

AGENDA FOR

CABINET

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To: All Members of Cabinet

Councillors : E O'Brien (Leader and Cabinet Member, Finance and Growth) (Chair), C Cummins (Cabinet Member, Housing Services), R Gold (Cabinet Member, Communities), C Morris (Cabinet Member, Culture and the Economy), A Quinn (Cabinet Member, Environment, Climate Change and Operations), A Simpson (First Deputy and Cabinet Member, Health and Wellbeing), T Tariq (Deputy Leader and Cabinet Member Children, Young People and Skills) and T Rafiq (Cabinet Member, Corporate Affairs and HR)

Dear Member

Cabinet

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

Date:	Wednesday, 13 October 2021
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

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

Notice of any question must be given to Democratic Services by midday on Monday, 11 October 2021. Approximately 30 minutes will be set aside for Public Question Time, if required.

4 MEMBER QUESTION TIME

Questions are invited from Elected Members about the work of the Cabinet. 15 minutes will be set aside for Member Question Time, if required.

Notice of any Member question must be given to the Monitoring Officer by 9.30am 8 October 2021.

5 MINUTES *(Pages 5 - 14)*

Minutes from the meeting held on 1 September 2021 are attached.

6 MEDIUM TERM FINANCIAL STRATEGY REFRESH 2022/23 - 2025/26 *(Pages 15 - 26)*

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

7 DISPOSAL OF LAND AT WHEATFIELDS IN WHITEFIELD TO ENABLE AFFORDABLE HOUSING DEVELOPMENT - PART A *(Pages 27 - 38)*

A report from the Cabinet Member for Housing Services is attached.

8 PRESTWICH REGENERATION – JOINT VENTURE - PART A *(Pages 39 - 46)*

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

9 ACCELERATED LAND AND PROPERTY DISPOSALS PROGRAMME - PHASE 3 LIST OF ASSETS *(Pages 47 - 62)*

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

10 RADCLIFFE STRATEGIC REGENERATION FRAMEWORK – DISPOSAL OF LAND FOR HOUSING DEVELOPMENT AT SCHOOL STREET AND GREEN STREET - PART A *(Pages 63 - 78)*

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

11 REQUEST FROM TELECOMS OPERATORS TO SITE TELECOMMUNICATIONS ON COUNCIL OWNED LAND (PUBLIC OPEN SPACE) AT PEEL BROW, RAMSBOTTOM *(Pages 79 - 100)*

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

12 FUNDING BURY ART MUSEUM ROOF *(Pages 101 - 108)*

A report from the Leader and Cabinet Member for Finance and Growth and Cabinet Member for Culture and the Economy is attached.

13 LGA CORPORATE PEER CHALLENGE FEEDBACK *(Pages 109 - 142)*

A report from the Cabinet Member for Corporate Affairs and HR is attached.

14 CLIMATE ACTION STRATEGY AND ACTION PLAN *(Pages 143 - 316)*

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

15 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 317 - 334)*

To consider the minutes of meetings of the Greater Manchester Combined Authority held on 10 September 2021.

16 URGENT BUSINESS

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

17 EXCLUSION OF PRESS AND PUBLIC

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

18 DISPOSAL OF LAND AT WHEATFIELDS IN WHITEFIELD TO ENABLE AFFORDABLE HOUSING DEVELOPMENT – PART B *(Pages 335 - 364)*

A report from the Cabinet Member for Housing Services is attached.

19 PRESTWICH REGENERATION – JOINT VENTURE - PART B *(Pages 365 - 424)*

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

20 RADCLIFFE STRATEGIC REGENERATION FRAMEWORK – DISPOSAL OF LAND FOR HOUSING DEVELOPMENT AT SCHOOL STREET AND GREEN STREET - PART B *(Pages 425 - 446)*

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

Minutes of: **CABINET**

Date of Meeting: 1 September 2021

Present: Councillor E O'Brien (in the Chair)
Councillors C Cummins, R Gold, C Morris, A Quinn, T Tariq
and T Rafiq

Also in attendance: Councillors N Jones, M Powell, R Bernstein and J Rydeheard

Public Attendance: No members of the public were present at the meeting.

Apologies for Absence: Councillor A Simpson

CA.124 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Andrea Simpson.

CA.125 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.126 PUBLIC QUESTION TIME

There were no public questions.

CA.127 MEMBER QUESTION TIME

There were no Member questions.

CA.128 MINUTES

It was agreed:

Minutes of the meeting held on 21 July 2021 be approved as a correct record and signed by the Chair.

CA.129 ITEMS CALLED-IN BY OVERVIEW AND SCRUTINY - ACCELERATED LAND AND PROPERTY DISPOSALS PROGRAMME - PHASE 2

Councillor Russell Bernstein introduced the minutes and recommendation of the Overview and Scrutiny Committee meeting held on 29 July 2021 which considered the call-in of the Accelerated Land and Property Disposals Programme – Phase 2.

He thanked Cabinet for their co-operation, advising that it had been a healthy debate at the meeting with a focus on community asset transfers and ensuring resources would be made available for residents and community groups.

In response, Councillor Eamonn O'Brien, Leader and Cabinet Member for Finance and Growth, reported that Cabinet welcomed this recommendation. He advised that the council was committed to support residents through the community asset transfer procedure.

It was agreed:

That the following recommendation from the Overview and Scrutiny Committee be accepted:

"The Overview and Scrutiny Committee strongly support Community Asset Transfers and recommend to Cabinet that policies are reviewed and strengthened to incorporate earlier communication with residents."

CA.130 THE COUNCIL'S FINANCIAL POSITION AS AT JUNE 30 2021

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which outlined the forecast financial position of the Council at the end of 2021/22 based on the information known at the end of the first quarter, 30 June 2021. The report set out the position for both revenue and capital and provided an analysis of the variances, both under and overspending. In response to Members' questions, it was noted that the issues with waste collections, including the redesign, staff absences, and HGV driver shortages, were not accounted for in this period. Spend would be affected but savings would still be achieved in the long-term. In terms of the transformation plan, the realisation of those savings was delayed as changes couldn't be made as quickly as expected, but progress was being made with a report later in the agenda.

Decision:

Cabinet:

1. Noted the forecast overspend of £3.053m within the revenue budgets at quarter 1 and the need for Directorates to work with their finance business partners to identify mitigating actions to bring budgets back into line;
2. Noted the use of the Covid Outbreak Management Fund and Departmental Reserves in line with the criteria and one off departmental priorities;
3. Approved the use of the Corporately held waste levy reserve for the items specified against this funding in Appendix 2;
4. Noted the position on the Dedicated Schools Grant, Collection Fund and the Housing Revenue Account;
5. Noted forecast position on the capital programme.

Reasons for the decision:

To ensure the Council's budgetary targets are achieved.

Other options considered and rejected:

N/A

CA.131 TREASURY MANAGEMENT OUTTURN 2020/21

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which outlined the financial position and provided an update on the Council's capital expenditure and financing, the treasury position as 31st March 2021, the investment and borrowing strategy, and borrowing and investment Outturn throughout 2020/21. In response to Members' questions, it was noted that no new loans to the airport were proposed and

dividend pay-out from existing loans had been affected from Covid and were expected to not return to normal until after air travel picked up again.

Decision:

Cabinet approved, for onward submission to Council in September, the:

- 2020/21 Prudential and Treasury Indicators
- Treasury Management 2020/21 Outturn Report

Reasons for the decision:

It is a requirement of the CIPFA Code that the Council receives an annual Treasury Management Outturn Report.

Other options considered and rejected:

N/A

CA.132 ESTATES TRANSFORMATION: BURY HUB PROPOSALS - PHASE 1 HUMPHREY HOUSE - PART A

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report which proposed to close and sell Humphrey House, moving existing tenants to 3 Knowsley Place, and make adjustments to those facilities accordingly. In response to Member's questions, it was noted that the £500k investment in agile working was sufficient and was supported by wider pieces of work. Members welcomed the Brownfield suitability of the site and were hopeful it could be utilised for town centre housing.

Decision:

Cabinet:

1. Approved the disposal of Humphrey House and offer an alternative leasing option to the existing tenants as set out in this report.
2. Approved an increase to the capital programme of up to £500k to fund the works required to facilitate shared occupation of 3 Knowsley Place and a modern, flexible working environment.
3. Delegated the finalised terms of any revised leasing arrangements and commercial negotiations to the Director of Regeneration and the Section 151 Officer and Monitoring Officer.

Reasons for the decision:

- The Council has challenging savings targets to meet through the 'Let's Do It' transformation programme, 'Let's Do It Flexibly'
- There is an immediate opportunity to realise a significant saving by seeking to share the space we let. 3 Knowsley Place and 6 Knowsley Place have the potential to be shared with other public sector partners. This opportunity is time-bound because if Humphrey House is to be retained a major refurbishment programme would have to be funded in the very short-term to bring the building up to a modern standard.
- The implementation of agile working means that we do not expect staff to return to the office en-mass (subject to the evaluation of the model which will take place in December). However, we do expect teams and people to meet up regularly and to have spaces and areas that promote collaborative working.

- 3 Knowsley Place was fitted out 10 years ago as a standalone office building for Council workers – replacing a similar building Craig House on Bank Street in Bury. The current ground floor layout does not allow for multiple tenancy or provide spaces and areas that enable agile working, collaboration and teamwork.
- By moving into modern, efficient buildings, the NHS tenants will save on energy bills likely to be in the region of £24k per annum.

Other options considered and rejected:

- Advise the NHS Trusts that we are selling Humphrey House and ask if they would like to buy it. However, one Trust has already been advised of our existing use asset valuation and have not responded with an offer. The other two trusts have indicated they are content with the leasing option and are not seeking to acquire a property.
- Retain Humphrey House and offer the tenants new 5-year leases. This would require an immediate capital outlay of circa £900K to undertake urgent works (of which there is no budget currently), plus an estimated £200K p/a to maintain the building over the five-year period. The costs of undertaking the additional works would be roughly equivalent to the income generated through the current rental agreement.
- Advise the NHS Trusts that we are selling the building and ask them to vacate without offering them floorspace in 3 Knowsley Place. This option was rejected due to the availability of space within our Estate.
- The option of 'no-change' has been discounted on the basis that Pennine Care and Greater Manchester Mental Health Trust continuing to hold over on expired leases in a building which requires urgent modernisation is not an acceptable long-term option.

CA.133 LUF PROJECTS - PROCUREMENT UPDATE - PART A

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the report regarding the procurement of the main contractors for the Radcliffe Civic Hub and Bury Market Flexi Hall projects, having now been subject to a competitive tendering process which culminated in the receipt of multiple submissions, the details of which were set out in the Part B paper later in the agenda.

Decision:

Cabinet:

1. Noted progress to date on the development of the Radcliffe Civic Hub and Bury Market Flexi Hall projects, in line with the LUF bid procurement strategy and spending programme requirements;
2. Approved the contractor appointments to undertake design development and planning for both projects on behalf of the Council under preconstruction service agreements (the details of which are in the Part B paper); and
3. Noted that update reports will be presented to Cabinet upon completion of each RIBA Stage.

Reasons for the decision:

- The Radcliffe Strategic Regeneration Framework (SRF) was adopted in September 2020 as the Council's policy for the future regeneration of the

town. The development of a Hub in Radcliffe's town centre is integral to the SRF's aims, and access to monies from the Levelling Up Fund is crucial to the delivery of the hub.

