added that cooperatives had the ability to play a key role in post Covid recovery, and that a clear tender process would be central to the success of any new cooperative.

RESOLVED/-

1. That the recommendations contained within the Report of the Greater Manchester Co-operative Commission be endorsed.
2. That the GMCA confirm its commitment to be involved in implementing the recommendations.
3. That it be agreed to look for ways as to how the recommendations within the report might be applied across all Greater Manchester local authority areas, and through the work of the GMCA.

4. That the GM Cooperative Commission Delivery Plan be submitted to a future meeting of the GMCA.

GMCA 144/20 APPROVAL OF THE VARIATION TO THE WORKING WELL WORK AND HEALTH PROGRAMME CONTRACT

Councillor Sean Fielding, Portfolio Lead for Digital, Education, Skills, Work & Apprenticeships, took Members through a report which provided information on the expected process for utilising the additional funding allocated from the Department Work and Pensions (DWP) to develop the variation to the Working Well and Health Programme contract.

Working Well Light was scheduled to commence in October 2020, and would support 13,200 residents into employment through a personalised package of support as part of GM's economic recovery response.

RESOLVED/-

1. That the report be noted.
2. That the proposed variation to the Working Well Work and Health Programme in order to expand the scope of delivery to support those recently unemployed be approved.

GMCA 145/20 THE MAYORS CYCLING AND WALKING CHALLENGE FUND (MCF)

The GM Mayor introduced a report which sought approval for funding to ensure the continued delivery of the Mayor's Challenge Fund programme for Walking and Cycling, specifically two schemes in Stockport requiring full approval, and another five schemes across GM that required development approval.

RESOLVED/-

1. That the MCF delivery priorities across GM and the prioritised first phase for the programme be agreed.
2. That £3.1 million MCF funding for the Stockport Gillbent Road and Heaton's Cycle Link schemes be approved, in order to secure full approval and enable the signing of a delivery agreement.
3. That the release of up to £1.9 million of development cost funding for the five MCF schemes be approved.

GMCA 146/20 GM HOUSING LOANS INVESTMENT FUND 2019/20 UPDATE REPORT

Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, presented a report to the GMCA on the position the GM Housing Investment Loans Fund to 31 March 2020.

The GMCA was advised that the fund continued to support GM in delivering its housing ambitions of 10,000 homes, to be delivered over the next ten years. To date 67 loans have been approved, to the value of £508.3m, 37 of these loans being for developments outside of the business districts. To further support SME house builders, a small loans fund had been established for amounts up to £2m, with 32 successful loans completed to date. £5m equity from the Housing Investment Loan Fund had also been invested in the Social Housing Sustainable Fund to deliver an additional 80 social housing units, in addition to a range of other social housing schemes supported by the GMCA.

The report further detailed that 5500 units had been developed on brownfield land, in support of the GMCA's commitment to brownfield preference policy. Furthermore, the fund has supported a number of town centre re-generation schemes including, £5m for Stockport Interchange and £4m for Rochdale's Riverside phase two schemes.

The GM Housing Strategy makes clear ambitions including the delivery of affordable housing, bringing back empty homes and tackling rogue landlords and a delivery team had now been established to enact the pledges within the Strategy.

RESOLVED/-

1. That the position of the GM Housing Investment Loan Fund as at 31 March 2020 be noted, specifically that there has been no requirement for GMCA to account for any impairments as a result of the performance of the Fund.
2. That it be noted that discussions with Government were ongoing to vary the terms of the GM Housing Investment Loans Fund agreement and provide further funds to GMCA and/or remove the requirement for funds to be handed back at year-end, and therefore maintain and increase the Fund's capacity to support the delivery of new homes.

1.