- In Area policy BY6 - Central Shopping Area, the current development plan states that the Council will encourage and support proposals for retailing and appropriate ancillary retail uses within Bury town centre's central shopping area.
- In Area policy S1/1 - Shopping in Bury Town Centre, the Council will protect, maintain, and enhance the role of Bury Town Centre as a subregional shopping centre and promote the centre as a focal point for further development. In particular, the Council will support the expansion of the centre through the development of additional comparison shopping floorspace, complementary non-food retail warehousing and speciality shopping.

Other options considered and rejected:

Undertake all duties required to complete RIBA Stages 2-4 and go out to the market via a traditional tender route. This approach is not feasible due to limited internal resource to manage all design and planning activities. Moreover, the timescales required to fulfil these duties and follow a compliant traditional tender route would not enable compliance with the LUF spending criteria a programme.

CA.134

**BURY CORPORATE PLAN PERFORMANCE AND DELIVERY REPORT
QUARTER ONE 2021-22 DELIVERY UPDATE**

Councillor Tahir Rafiq, the Cabinet Member for Corporate Affairs and HR, presented the report which provided a summary of key performance and delivery in each department during quarter 1 2021-22. In response to Members' questions, it was noted that sickness rates had decreased but were still high owing to the impact of Covid related issues. Staff turnover was above target and was being looked into via exit interviews. Figures could be provided regarding where rates were highest and it was noted that initiatives like the Real Living Wage later on in the agenda would help improve staff morale and hopefully reduce staff turnover. With regards to collection rates of Council Tax and Business Rates, these were expected to improve over the course of the year, though would continue to be impacted from the effects of Covid.

Decision:

Cabinet:

1. Noted the performance and delivery towards the 2021/22 Corporate Plan delivery objectives;
2. Noted the spotlight on inequalities data and performance management;
3. Noted the ongoing developments to strengthen and improve this reporting process and functionality.

Reasons for the decision:

To measure and acknowledge progress towards the 2021/22 Corporate Plan delivery objectives.

Other options considered and rejected:

N/A

CA.135 ESTABLISHING THE BUSINESS AND EXECUTIVE SUPPORT SERVICE

Councillor Tahir Rafiq, the Cabinet Member for Corporate Affairs and HR, presented the report which detailed proposals to establish a single Business and Executive Support Service as part of the Corporate Core Department. This would be a fundamental change to how administrative services are provided in Bury, seeking to achieve consistency and improved performance, through a review of resources across the Council and a modernisation of processes and ways of working.

In response to Members' questions, it was noted that although making changes to people's jobs was always difficult, vacancies were being deleted and the use of agency workers reduced to secure savings without impacting permanent staff. Holding clear, consistent roles within the Council would secure good quality employment with clear prospects and longevity, serving both the organisation and its staff. With regards to sickness absence, it was noted that sicknesses were being reported but holding figures in a centralised system would be a more efficient reporting method.

Decision:

Cabinet:

1. Note the advice from external strategic partners, Ameo.
2. Agree the establishment of a central Business and Executive Support function within the Corporate Core Department and under the leadership of the Director of People and Inclusion.
3. Agree the overall proposed structure set out in Appendix A as a basis for consultation with staff.

Reasons for the decision:

As well as delivering savings and improved performance these proposals seek to support staff through the creation of clear career pathways, increased resilience, reduced siloed working and a new service with a positive culture which aligns with the Let's Do It principles. Savings will, on the whole, be delivered through the deletion of funded vacancies, cessation of fixed term contracts and a substantial reduction in the reliance on Casual and Agency workers. The impact on substantively employed staff will be minimised. Whilst there will be changes in grades, job descriptions and ways of working the proposal as drafted are not envisaged to result in any redundancies for permanent employees.

Other options considered and rejected:

This change has been informed by external advice and enabled through a reduction in demand due to agile working and the introduction of improved technology. The detailed proposals have been informed by engagement with both Business Support staff and Council managers.

CA.136 REAL LIVING WAGE IMPLEMENTATION

Councillor Tahir Rafiq, the Cabinet Member for Corporate Affairs and HR, presented the report which sought Cabinet's approval to implement the necessary steps to pay the living wage and progress formal accreditation via the Living Wage Foundation. It included a detailed analysis of projected costs over future years and set-out the proposed approach to meeting these costs.

Members were supportive of the report, noting in particular the uplift this would give to carers and their families, giving them the recognition, support and thanks they deserve. In response to Members' questions, it was noted that when contracts were being procured or renewed this would be part of those discussions. The Council was setting a standard it would hold to during commissioning negotiations, it would take an appropriate view dependent on the individual circumstances.

Decision:

Cabinet:

1. Agreed that an additional payment should be made to Council employees at grades 1 to 4 via a non-consolidated supplement to align the Council's lowest point of pay for substantive employees to the Real Living Wage and that this change should be backdated to April 2021 and reviewed annually as part of the Council's Pay Policy Statement. (Section 3.1);
2. Agreed that the Council should seek to apply the above changes to staff employed in Local Authority maintained schools and commend payment of the Living Wage to other Bury schools. (Section 3.1);
3. Agreed that the lowest point of pay for agency staff engaged by the Council should be aligned with the lowest point of pay for substantive Council employees and hence the Living Wage. (Section 3.1);
4. Agreed the model for application of the Living Wage to commissioned Adult Social Care staff over a three-year period and ongoing maintenance of this payment. (Section 3.2);
5. Agreed that the Council should seek to ensure application of the Living Wage to other commissioned providers in-scope through the contract review process over the coming three years. (Section 3.3);
6. Agreed that the Council should look to formally commend payment of the Living Wage to its partners and other employers within the borough. (Section 3.4);
7. Noted the overall projected cost of Living Wage accreditation over the next five years of £5.487M and agree that the required funding as yet to be identified of £3.585M be built into the Council's Medium Term Financial Strategy (Section 4); and
8. On the basis of the detail contained within this report, agreed to progress formal accreditation as a Living Wage employer.

Reasons for the decision:

As part of the 2021/22 budget setting process, Council agreed that work should progress with the aim of working towards the organisation becoming an accredited Living Wage employer. In agreeing to this work, Council recognised the significant impact Living Wage accreditation could bring through the Council's role as an employer and commissioner within the borough as well as through the Authority's position as a wider civic influencer.

Other options considered and rejected:

None; this report reflects detailed work over recent months to develop a robust approach to payment of the Living Wage for both staff and providers.

It was agreed:

Minutes of the Greater Manchester Combined Authority meetings held on 28 May and 25 June 2021 be noted.

CA.138 EXCLUSION OF PRESS AND PUBLIC

Decision:

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

CA.139 ESTATES TRANSFORMATION: BURY HUB PROPOSALS - PHASE 1 HUMPHREY HOUSE - PART B

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the Part B report which set out the financial details for the Estates Transformation work.

Decision:

Cabinet:

1. Approved the disposal of Humphrey House and offer an alternative leasing option to the existing tenants as set out in this report.
2. Approved an increase to the capital programme of up to £500k to fund the works required to facilitate shared occupation of 3 Knowsley Place and a modern, flexible working environment.
3. Delegated the finalised terms of any revised leasing arrangements and commercial negotiations to the Director of Regeneration and the Section 151 Officer and Monitoring Officer.

Reasons for the decision:

As set out for the Part A report.

Other options considered and rejected:

As set out for the Part A report.

CA.140 LUF PROJECTS - PROCUREMENT UPDATE - PART B

Councillor Eamonn O'Brien, the Leader of the Council and Cabinet Member for Finance and Growth, presented the Part B report which set out the details of the submissions received regarding the procurement of the main contractors for the Radcliffe Civic Hub and Bury Market Flexi Hall projects.

Decision:

Cabinet:

1. Noted progress to date on the development of the Radcliffe Civic Hub and Bury Market Flexi Hall projects, in line with the LUF bid procurement strategy and spending programme requirements;
2. Approved the contractor appointments to undertake design development and planning for both projects on behalf of the Council under

- preconstruction service agreements (the details of which are in the Part B paper); and
3. Noted that update reports will be presented to Cabinet upon completion of each RIBA Stage.

Reasons for the decision:

As set out for the Part A report.

Other options considered and rejected:

As set out for the Part A report.

COUNCILLOR E O'BRIEN

Chair

(Note: The meeting started at 6.05 pm and ended at 7.25 pm)

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 13 October 2021
Subject:	Medium Term Financial Strategy Refresh 2022/23 – 2025/26	
Report of	Leader and Cabinet Member for Finance and Growth	

Summary

- 1 Each year there is a legal requirement to prepare an annual budget and set the Council Tax for the borough of Bury. Alongside the annual budget our Council reviews the Medium Term Financial Strategy (MTFS). The MTFS is a 4 year plan which sets out our commitment to provide services that meet the needs of people locally, and represents good value for money. Its purpose is to align the Council's spending decisions and priorities with its corporate plan and those identified through the Borough's Let's Do It Strategy. The MTFS links our Council vision and priorities with forecasted resources and budgets. Whilst the main refresh of the MTFS takes place as part of the February budget setting it is good practice to review mid-year in preparation of identifying the financial position and any proposed savings, efficiencies and financial strategies to close any financial gaps or investment requirements. It is recognised that the budget process is then iterative between October and February due to development of savings proposals, consultations and government announcements on spending proposals.

Recommendation(s)

2 That Cabinet:

- 2.1 Approve the medium term financial strategy and the assumptions regarding resources and spending requirements as at October 2021
- 2.2 Note that additional demand pressures are subject to directorates identifying and delivering demand management programmes, mitigations, or savings to offset
- 2.3 Note that the option of an adult social care precept is not reflected in the strategy until further national government announcements are made
- 2.4 Note the projected budget gap of £2.306m in 2022/23 and £16.656m in 2023/24
- 2.5 Note the significant financial risks for funding, income and demand pressures in future years and the ongoing impact of COVID on the strategy
- 2.6 Note that the Medium Term Financial Strategy (MTFS) is to be updated when the government Spending Review (SR21) takes place and the outcome of the local government settlement is announced in December.
- 2.7 Note further reports will be coming to Cabinet identifying proposals for consideration on how to close the financial gap in future years.

Reasons for recommendation(s)

- 3** The Council has a statutory duty to set a legal budget for the following financial year. This report sets out an approach that enables this to be achieved within the required timescales. The MTFS aligns the Councils spending decisions and priorities with its corporate plan and those identified through the Boroughs Let's Do It Strategy.

Alternative options considered and rejected

- 4** N/A

Report Author and Contact Details:

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5 Background

- 5.1 Developing and updating the medium-term financial strategy is a key feature of the financial planning cycle and a key component of the financial management and control framework. Updating the strategy provides an opportunity to reflect and update on resource forecasts and funding announcements as well as changes in contractual inflation, demand and other costs.
- 5.2 This year, there continues to be significant uncertainties around government policy and funding through the Comprehensive Spending Review, Local Government Finance Settlement, The Fair Funding review, the Business Rates Retention review and significant economic uncertainties as we continue to assess the ongoing impact of and recover from the impact of COVID.
- 5.3 The Council's 2021/22 budget was set to remove ongoing reliance on short term and one-off reserves funding, bringing forward savings options that were robustly challenged and achievable. A review of provisions and reserves was undertaken to align all available resources to strategic risks and to minimise fiscal and financial risks and challenges that continue to exist.
- 5.4 The decision has been taken to develop the MTFS with a cash flat approach initially, building in only nationally agreed changes such as the pay award and recent National Insurance increase along with unavoidable contractual inflation. At this stage any demographic or service pressures are expected to be offset by Directors identifying and successfully delivering demand management programs, mitigations, or savings to offset these pressures in full by April 2022.
- 5.5 On 7 September 2021 the Chancellor announced a Spending Review 2021 (SR21) which will be a 3-year spending review for 2022/23 to 2024/25 to inform government and is expected to be delivered on 27 October. This

means that the Local Government Settlement is unlikely to be known until mid-December and at that point a further review of the Council's financial position will be needed to inform the final budget proposals in February.

- 5.6 The Council is however unable to wait until the funding allocations are known and planning assumptions have been updated and refreshed. This work will continue throughout the remainder of the year until the budget is set in February 2022. The outcome of the refresh has:
- Determined the likely levels of resources available over the medium term;
 - Determined the level of spending priority commitments arising from the Covid-19 recovery plan and the Council's ambitions over the medium term;
- 5.7 Work is now ongoing to developed options to close the financial gap which can be evaluated alongside spending priorities.
- 5.8 The table below show the financial gap brought forward when taking the February 21 budget and the amendments agreed by Council on the night of the budget report to give the updated starting point for the MTFS.

Table 1 – Updated Financial Gap

Forecast Financial Gap 2021/22 - 2024-25 from Feb 21 budget report including Labour amendments				
	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m
Forecast Spending Requirement from February 21 budget report	190.102	199.865	200.484	210.010
Council amendment ongoing	1.259	1.519	1.602	1.602
Council amendment one off	1.971			
Updated Forecast Spending Requirement Total	193.332	201.384	202.086	211.612
Savings from prior years	(0.467)	(0.802)	(0.802)	(0.802)
Savings from 20/21 process in future years	0.000	(8.056)	(18.937)	(21.398)
Forecast Resources from February 21 budget report	(169.247)	(165.771)	(171.377)	(176.359)
Labour amendment - Addition of Adult Social Care precept	(2.604)	(2.604)	(2.604)	(2.604)
Labour amendment - Inflation of Adult Social Care precept		(0.044)	(0.088)	(0.132)
Updated Forecast Resources Total	(171.851)	(168.419)	(174.069)	(179.095)
FUNDING SHORTFALL/(SURPLUS)	21.014	24.107	8.278	10.317

Efficiency Proposals	(4.053)	(3.711)	(0.500)	(0.500)
Service Reduction Proposals	(4.003)	(7.170)	(1.961)	0.000
Planned Use of Reserves from February 21 budget report	(12.332)	(14.355)	0.000	0.000
Labour amendment change in Planned Use of reserves	(0.626)	1.129	0.000	0.000
Updated Planned Use of Reserves Total	(12.958)	(13.226)	0.000	0.000
Sub Total	(21.014)	(24.107)	(2.461)	(0.500)
CUMULATIVE SHORTFALL/(SURPLUS)	(0.000)	0.000	5.817	9.817
IN YEAR SHORTFALL/(SURPLUS)			5.817	4.000

6 Updated Resource Forecast

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

Table 2 – Updated Resource Forecast

Revised Resources Forecast – October 2021						
	2022/23			2023/24	2024/25	2025/26
	Original	Revised Oct	Net Reduction / (Increase)	Net Reduction / (Increase)	Net Reduction / (Increase)	Net Reduction / (Increase)
	£m	£m	£m	£m	£m	£m
Total Resource Forecast	168.419	167.699	0.791	3.210	3.155	0.604
Analysis:						
Improved Better Care Fund	7.405	7.405	0.000	0.000	0.000	0.000
Social Care Grant	4.770	4.770	0.000	0.000	0.000	0.000
Additional Social Care grant	0.000	0.000	0.000	0.000	0.000	0.000
New Homes Bonus	0.035	0.035	0.000	0.000	0.000	0.000

Independent Living Fund	0.293	0.293	0.000	0.000	0.000	0.000
Local Council Tax Support Admin Grant	0.230	0.250	(0.021)	(0.021)	(0.021)	(0.021)
Housing Benefit Admin Grant	0.512	0.512	0.000	0.000	0.000	0.000
Sub Total	13.245	13.265	(0.021)	(0.021)	(0.021)	(0.021)
Council Tax	94.694	94.542	0.152	0.702	1.281	(1.253)
Business Rates	60.551	59.891	0.660	2.528	1.895	1.878
Sub Total	155.245	154.434	0.811	3.230	3.176	0.625
TOTAL	168.419	167.699	0.791	3.210	3.155	0.604

6.2 The calculation of resources assumes:

- **Continuation of grants at 2021/22 levels** – There is currently no information on the level of grants for 2022/23 and future years and therefore it has been assumed that these will continue at existing levels with the exception of the one-off grants where it is assumed that they will cease. (Additional Social Care Grant, COVID Funding 2021/22 and Local Council Tax Support grant)
- **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 2021. A 1% change in council tax is equivalent to £0.931m.
- **Adult Social Care Precept (ASC precept)** – no announcement has been made on the council's ability to raise a further adult social care precept. No assumption on the adult social care precept is included in the MTFS. Previous years have seen an adult social care precept of 2% allowed. Where the ability exists to raise the adult social care precept, central government have an expectation that this will be taken up. It is as yet unknown what impact the new Adult Social Care Levy (National Insurance rise) will have on the continuation of the ability to levy an adult social care precept, but it is anticipated that this will depend on when in the 3-year settlement period local government are likely to receive additional adult social care levy income with much of the initial announced income expected to be directed to reduce NHS backlogs. 2% ASC precept would equate to £1.862m.
- **Collection Rates for council tax and business rates** – This remains a volatile situation and continues to be impacted by Covid-19 and the wider economic impact on our residents and businesses. What remains to be seen is the impact of the removal of the furlough scheme on the local economy and collection rates. Currently the council tax collections

rate remains unchanged at 95.5% for 2022/23 and 96.5% for 2023/24 onwards. The collection rate remains unchanged for business rates at 95% for 2022/23.

- **Council Tax Growth** – Previously growth of 1% in the baseline has been assumed from 2022/23 onwards, however a review of planning applications in process has indicated that this level is not likely to be achieved. As such the growth assumption has been reduced to 0.5% from 2022/23 and subsequent years. The 0.5% council tax growth equates to income of £2.200m from 2022/23 to 2025/26. Significant growth is expected in 2025/26 when a number of the housing developments are expected to complete.
- **Rephasing of 2020/21 collection fund deficit over 3 financial years** – Councils have been mandated to phase the 2020/21 collection fund deficit impact over 3 financial years. This remains unchanged in the assumptions. For Bury this is £1.976m applied equally over the 3 years. This is the new cost for Bury after taking account of S31 grants (£26m) 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. This is in line with what was assumed within budgets in February.

Refresh of Savings Plan

6.3 When the 2021/22 budget was set in February 2021 a total of £8.056m savings were reflected in the budget for 2021/22 in addition to the those savings of £0.467m, which were identified as part of the budget setting process in 2020. Further savings of £10.881m were included for 2022/23, £2.461m for 2023/24 and £0.5m for 2024/25. In July 2020, Cabinet agreed that where savings were not considered deliverable, alternative efficiencies should be identified to mitigate and replace.

6.4 **Update and Refresh of Demand Assumptions**

The table below sets out the revised position in light of the MTFS update based upon what is known at this time.

Updated MTFS Position October 2021 - Cash Flat				
	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m
Original Gap (Ongoing)	0.000	5.817	4.000	0.000
Cost Pressures:-				
Pay award	1.753	(0.095)	(0.093)	1.847
NI increase of 1.25% for staff	0.530	0.011	0.011	0.011
NI increase of 1.25% for contracts	0.772	0.015	0.016	0.016

RLW	1.166	1.214	0.208	0.208
Reduction in NLW	(1.439)	(1.535)	(1.679)	1.007
Contractual inflation	(0.093)	(0.077)	(0.095)	3.229
Change in accounting treatment ICT software	1.794	(0.060)	0.000	0.000
Housing General Fund budget realignment	0.583			
Re-introduction of Airport loan interest	(3.549)	2.256 ¹		
Deferral of Airport dividend		5.900	(5.900)	
Additional Cost Pressures (Ongoing)	1.516	7.629	(7.533)	6.318
Annual Revised Gap (Ongoing)	1.516	13.446	(3.533)	6.318
Cumulative Revised Gap (Ongoing)	1.516	14.448	11.429	17.747
One-Off Funding Shortfall	0.791	3.210	3.155	0.412
Annual Short Term Funding Shortfall	0.791	3.210	3.155	0.412
Cumulative Short Term Funding Shortfall	0.791	4.000	7.155	7.567
Annual Gap (One-Off and Ongoing)	2.306	16.656	(0.378)	6.730
Cumulative Gap (One-Off and Ongoing)		18.962	18.584	25.314

Note 1 – airport loan interest has been removed in 2023/24 because it is a non-recurrent benefit in 2022/23 to support recurrent pressures. This was already built into the previous MTFS from 2023/24, therefore needs to be removed otherwise it creates a double count.

6.5 Some demand assumptions had already been reflected in the MTFS when the 2021/22 budget was set however an assessment of current demand trends and other known factors suggest that a further £7.930m in ongoing costs is required over the next 4 years of which £9.145m is required in the first two financial years, with a net reduction of £1.236m over the following 2 years. Included within this position is the deferral of the return of the airport dividend of £5.900m from 2023/24 to 2024/25 in line with latest travel recovery estimates. This is in line with other GM districts assumptions.

6.6 Pay award – the previous assumption was for no pay award in 2021/22 and then 2% annually thereafter. There are currently discussions

underway to agree the 2021/22 pay award and as such an increase of 1.75% (£1.4890m) has been built into 2022/23 to bridge this budget gap with a further 0.5% (£0.426m) contingency amount as agreement has not yet been reached.

- 6.7 Members Allowances – these are due to be reviewed. The financial implications of this are not yet known and no changes are included in assumptions at this stage, updates will be made when details are known.
- 6.8 National Insurance increase / Health and Social Care Levy – due to the recent government announcement of the 1.25% national insurance increase to fund adult social care costs, there has been £0.530m built in for the increase in staff costs and £0.772m for the impact on increased contract costs. The government may compensate the public sector for the additional costs via a S31 grant, but this is not yet known for certain and therefore these costs have been built in but with no income source at this time. However, it maybe that only the employer costs would be met and not those as a consequence of contractual uplifts.
- 6.9 Real Living Wage – following the recent decision to become a Real Living Wage Employer and to support the payment of the Real Living Wage in our commissioned services, the additional costs have now been built in.
- 6.10 National Living Wage – in the budget setting paper (February 2021) the calculation of the required budget for NLW was based on an estimated hourly rate. The Spending Review set the NLW hourly rate lower than that included in our assumptions. As such the budget requirement has been recalculated and this results in a release of budget for the excess amount.
- 6.11 It has been assumed that without commitment for further Hospital Discharge Programme funding beyond the end of this financial year all expenditure will cease and therefore no associated pressures or income have been built into the MTFS beyond March 2022. The costs in 2021/22 are to be fully recharged and reimbursed and are therefore net nil impact.
- 6.12 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 the budget set in February 2021, it was assumed that the dividend will not be paid in the 2021/22 and 2022/23 financial years after which it will recover in full, this has now been deferred for a further year with the likely recovery now not until 2024/25. This is in line with the assumptions used by other GM districts.

- The Council has previously provided strategic investment loans to Manchester Airport the interest payment for which is received in twice yearly instalments. These loan repayments had not been forecast to be payable in the 2021/22 and 2022/23 financial years, however as they are contractually payable amounts, in line with other GM authorities, this income budget has been reinstated with a long-term debtor for the amount held on the balance sheet. (£2.256m per annum).

7 Risks

- 7.1 Alongside reductions in funding, Local Authorities have had to deal with growth in demand for key services, most notably adults and children's social care and this demand is expected to continue. Other pressures have also been faced including higher national insurance contributions, inflationary pressures on goods and services, the apprentice levy and the National Living Wage.
- 7.2 The ongoing cost to the Council of the Covid-19 pandemic and the anticipated ongoing financial pressures are included in the MTFS, however, there remains a level of uncertainty around any potential further restrictions and the implications in terms of the impact on the local economy, the most vulnerable in our society and any potential costs incurred. The Government has provided one-off funding for 2021/22 but there is no indication of ongoing funding for future years, the longer-term impacts of Covid currently need to be managed within the financial strategy.
- 7.3 The Government has also stated that it will seek to find a new consensus for broader reforms for local government including the Fair Funding Review and the Business Rates Retention Scheme when the post-COVID future is clearer. The timing of such changes is still unclear. For planning purposes, it has been assumed that the 75% Rates Retention scheme will be implemented in 2023/24. It is anticipated that the change will be offset by an increased Top up grant and as such there would be a net nil impact overall.
- 7.4 The Council must ensure it holds sufficient reserves to mitigate against planned or unplanned expenditure and other risks. An exercise to look at the levels of reserves and the commitments against them is being undertaken. Any slippage on savings or overspends in Directorates will reduce the balance in reserves and further widen the budget gap.
- 7.5 Assumptions for future years collection rates for council tax and business rates have been made on the latest available information and reflect lower collection rates than have been assumed in previous years. There is a risk that the actual collection rates may be lower still than that assumed – the ending of the government's furlough arrangements and the ability of our businesses to recover economically are likely to be significant factors in collection rates. The ongoing impact will continue to emerge during the year and the position will be closely monitored.

- 7.6 Waste Disposal Levy – there are no change in assumptions included for the Waste Disposal Levy. The Waste Disposal Levy is calculated by a formula across Greater Manchester which takes account of recycling levels. Should Bury Council not increase recycling at the same level as other GM Authorities this will impact on the levy and would lead to an increased cost. The waste levy is currently £13.815m and a 1% increase would equate to £0.138m
- 7.7 Transport Levy – there are no changes in the assumptions for the transport levy charged by the Greater Manchester Combined Authority. Any continuing passenger fare income shortfall could have an impact on the levy. The transport levy is currently £13.650m and a 1% increase would equate to £0.137m
- 7.8 Alongside the levy discussions there are also discussions on what the combined authority budget should be and the assumptions around districts versus GMCA share of retained business rates. Prior to the pandemic this was 50/50 but many districts like Bury are struggling to recover from the pandemic and are concerned that the GMCA shouldn't receive 50% and make new commitments when districts are still trying to balance budgets with existing commitments.
- 7.9 There is currently a review of the Housing Revenue Account underway, it is not yet known if there will be implications for the general fund contained in the report.
- 7.10 Cost of Borrowing – there are no changes in the assumptions, however the Capital Programme is currently under review. Any changes to the phasing of schemes may impact on the need for borrowing and increase the cost of borrowing requirement in the budget. Similarly, any capital receipts which could be used to support the capital programme rather than borrowing would have a positive impact upon the revenue budget. Demand pressures of £1.173m for 2022/23 and a further £7.389m up to 2025/26 are currently not included in the cash flat basis of the MTFS. (See table below) These demands represent increases in demographic and service pressures. If directors do not successfully identify and deliver demand management programmes, mitigations or savings to offset these pressures in full by April 2022 this would impact on the ability of the council to set a balanced budget position in February 2022.

Updated MTFS Position October 2021 - Demand excluded from Cash Flat budget				
	2022/23	2023/24	2024/25	2025/26
	£m	£m	£m	£m
AGMA subscription (Emergency Response & Resilience) unfunded	0.038			
ICT Income target unachievable	0.098			

Legal Elections postal votes costs	0.063			
External Legal budget pressure	0.250			
Adults Demographics	(0.075)	(0.038)	0.496	1.729
Transition from Children's services	(0.155)	1.324	2.673	1.743
Architects / STH income review	0.415			
Deferral of Operations estimated loss of income – COVID impact	0.539		(0.539)	
Total Demand not in cash flat MTFS	1.173	1.286	2.630	3.472

8 Next Steps

- 8.1 Savings proposals will be brought to future Cabinet meeting in advance of February budget reports for consideration and approval. This will be required to ensure that the Council is able to achieve a balanced budget for 2022/23 and for future financial years. Financial sustainability and resilience continue to be fundamental.
- 8.2 An ongoing updated plan for Transformation will be required to ensure successful delivery of the existing savings plans and new proposals being brought forward. It will be necessary to have several projects running concurrently to enable the timely delivery of the required efficiencies and as such, it is essential that sufficient capacity is available to fully support the process. Further project management support may be required to ensure the plans are properly defined, monitored and escalated if necessary.
- 8.3 The MTFS will need to be further refined as details emerge and the Comprehensive Spending Review is announced.

Links with the Corporate Priorities:

- 9 A strong financially sustainable Council is essential to the delivery of the Let's do it Strategy.
-

Equality Impact and Considerations:

- 10 There are no implications.
-

Environmental Impact and Considerations:

- 11 N/A
-

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The Council has a statutory duty to set a legal budget for the following financial year. This report sets out an approach that enables this to be achieved within the required timescales.	The report sets out an approach for setting the 2022/23 budget taking into account all known factors and includes an assessment of risk.
Financial considerations are not reflected in decision making	The financial outlook for the Council provides a financial framework which will support effective decision making

12 Legal Implications:

- 12.1 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, a further report will be considered by Cabinet which will set out the required steps to manage the projected gap. This will assist Cabinet in formulating proposals to submit to Council before the budget setting process in February 2022, for the Council budget and council tax calculations for 2022/23.

13 Financial Implications:

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

Background papers:

Cabinet report from 23 February 2021 - The Council's Budget 2021/22 and the Medium Term Financial Strategy 2021/22 2024/25

<https://councildecisions.bury.gov.uk/documents/s26042/Cabinet%20Budget%202021-22%20and%20MTFS%20final%20for%20publication.pdf>

Cabinet report from 1 September 2021 - The Council's financial position as at 30th June 2021

<https://councildecisions.bury.gov.uk/documents/s28181/The%20Councils%20Financial%20Position%20as%20at%20June%2030%202021.pdf>

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

Term	Meaning
MTFS	Medium Term Financial Strategy
CSR	Comprehensive Spending Review



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 13 October 2021
Subject:	Disposal of Land at Wheatfields in Whitefield to Enable Affordable Housing Development (Part A)	
Report of	Cabinet Member for Housing Services	

1.0 Summary

- 1.1 Wheatfields in is a Council owned brownfield site in Whitefield. Cabinet approved the disposal of the site as part of the Accelerated Land Disposal Programme in March 2021.
- 1.2 The site was subject to an application to the GMCA for Brownfield Housing Fund monies. This was successful however once implemented the Council is liable to repay the full amount.
- 1.3 This report seeks approval to dispose of this asset to Onward Homes, a registered provider, for the delivery of a 100% affordable housing scheme on Council owned brownfield land. This will enable the construction of 30 new affordable homes, generate a capital receipt and also take over liability for the grant repayment.
- 1.4 Development proposals include a mix of affordable rent and shared ownership family homes and accessible bungalows specifically for older people and people with disabilities with the Council able to negotiate full nomination rights.

2.0 Recommendations

That Cabinet:

1. Approve the disposal of this site to Onward Homes for affordable housing development.
2. Approve the Heads of Terms for this disposal as set out in this report and the Part B report.
3. Delegate the finalised terms of the agreement to the Director of Economic Regeneration and Capital Growth in consultation with the Cabinet Member for Finance, S151 Officer and Monitoring Officer.

3.0 Reason for Recommendations

- 3.1 The development of this site contributes to the delivery of the Councils brownfield first policy.

- 3.2 There is an increasing shortage of affordable housing in the Borough, and many families are finding it difficult to access a suitable home they can afford which meets their needs.
- 3.3 The recently published Housing Strategy has been developed to deliver the Council's housing priorities and ensure the delivery of sufficient high-quality housing to meet the current and future needs of residents. The Strategy prioritises affordable housing development, including provision for older people and specialist groups such as people with disabilities
- 3.4 The proposal will deliver 30 two and three bed affordable homes with provision for older people and those with a disability.
- 3.5 The sale of the land will also generate a capital receipt, remove any repair and maintenance liabilities and result in wider social, environmental and financial benefits including new homes bonus and council tax revenue (see 7.7).
- 3.6 This proposal will accelerate delivery of this site allowing resources to be spent unlocking other brownfield housing sites across the district.

4.0 Alternative Options Considered and Rejected

- Sale on the open market to a private developer – this option has been rejected as the sale would be subject to a viability assessment which may have the potential to mitigate the requirement for the provision of affordable housing and, potentially, reduce any capital receipt.
- Sale via traditional approach - appoint an agent, formulate development brief through planning analysis, collate marketing materials, openly market the site and attract offers from providers. This option has been rejected as it would incur sales and marketing costs and delay the construction of the new homes by circa 18 months.

5.0 Background

- 5.1 The Council has a Land Disposal Programme to enable it to sell off land, which is considered to be surplus to requirements, with a view to raise capital through receipts, leverage investment on brownfield sites and increase the supply of housing including much needed affordable housing. The Wheatfields site forms part of this programme and was approved by Cabinet for disposal in March 2021.
- 5.2 The demolition of the former Wheatfields Day Care Centre took place in August 2018 and the site has been derelict since then. The site is situated within a predominantly residential area adjoining a large social housing estate owned and managed by Onward Homes who are the largest registered provider of affordable homes in Besses Ward, Whitefield. There are considerable housing pressures in Whitefield and Onward's status as an existing, adjacent landowner constitutes special purchaser status

which, in collaboration with the Council, will unlock much needed affordable homes.

- 5.3 This site is a liability to the Council. It is considerably overgrown and unkempt, making it vulnerable to fly-tipping, crime and antisocial behaviour and it costs the Council time and money to maintain. There have been problems with Japanese Knotweed across the site and a treatment programme has been ongoing at the expense of the Council.
- 5.4 This is a brownfield site of 2.50 acres which has capacity for a range of homes based on a two-street scheme. However, development is unviable based on market values, site abnormalities and construction costs and, therefore, external brownfield funding is required to unlock it.
- 5.5 Consequently, the Council has been awarded Brownfield Funding of £350k from GMCA to address viability issues and accelerate the delivery of this site. The grant is time limited and cannot be transferred to another site and, must be repaid unless assigned to a registered provider to repay through receipts.
- 5.6 The traditional approach for disposing of surplus property assets would involve appointing an agent to market the site, agree terms and dispose of subject to contract. Procurement currently takes approximately 3 to 6 months, with a 3-to-6-month marketing period to ascertain best bids, 3 months legal negotiations and, up to 12 months for planning consent - a total of up to 24 months. If an OJEU (Official Journal of the European Union) disposal process had to be followed, this would delay procurement and disposal by a further 24 – 36 months.
- 5.7 Given team capacity constraints in the Business, Growth & Infrastructure directorate, there is a requirement to prioritise easily deliverable land disposals to accelerate housing delivery and the payment of cash receipts.

6.0 Affordable Housing Need and Demand

- 6.1 Like many other areas, Bury is facing an increasing shortage of affordable housing with more and more people on low and medium incomes unable to rent or buy a suitable home that meets their needs. A Housing Need and Demand Assessment undertaken in 2020 estimates that there is a net shortfall of affordable homes to rent or buy for 448 households across the Borough each year.
- 6.2 At present, there are approximately 1,500 live applications on the Council's Housing Waiting list and around 45% of those require a 2 or 3 bed property. In addition, there are approximately 3000 people registered on the Council's Affordable Housing Scheme, the majority of these would like to buy or part buy (shared ownership) a 2 or 3 bed home.
- 6.3 Releasing assets and brownfield sites such as Wheatfields for affordable housing development gives the Council an opportunity to meet its housing targets and increase the supply of affordable housing across the Borough.

7.0 Proposal from Onward Homes

- 7.1 The Council has been approached by Onward Homes, a registered provider and the dominant (and adjacent) provider of affordable homes in the Besses ward of Whitefield, to purchase the land and develop for affordable housing.
- 7.2 Onward Homes is part of the Greater Manchester Housing Partnership. They are the largest registered provider of affordable housing in the Northwest and have a good track record of delivery of affordable housing tenures. They own and manage over 35,000 homes and have significantly invested money and resources in the Borough. They are the largest stockholder in the Borough aside from the Council, with a sizeable portfolio of property on the Rivers Estate in Whitefield bordering the Wheatfields site.
- 7.3 Onward Homes propose to build a mixed tenure housing development of 30 affordable homes for affordable rent and shared ownership, predominantly 3 bed houses with some apartments and bungalows specifically for older people subject to planning, using grant subsidy from Homes England. This funding is based on the fact that this scheme contributes towards meeting the Government's home ownership objectives. The house types and tenure mix is as follows:
- 14 x 3 bed houses for shared ownership (minimum 25% purchase)
 - 4 x 3 bed houses for affordable rent
 - 6 x 2 bed walk up flats for affordable rent
 - 6 x 2 bed bungalows for affordable rent
- A copy of the proposed site plan can be found in Appendix 1.
- 7.4 The proposed scheme provides a range of homes that meet Homes England funding requirements. The layout provides allocated parking and private garden space and has capacity to accommodate 126 people in total, which will go some way towards meeting housing need in the Borough.
- 7.5 The 16 affordable rented properties would be managed by Onward. The Council has negotiated 100% nomination rights to these homes in perpetuity. Generally, the Council would only be entitled to 100% nomination rights on all first lets then 50% thereafter.
- 7.6 Shared ownership is a popular and well-established low-cost homeownership product which is an integral part of Homes England's national Affordable Homes Programme 2021 – 2026. Onward propose to sell a minimum 25% share of the equity in each of the shared ownership properties making them accessible to people on low to medium incomes. Under the provisions of the shared ownership lease, owners will have the right to increase their equity stake and can ultimately buy their property

outright should they choose to in the future. Early marketing of the 14 shared ownership properties to Bury residents has also been agreed.

7.7 The new homes will offer significant benefits to residents the Council and the general environment including:

- delivery of 30 much needed affordable homes for affordable rent and shared ownership on brownfield land with provision for older people, to help meet housing need and reduce pressures on the Councils Housing Waiting List.
- a route for low to medium income families to gain access to home ownership.
- removing operational holding costs and Council liabilities for derelict land and, any risks associated with Japanese Knotweed.
- homes built to 'Future Homes Standard' including the installation of energy efficiency measures to reduce fuel bills and cut carbon emissions.
- nesting bricks to side elevations in shaded areas to encourage wildlife and provide nesting opportunities.
- increased revenue from council tax and new homes bonus payments.
- cash generation in the form of a land receipt which will cover the cost of work expended on this site to date.
- 100% nomination rights in perpetuity to 16 affordable rented properties and early marketing of the shared ownership properties to Bury residents.
- Safer communities - reduction in crime and anti-social behaviour; reduced demand on public services.
- Improved visual impact of the area to boost wellbeing and create pride in the community.
- Creation of jobs as a result of the development.

8.0 Programme of Delivery

8.1 Onward Homes estimate this to be a 15-month project from start to finish with a start on site in early 2022 and housing completions from Spring/Summer 2023. The Brownfield Funding Grant would be novated to Onward to enable them to meet their financial parameters. This would relieve the Council of its liabilities.

8.2 Once complete, the Council would receive additional council tax revenue from the new homes along with new homes bonus payments from the Government.

9.0 Commercial Proposal/Business Case

9.1 Full details of the commercial terms for the acquisition of the land on a subject to planning basis are contained within Part B of this report.

9.2 It is believed that this proposal will accelerate the development of this site by 12+ months and the delivery of much need affordable homes in the Borough.

10.0 Red Book Valuation

10.1. Details of the 'Red Book' valuation can be found in Part B.

11.0 Financial Implications

- 11.1 The disposal of the land will result in 30 new affordable homes and the regeneration of a run-down area which will improve the local environment by reducing opportunity for crime and anti-social behaviour including fly-tipping.
- 11.2 The sale of the land to Onward will generate a capital receipt. Details of the capital receipt are contained within Part B of this report.
- 11.3 The Council has negotiated 100% nomination rights to all 16 affordable rent properties in perpetuity. This means that these properties will constantly be available to applicants on the Council's Housing Waiting List, particularly those who are homeless or at risk of homelessness. Early marketing of the 14 shared ownership properties to Bury residents has also been agreed.
- 11.4 The Brownfield Funding Grant would be novated to Onward which will relieve the Council of its liabilities.
- 11.5 120 homes would have to be built by a private developer to enable the delivery of 30 affordable homes through planning policy, and this site only has capacity for 30 homes.
- 11.6 The development proposals when complete will generate circa £50,700 per annum in additional council tax revenue.
- 11.7 The development proposals when complete will generate £46,056 per annum in new homes bonus payments.

12.0 Appendices:

Appendix 1 – Proposed Site Plan.

Appendix 2 – Part B Cabinet Report (Exempt).

13.0 Links with the Corporate Priorities:

- 13.1 This proposal contributes towards meeting the Council's priorities across a range of policy areas including increasing the supply of affordable housing to meet housing needs. It sets out plans for the delivery of a diverse housing development on brownfield land and an opportunity to create successful and inclusive neighbourhoods in conjunction with the Bury 2030 Let's do it Strategy.
-

14.0 Equality Impact and Considerations:

- 14.1 This proposal promotes equality of access to housing and demonstrates a positive impact on people with protected characteristics. It seeks to ensure that there is a mix of tenures and house types across the site to meet the needs of all residents and, recognises the specific housing needs of different client groups including low-income households, people who are homeless or at risk of homelessness and older people.
- 14.2 Whilst there are no direct equality issues, the development of this site will result in the regeneration of a run-down area which will improve the local environment by reducing opportunity for anti-social behaviour including fly-tipping. The development will also provide 30 much need affordable homes for residents of the Borough.

15.0 Environmental Impact and Considerations:

- 15.1 The new homes will be built to 'Future Homes Standard' including the installation of energy efficiency measures to reduce fuel bills and cut carbon emissions.
- 15.2 Nesting bricks to side elevations in shaded areas will encourage wildlife and provide nesting opportunities.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The scheme doesn't get delivered.	This is unlikely as Onward Homes will be investing a significant amount of money in achieving planning and, Homes England funding has been approved for delivery. If the scheme does not get delivered the Council will have received payment for the land and removed its liability for long-term maintenance and repair.
The proposal will generate 30 much needed affordable homes for residents of the Borough and help meet the Council's housing targets.	
This derelict site is a wasted resource and a liability to the Council. It is susceptible to fly-tipping, crime and anti-social behaviour and costs the Council time and money to maintain.	The sale to Onward will generate income and cost savings as it will remove any repair and maintenance liabilities to the Council and, result in other social, environmental and financial benefits including new homes bonus and council tax revenue (see 7.7 for more information).

16.0 Legal Implications:

- 16.1 Approval to dispose of this land was agreed by Cabinet in March 2021. The Council must ensure that it meets the requirements of the best value requirements of s123 of the Local Government Act 1972. The full commercial information is set out in part B of this report.
- 16.2 Novation of the existing brownfield site agreement will be required
- 16.3 Detailed legal advice will be provided at all stages.

17.0 Financial Implications:

- 17.1 This scheme will enable the construction of 30 new affordable homes with provision for older people and those with a disability. It will also generate a capital receipt and transfer the liability for the repayment of the Brownfield Housing development fund monies to the GMCA.
- 17.2 The development proposals when complete will generate c. £50,700 per annum in additional council tax revenue to the Council, based upon current plans and current council tax levels.
- 17.3 On the basis of compliance with the government's programme and dependant upon the wider delivery of housing supply, the development proposals have the potential to also generate £46,000 in New Homes Bonus payments. However, this is reliant upon the Council achieving the minimum threshold for new housing developments which it hasn't done for a number of years.

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Background papers:

None.

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

Term	Meaning
OJEU	Official Journal of the European Union in which all tenders from the public sector which are valued above a certain financial threshold according to EU legislation, must be published.
Registered provider	Also known as a housing association.

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Notes:

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Written dimensions to be taken in preference to scaled dimensions.
Due to the inaccuracies of scanning, scanned images should not be scaled.

REV:	DATE:	DESCRIPTION:	BY:
A	15.7.21	Bungalows Added	PO
B	16.7.21	Areas Revised	PO

Unit Type Key

- 3B5P Houses
Type A1
18 no. @ 84m2 (90% NDSS)
- 2B3P Walk Up Apartments
Type B1
6 no. @ 55/63m2 (90% NDSS)
- 2B3P Bungalows
Type C1
6 no. @ 55m2 (90% NDSS)

Total 30 no. units

CLIENT:

Onward Homes

PROJECT:

Former Wheatfields Day Care Centre
Victoria Avenue, Whitefield

DRAWING NUMBER:

21059-PJA-00-ZZ-DR-A-1000-B

DRAWING TITLE:

Proposed Site Plan

STATUS:

FEASIBILITY

SCALE:	DATE:	BY:	CHECKED:
1 : 500@A2	30.6.21	PO	VA

\\pjdcd011\Cubefiles\Generated Docs\21059\Drawings\PJA-00-ZZ-M3-A-9001\21059-PJA-00-ZZ-M3-A-9001-A.rvt

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 13 October 2021
Subject:	Prestwich Regeneration – Joint Venture	
Report of	Leader and Cabinet Member for Finance and Growth	

1.0 Summary

- 1.1 Following cabinet approvals in March and May 2021, Bury Council is building momentum to establish the regeneration programme in Prestwich. The Council acquired the last remaining piece of the land assembly, the Longfield Shopping Centre in July.
- 1.2 The Council is now refocusing on the delivery phase of the project and in doing so this paper outlines the proposed 50:50 Joint Venture vehicle between Bury Council and Muse Developments.
- 1.3 The Council has obtained external legal and property advice to support the proposed terms of the Joint Venture and the recommendations outlined in this paper.

2.0 Recommendations for Cabinet to:

- 2.1 Approve the Heads of Terms and the formation of a JV with Muse Developments contained within Part B of this report with final approvals delegated to the Director of Regeneration, the Section 151 and Monitoring Officer's.
- 2.2 Approve the principle of underwriting predevelopment costs to enable the acceleration of the planning submission. This will be limited to works completed prior to entering into the JV agreement over the next 3 months
- 2.3 Note the Councils ongoing work to manage the Longfield Shopping Centre and achieve vacant possession.

3.0 Reasons for recommendation(s)

- 3.1 Muse have an Option Agreement on the leasehold of the Longfield Shopping Centre, this puts Muse in a unique position, the Longfield Shopping Centre is integral to the regeneration scheme, and the Council could not have purchased the Shopping Centre without Option Agreement remaining in place.
- 3.2 Muses' exclusive rights position is based upon the fact that their consent would be required for any entity (including the Council) to develop the Longfield Shopping Centre and deliver the wider regeneration programme.

- 3.3 Addleshaw Goddard have provided clear legal advice to the Council regarding the exclusive rights position and procurement considerations when using the proposed JV. Details of set out in Appendix 1.

4.0 Alternative options considered and rejected

- 4.1 Following acquisition of the Longfield Shopping Centre and the acknowledgment that the centre needs significant investment and must be regenerated, the council has an alternative option to redevelop:
- 4.2 Muses' option agreement expires in 2025. Council retains the income producing asset until expiration then procure an OJEU compliant developer. However, this is not the preferred option. This would delay the project by 6+ years and would cause significant uncertainty to local businesses and the community.

5.0 Preferred option and benefits

- 5.1 Council partners with Muse. Council retains the income until development commences. The Muse option agreement remains in place until a JV is formed. This option accelerates progress and unlocks planning submission to Spring 2022 with commencement as soon as 2023.
- 5.2 One of the significant benefits of entering into a JV partnership with Muse is to enable the Council to influence the quality of the developments carried out, in its capacity as 50% shareholder, as well as in its capacity as planning authority. This is key to ensuring high design standards and quality place-making, ensuring that the JV delivers a regeneration scheme in Prestwich that people will aspire to live in, not just when they are new but when the neighbourhoods are 30 years old.
- 5.3 In the unlikely event negotiations fail with Muse and the Council is unable to establish a JV partnership, the Council would be in an advantageous position (once the Option Agreement has expired as per alternative option above) in that the Council would have significant value in the development land in Prestwich, having underwritten the pre-development costs and have the full benefit of this work.

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6.0 Background

- 6.1 Cabinet approval was given in May 2021 to enter into negotiations with Muse to confirm the decision made by Cabinet in March 2021, the Council's intention to negotiate a JV partnership to deliver the Prestwich regeneration project. These negotiations have now brought forward a substantive set of Heads of Terms for the JV partnership.

6.2 Structure of the Joint Venture

- 6.3 Addleshaw Goddard have set out the advantages and disadvantages of the three relevant types of JV see appendix 2. The recommendation is to use a deadlocked 50/50 Limited Liability Partnership (LLP).
- 6.4 The two key activities of the JV will be:
1. The appointment of Muse as a development manager; and
 2. The tendering and appointment of building contractors.

6.5 Summary of the Joint Venture Heads of Terms

- 6.6 A summary of the Heads of Terms is contained in the Part B paper.

7.0 Longfield Shopping Centre - Vacant Possession Strategy

- 7.1 The acquisition of the Longfield Shopping Centre provided the Council with 26 of the 27 units let until such a time vacant possession is sought.
- 7.2 The Council are conscious of the disruption and uncertainty the regeneration scheme presents to current occupiers. The Council has written to the tenants to advise that we will work with them and provide assistance where possible. A tenancy schedule and a vacant possession strategy is being produced. The Council will engage with all tenants.
- 7.3 The Council have appointed Cushman and Wakefield who are experienced property centre managers via a mini tender procurement exercise. A property centre manager is considered to be the most economic approach and the management role will provide a full remit of property centre management functions.

8.0 Financial implications

- 8.1 The financial details are contained in the Part B paper.

9.0 Governance

- 9.1 A governance structure will be put in place, residents and businesses will see the regeneration programme as a Council-sponsored programme. They will expect the programme to deliver the best results for Prestwich. In respect of the matters on which the Council has to make formal

decisions and give its approval or consent (i.e. those matters which cannot be decided by the Board of the JV and are “reserved” to the Council as shareholder by way of referral to Cabinet unless capable of decision under an existing delegation or powers pursuant to the Council’s Constitution.

9.2 Example of Governance Structure

- 50:50 JV Board:
 - Board made up of equal representation from both Bury Council and Muse. This group would meet bi-monthly and provide strategic direction and leadership.
- Project Steering Group:
 - This group would provide day to day direction to the project team.
 - It would normally include key decision makers from both organisations, along with finance.
 - The key members of the professional team would also be represented on this group – normally the architect, property advisers and cost manager.
 - This group would feed key decisions into the JV Board for approval from their respective Boards/Cabinets.
- Workstreams:
 - These groups would focus on specific elements of the project and provide regular updates into the Project Steering Group
 - These teams would be responsible for creating the outputs, upon which decisions and direction are made/given.
 - They would meet as often as necessary depending on the tasks, programme, project stage.

10.0 Conclusion

10.1 By entering into a JV with Muse the Council is able to harness the commercial expertise of an experienced partner who can deliver at pace. The mixed-use regeneration scheme will pave the way for a new Prestwich centre which should lead to delivery of new homes, a Library and Community Hub, small business workspace, outdoor space/public realm and Market Hall as part of our ambitious vision for a thriving local economy.

Links with the Corporate Priorities:

The regeneration of Prestwich supports delivery of the Let’s do it strategy and the five themes that underpin the plan. The five themes all have a correlation to how we design our Towns.

Healthy Communities: The proposed Prestwich Community Hub building, to re-provide a modern-day library, adult learning, civic facilities and other health related services will be a true connection to the community. The implementation of active travel, walking and cycling routes connecting people with local amenities and increasing the availability of public open space will enable the community in Prestwich to thrive.

Carbon neutral: We need to use every opportunity to ensure that development in Prestwich on our land is carbon neutral and prioritises active travel.

Inclusion: making sure that everyone's voice is heard, this will absolutely be a focus through the Consultation of the regeneration work.

Digital first: the full fibre roll out has enabled access to faster speeds and future-proofed infrastructure. This presents an excellent opportunity for the businesses and community with Prestwich being the ideal location for digital growth, and tech space.

Inclusive Growth: the regeneration scheme in Prestwich will include investment in physical infrastructure (roads, cycle ways and public transport); creating more flexible and innovative/digital workspaces to encourage more businesses to open and remain in Prestwich; to ensure residents have the best chance to access good jobs.

Equality Impact and Considerations:

1. A full resident and wider community engagement strategy will be included post establishment of the Joint Venture, this will include a EIA.

Environmental Impact and Considerations:

2. The Council has a pledge to be Zero Carbon by 2038. This means that the current estate needs to be rationalised and modernised with the likely outcome that all Council services will need to be provided in a new building, whilst sharing services and facilities with the wider public sector. Sustainability will feature heavily throughout the development, with proposals set to include a focus on walking and cycling, sustainable technology for heat and power, urban drainage systems, along with public spaces that encourage natural biodiversity improvements.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
---------------------------	-------------------

<p><u>Risk</u></p> <p>Lack of resources internally. Scheme does not get delivered or progress to next stages.</p>	<p>Establishing JV partnership with Muse and the Joint Venture appointing Muse as a Development Manager. This brings private sector commercial expertise and resource to deliver the regeneration scheme at pace whilst the Council still holding a 50% share.</p>
<p><u>Risk</u></p> <p>Cabinet do not approve the heads of terms.</p>	<p>The heads of terms appended to this report have been externally drafted by Addleshaw Goddard who have extensive experience drafting JV between developers and Local Authorities. There has been significant dialogue between the Council and Muse and both parties have agreed the heads to this approval stage. There is no further negotiation on these heads.</p>
<p><u>Risk</u></p> <p>Downturn in the market means there is no occupier interest (Post Covid 19) and this impacts on a business case for development. No end occupiers or for the scheme - commercial or residential.</p>	<p>This is the next stage of the project which is being considered now. Developer Muse have an option agreement to redevelop the shopping centre, subject to scheme viability and are keen to work with the Council. They have indicated that a phased approach will reduce the risk for all parties.</p>
<p><u>Risk</u></p> <p>The legal advice from Addleshaws is that it is arguable that the Option Agreement gives Muse Exclusive Rights enabling the Council to appoint Muse as Joint Venture partner without a competition. This relies on the proposition that the exemption under Regulation 32 (2) (b) of the Public Contracts Regulations applies and a direct award can be made. This is not free from doubt and there is therefore a risk of challenge, albeit a small one, if the appointment is made.</p>	<p>Legal advice from Addleshaw Goddard confirms, if the Option Agreement is transferred to the JV so that the JV can claim it benefits from the same exclusive rights afforded to Muse under the option, it would assist in providing an explanation as to why the public works contract was awarded to the JV. It should be acknowledged that this route, if challenged, be unlikely to withstand scrutiny in Court.</p>

<u>Risk</u> Cannot agree Heads of Terms	In the unlikely event negotiations fail with Muse and the Council is unable to establish a JV partnership, the Council would be in an advantageous position once the Option Agreement has expired in that the Council would have significant value in the development land in Prestwich, having underwritten the pre-development costs and have the full benefit of this work.
<u>Risk</u> Disputes and Deadlock	The usual position is that a deadlock scenario should be a last resort and so the disputes procedure should give the parties the opportunity to resolve any issues. Addleshaw Goddard have produced a Share Holder Member, Reserved Matters and Deadlock agreement (Appendix 4) which both parties will be signed up to in the unlikely event of a dispute or deadlock scenario.

Legal Implications:

In entering into this agreement the Council is using our general power of competence contained in *section 1 of the Localism Act 2011* and/or its power to invest under *section 12 of the Local Government Act 2003*.

- General power of competence: following recent case law (High Court case of *Peters v London Borough of Haringey [2018]*), the Council may legitimately use an LLP structure to create a Joint Venture with Muse to promote the redevelopment and regeneration of Prestwich Town Centre; and
- Power to invest: provided that the Council can demonstrate that it is investing for its functions, including economic development and regeneration, rather than purely for the generation of additional income, then it should fall within the bounds of *section 12 of the 2003 Act*.

The Council has taken external advice regarding the joint venture structure please see Appendix 1 for the detailed advice from our external advisors.

Financial Implications:

Prestwich regeneration forms a major part of the Councils capital programme. The Council has already purchased the shopping centre but in entering this joint venture the Council is agreeing to underwrite certain costs until the project

viability condition is satisfied. Once the project moves into development phase costs will no longer be underwritten by the Council. There are further costs associated with external advice and match funding administration costs of the joint venture which could total circa £40k.

Further reports will be brought to Cabinet at each of the stages of development which will update on financial implications including returns on investments, capital receipts and any overages.

Background papers:

Please list any background documents to this report and include a hyperlink where possible.

- October 2019 Cabinet Paper
(<https://councildecisions.bury.gov.uk/ieListDocuments.aspx?CId=126&MIId=2388&Ver=4>)
- March 2021 Cabinet Paper
(<https://councildecisions.bury.gov.uk/ieListDocuments.aspx?CId=126&MIId=2671&Ver=4>)
- May 2021 Cabinet Paper
(<https://councildecisions.bury.gov.uk/ieListDocuments.aspx?CId=126&MIId=2867&Ver=4>)

Appendices:

- Appendix 1: Summary of procurement considerations for Bury MBC when using a deadlock JV (Part B report)
- Appendix 2: Possible JV Models (Part B report)
- Appendix 3: Heads of Terms (Part B report)
- Appendix 4: Reserved Matters and Deadlock (Part B report)

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

Term	Meaning
JV	Joint Venture
LLP	Limited Liability Partnership
RIBA	Royal Institute of British Architects



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 13 October 2021
Subject:	Accelerated Land and Property Disposals Programme – Phase 3 List of Assets	
Report of	Leader and Cabinet Member for Finance and Growth	

Summary

1. The Council is taking active steps to rationalise its land and buildings, hereafter referred to as property assets. Many of its property assets are surplus to the requirements of the Council and there is an urgent need to dispose of many of them to help meet urgent savings targets and rationalise the estate.

Further to the reports where approval was given at Cabinet for the Council's Accelerated Land and Property Disposals Programme on 24th November 2020, Phase 1 at Cabinet on 24th March 2021 and Phase 2 at Cabinet on the 30th June 2021; this report identifies the Phase 3 list of sites and seeks approval for disposal.

The report also sets out how the recommendation accepted by the Overview and Scrutiny Committee (from the Cabinet meeting 1st September 2021) will be taken forward in relation to Community Asset Transfers (CATs).

Recommendations

2. That:
 - Approval is given for the disposal of the Phase 3 property assets that have been identified as surplus to the Council's requirements.

Reasons for recommendations

3. Reasons:
 - To enable the Council to achieve its revenue savings targets through the Transformation Programme, as well as generate capital receipts that can enable other Council projects to be supported.
 - To support community groups take on the management of property assets via CATs. This will allow residents to continue to enjoy the benefits they provide to local communities. This will also support the Council's 'Let's Do It Real' strategy – the work around the Neighbourhood Model and Team Bury's Community Wealth Building Framework.

Alternative options considered and rejected

4. The options were:
 - Do nothing/not dispose of property assets – revenue savings and capital receipts would not be generated by not reducing the number of property assets and the Council would continue to be responsible for maintaining them with a finite budget.
 - Identify other Council programmes where revenue savings could be made, and capital receipts generated. Other areas across the Council have already been earmarked for further revenue savings and this programme is required to enable savings targets to be met. With regards to the latter, there is no other programme that will bring about capital receipts.

Background

5. Appendix A contains the 16 property assets that make up the Phase 3 disposals list. Unlike Phases 1 and 2, this phase predominantly includes property assets that are operational buildings as there is increasing pressure for the Council to consider revenue savings in the context of its occupied buildings.

Appendix B includes additional land in relation to 1 asset approved for disposal from the Phase 1 disposals list.

It must be noted that approving these property assets for disposal does not mean that the Council is obliged to sell them and sell straight away. It means that the approval has been given for the Council to declare them surplus to its requirements. The decision on the method of disposal and timescale will be given careful consideration and full consultation will take place with Members, senior management and affected individuals.

Disposal of the property assets will be through a range of methods – land transaction, auction, marketed through an agent, CATs. Consideration will be given to each asset on an individual basis. Disposal does not mean that the Council will sell all the property assets, each asset will be assessed on its own merits for the best method of disposal.

It is important that there are a range of available disposal options, as not all property assets will benefit from being disposed of in the same way.

Also, approving these property assets for disposal does not necessarily mean we will or can dispose of them. The disposals process may determine that some property assets may be better reused by other Council services.

Therefore, although this report seeks approval in principle to dispose of more of the Council's property assets, it does also reserve the right not to dispose of a property asset, should it be determined that the Council should retain it.

Community Asset Transfer (CAT)

6. The Accelerated Land and Property Disposals Programme (Phase 2) Cabinet decision taken on 30th June 2021 was called in for consideration by the Overview and Scrutiny Committee.

The Overview and Scrutiny Committee met on the 29th July 2021 to discuss the above and made the following recommendation to Cabinet:

"The Overview and Scrutiny Committee strongly support Community Asset Transfers and recommend to Cabinet that policies are reviewed and strengthened to incorporate earlier communication with residents."

The matter returned to Cabinet on 1st September 2021. Cabinet agreed to the recommendation and strongly support the community asset transfer procedure.

Future Strategy

7. Officers have an established strategy for the identification of future property assets. A template for property review has been formulated to prioritise assets for disposal, alongside a matrix and criteria list. This also includes liaison with officers across the Council that will be required to support the process, the process is set out in the Governance/Consultation section below.

Identification of future property assets for disposal will be on a rolling programme. However, it must be noted that all future phases will be manageable phases in line with levels of resource to ensure the success of the programme.

Governance/Consultation

8. Key Council officers through the Council's Asset Working Group and the Estate Transformation Board have identified and agreed the list of property assets recommended for disposal, and the Council's Executive team was briefed on the list on 13th September 2021.

A team brief and a staff e-mail has been circulated and a Communications Strategy is being developed to ensure that all affected staff are kept fully informed. Unison has also been briefed on the property assets that are currently occupied by Council services still operating from them.

As part of the agreed governance process, respective Ward Members have been consulted on the property assets that are in their wards. Previous engagement was via e-mail only but to ensure that all have been fully briefed and had the opportunity to raise any matters, a drop-in session (via Teams) has also taken place. This new additional step will ensure that all ward members are fully sighted on the property assets in their wards.

Conclusion

9. Declaring the next phase of property assets surplus to requirements will further support the Council meet its savings targets, as well as rationalise its estate so that it becomes a manageable portfolio of assets in the future.
-

Links with the Corporate Priorities:

10. 'Let's Do it Real' (neighbourhood model)– if a disposal is via a CAT, this will support the further development of community groups and develop/enhance their skills in managing property assets. Such groups will be able to support their local community and provide facilities for enjoyment by all.
-

Equality Impact and Considerations:

11. The Accelerated Land and Property Disposals Programme does not affect equality.
-

Environmental Impact and Considerations:

12. A reduction in the number of buildings operated by Bury Council will lead to a reduction in energy use and therefore a carbon saving for the Council.

In relation to the sale of land and assets, in disposing of the assets we will be relinquishing direct control. However:

- Our new Local Plan under Places for Everyone, which is currently under development, is likely to have a requirement that all new developments will be carbon neutral from 2028. Any developments between disposal and 2028 will only be required to meet the national building regulations standards and therefore may not be carbon neutral or capable of becoming carbon neutral easily. This will mean that a further intervention will be needed before 2038 to ensure that the building meets our 2038 carbon neutral target.
 - Green spaces disposed to community groups via CATs will have the opportunity to benefit from green initiatives such as the Cities of Trees. The developing Green and Blue Infrastructure Strategy will support community groups protect, enhance and develop the Borough's existing natural environment and greenspace.
-

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Services currently managing the operational buildings disagree with them being surplus to requirements.	Part of the disposals process will involve consultation with respective services, including their director/senior management. All Directors are already

Risk / opportunity	Mitigation
	sighted on the need to dispose of property assets via Executive.
Services/staff occupying any operational building do not agree with its disposal and are concerned about relocation.	Any affected staff and Unison will be fully consulted before disposal takes place.
Recession leads to lower land values and receipts.	A large disposal programme would be required to meet targets. Property assets can be re-marketed or alternative disposal method agreed if anticipated returns might not be met.
Land and property disposals are notoriously labour intensive and are at risk of not being favoured within a community.	Governance in place that includes consultation with ward members where they might be impacted and disposal can be considered for a CAT, subject to policy conditions being satisfied.
Purchaser fails to meet obligations placed on an agreed disposal and a dispute breaks out.	Strict legal process in place that allows the Council to act if the agreed obligations were not met within an agreed timescale.
Resources to undertake the land and property disposals are not adequate to ensure the successful delivery of the programme within expected timescales.	Additional resources (Programme Manager and property lawyer) to that of the existing teams are being recruited but there is still a risk that the posts are not attractive enough. Market supplements may need to be agreed.

Legal Implications:

13. There are no legal implication arising from this report. Legal support will be required in relation to each of the proposed disposals. The legal route for disposal will be considered in the manner as set out in this report. As with all disposals of land the Council will ensure that its best value duty is met.

Financial Implications:

14. The Council is undertaking a review to rationalise its surplus land and property assets and received a report back in November 2020 which included phase 1 of those property assets and a further report in June 2021 which included phase 2. This report now includes those assets identified as phase 3.

The previous reports identified that the total pipeline of sites indicated that c£8m in capital receipts can be generated. Work is being undertaken to validate if these assumptions are still valid

A maximum of 4% of capital receipts can be offset against cost of sales, and this amount will be maximised, as appropriate, to limit any costs against the Council's revenue budget. £0.6m is likely to be needed to drive forward the programme primarily through the appointment of a programme manager, property agent and property lawyer. These posts will form part of the cost associated with selling the assets and therefore can be allocated to the capital receipts. However, the amount chargeable is capped by Government legislation so consideration needs to be given to potential revenue implications of those costs of sale that exceed the 4% limit.

There are further capital costs of £1.6m that have already been incurred related to this programme and while these costs have been funded in 2020/21, they have increased the Council's borrowing need and this will need to be offset by the receipts once they are realised.

Any capital receipts in excess of the costs above, and the opportunity they provide, will need to be considered in the context of the Council's financial strategy.

This report refers to the disposal of Humphrey House which was agreed as part of the transformation paper approved at last month's Cabinet, the revenue savings from the Council vacating this property have been built into the budget as part of the transformation savings on estates rationalisation.

The Council has also secured Brownfield Land Grant which will support and fund some of the costs associated with the overall programme. This funding is however time limited, and the proposals therefore need to be progressed at pace to avoid any of the grant funding being returned.

Regular monitoring and reporting of the process will be needed to ensure that receipts are delivered within anticipated timescales and that the Council does not incur costs without seeing the benefit of receipts and also to mitigate against the risk of clawback of grant monies. As part of the development of the governance arrangements for the capital programme, monitoring of capital receipts and the progress against the disposal programme will be factored into the quarterly monitoring reports to Cabinet.

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Position: Assistant Director Regeneration Delivery
Department: Business Growth & Infrastructure
E-mail: d.lynch@bury.gov.uk

Background papers:

Appendix A – Phase 3 property assets

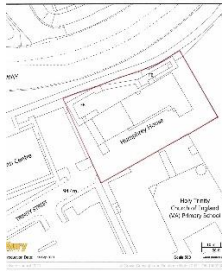
Appendix B – Additional land for an approved Phase 2 property asset


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


Term	Meaning
Community Asset Transfer (CAT)	A change in management of land or building from a local authority (or other public body) to community and voluntary sector groups to achieve a local social, economic or environmental benefit.
Disposal	Removal of a property asset from the Council's ownership and/or direct management. It is not solely relating to a sale of an asset.

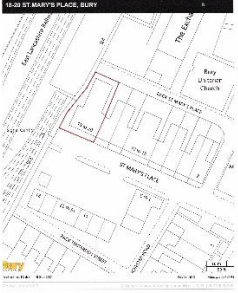
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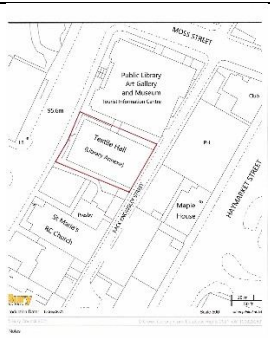
APPENDIX A – POTENTIAL SITES

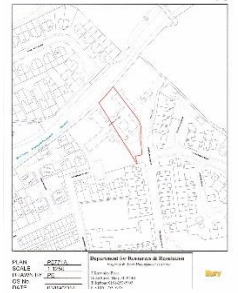
Site Address	Humphrey House, Angouleme Way, Bury
Site Size	2272m ² /0.56 Acre
Service Use	Admin Building - Offices
Notes	
Site Plan	


Site Address	Former Police HQ Site, Irwell Street, Bury
Site Size	6918m ² / 1.70 Acre
Service Use	Property Services
Notes	Cleared Site
Site Plan	


Site Address	Manchester Road/Belle Vue Terrace Car Park, Bury
Site Size	3772m ² / 0.93 Acre
Service Use	Operational Services – Parking Services
Notes	
Site Plan	


Site Address	18-20 St Mary's Place, Bury
Site Size	323m ² / 0.079 Acre
Service Use	Children's Services
Notes	Due to be vacated
Site Plan	 A map showing the location of 18-20 St Mary's Place in Bury. The site is highlighted in red. The map includes surrounding streets such as St Mary's Place, St Mary's Lane, and St Mary's Church. A scale bar and north arrow are also present.


Site Address	Textile Hall, Manchester Road, Bury
Site Size	715m ² / 0.176 Acre
Service Use	Admin Building - Offices
Notes	
Site Plan	 A map showing the location of Textile Hall on Manchester Road in Bury. The site is highlighted in red. The map includes surrounding streets such as Moss Street, St Mary's Church, and St Mary's Lane. A scale bar and north arrow are also present.

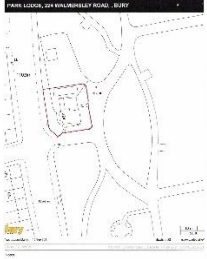
Site Address	Part Site of Whittaker House, Whittaker Street, Radcliffe
Site Size	1738m ² / 0.429 Acre
Service Use	Property Services
Notes	Cleared Site - Proposed Sale to Housing Association
Site Plan	 A map showing the location of the Part Site of Whittaker House on Whittaker Street in Radcliffe. The site is highlighted in red. The map includes surrounding streets such as Whittaker Street, St Mary's Church, and St Mary's Lane. A scale bar and north arrow are also present.


Site Address	7 Whittaker Street, Radcliffe
Site Size	3820m2 / 0.944 Acre
Service Use	Admin Building - Offices
Notes	
Site Plan	


Site Address	Land at Parsonage Street/Whittaker Street, Radcliffe
Site Size	531m2 / 0.13 Acre
Service Use	Property Services
Notes	Former Garage site
Site Plan	


Site Address	15 Stock Street, Burrs, Bury
Site Size	67.3m2 / 0.016 Acre
Service Use	Leisure Services – Former Ranger Base
Notes	Possibly needed for match funding for an external funding bid
Site Plan	

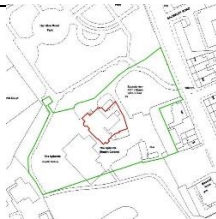
Site Address	Land at Bridge Street, Bury
Site Size	157m2 / 0.038 Acre
Service Use	Property Services
Notes	Long Ground Lease
Site Plan	

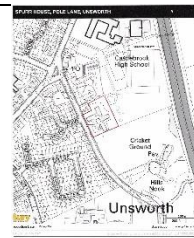
Site Address	Park Lodge, 224 Walmersley Road, Bury
Site Size	511m2 / 0.126 Acre
Service Use	Leisure Services
Notes	A potential Right to Buy
Site Plan	

Site Address	Ranger Base, Clarence Park, Walmersley Road, Bury
Site Size	286m2 / 0.070 Acre
Service Use	Leisure Services - Former Ranger Base
Notes	Interest from a community group – proposed Self-Management Agreement
Site Plan	


Site Address	The Lodge, 157 Manchester Road, Bury
Site Size	354m2 / 0.087 Acre
Service Use	Adult Care Services
Notes	Currently occupied by Bury Employment Support & Training (Bury EST)
Site Plan	

Site Address	Pinfold Lane Day Centre, Pinfold Lane, Whitefield
Site Size	3762m2 / 0.929 Acre
Service Use	Adult Day Centre
Notes	Persona operated
Site Plan	

Site Address	The Uplands, Bury New Road, Whitefield
Site Size	691m2 / 0.17 Acre
Service Use	Former Adult Care offices
Notes	Vacant and Derelict
Site Plan	

Site Address	Spurr House, Pole Lane, Unsworth
Site Size	6688m2 / 1.652 Acre
Service Use	Adult Residential Care
Notes	Persona operated
Site Plan	

APPENDIX B – POTENTIAL SITES

Site Address	Land at Fern Street, Ramsbottom
Site Size	8702m2 / 2.15 Acre
Service Use	Part former garage site, part Leisure Services
Notes	Part of the site was approved for disposal under Phase 1 i.e. land at Fern Street [Plot]. Additional land adjacent to the sub-station has been included.
Site Plan	

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 13 October 2021
Subject:	Radcliffe Strategic Regeneration Framework – Disposal of land for housing development at School Street and Green Street	
Report of	Leader and Cabinet Member for Finance and Growth	

PART A

Summary

1. Housing sits at the heart of the Radcliffe Strategic Regeneration Framework (SRF), complimenting the councils' interventions and improvements in the town centre.
2. This paper outlines proposals to dispose of Council owned land at School Street and Green Street. In doing so this will allow the construction of 225 new homes (of which 125 will be of affordable tenures). The proposal will generate a significant capital receipt along with unlocking £30+million of private investment and driving economic growth.
3. The proposed developments are all planning policy compliant, deliver on the aspirations of the Radcliffe SRF and the Councils Let's Do It strategy.
4. The commercial terms are considerable, higher than the Councils book value and supported by an external best value report by CBRE. The School Street proposals save the council £882,000 of potential grant repayments.
5. Proposed control mechanisms have been proposed to ensure that the proposals are developed and will ensure the Council retains control if progress is not made.
6. This proposal has the potential to deliver hundreds of much needed homes and the proposed market engagement carefully orchestrates housing delivery programmes to not oversaturate the housing market at any one time.
7. Over 50% of the homes delivered will be that of affordable tenures that are designed to be more accessible to households with average incomes in Radcliffe than open market housing.

Recommendation(s)

That Cabinet:

1. Approve disposal of land at School Street and Green Street in Radcliffe for housing development.
2. Approve the commercial terms of these disposals as set out in this report
3. Delegate the finalised terms of the agreement to the Director of Economic Regeneration and Capital Growth in consultation with the Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for recommendation(s)

1. Enable the delivery of key sites as part of the Councils Strategic Regeneration Framework for Radcliffe.
2. Facilitate the Councils Brownfield first approach to housing delivery.
3. Delivery of much needed homes with a range of affordable tenures and typologies to reflect the modern demands of housing in Radcliffe.
4. Generate capital receipt upon the successful disposal of the sites.
5. Reduce revenue cost to the council of holding, maintaining and securing this long term cleared sites.

Alternative options considered and rejected

An alternative traditional approach would be to appoint an agent, formulate development brief through planning analysis, collate marketing materials, openly market the site and attract commercial offers from the market. This would incur sales and marketing costs along with delaying the construction of homes by approximately 18 months. This would then risk oversaturation of the Radcliffe property market when other sites come online at the same time.

In line with the CBRE advice, the quality of the proposals is considerable, the affordable housing is in excess of the planning policy compliant threshold and accelerates the construction of the homes. In addition the commercial offer is considerably higher than the Councils book value.

The Council is also disposing of 40 other sites through the Accelerated Land Disposal Programme (ALDP). Capacity is limited and there is an acute housing need across the district. These disposals are oven ready, allowing resources to be spent unlocking other brownfield housing sites.

For these reasons this was discounted.

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Department: Business Growth Infrastructure

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Background

- 1.1 The continued regeneration of Radcliffe remains a key priority for the Council and, to support this, the Council appointed Deloitte LLP in February 2020 to prepare a Strategic Regeneration Framework (SRF) for Radcliffe with the aim of setting out a comprehensive plan to direct the future growth and development of the town in a coherent and joined-up manner.
- 1.2 In June 2020, Cabinet approved a draft of the SRF for consultation purposes. This was followed by a six-week period of public consultation between 22 June and 3 August 2020 to seek the views and inputs from the wider public, key stakeholders and partners.
- 1.3 In September 2020, Cabinet approved a final version of the SRF as the Council's policy for the future regeneration of Radcliffe and as a material consideration in the determination of planning applications.
- 1.4 The final SRF proposes six priority projects that are primarily geared towards the regeneration of the town centre area, including:
 - The introduction of a Civic Hub in the centre of the town;
 - The revitalisation of Market Chambers;
 - New leisure facilities;
 - A transportation and parking strategy;
 - A new high school for Radcliffe.
 - Range of affordable homes on brownfield land to support regeneration programme
- 1.5 A key element of the SRF is that a range of new housing developments is delivered to compliment the regeneration programme in the town centre.
- 1.6 To make the new housing accessible to the people of Radcliffe, a housing development strategy has been developed to redevelop School Street and Green Street to provide a range of typologies and tenures that are accessible to average household incomes, key worker salaries and the average families:

- 1.6.1 Traditional housing suitable for families
- 1.6.2 Range of affordable tenures including affordable rent and shared ownership at a discount to open market value
- 1.6.3 Apartment typologies which are attractive to smaller households and a younger demographic
- 1.7 Several key housing sites are identified within the SRF document
 - 1.7.1 School Street – suitable for traditional family housing
 - 1.7.2 Green Street – gateway apartment led scheme
- 1.8 East Lancs Paper Mill – PLC housebuilder site coming forward Q4 2021 with Homes England
- 1.9 Development proposals have been designed to complement and not compete with the large traditional PLC housebuilder site at nearby East Lancs Paper Mill but also to capture demand from nearby markets in Whitefield, Prestwich, Bury and Bolton.

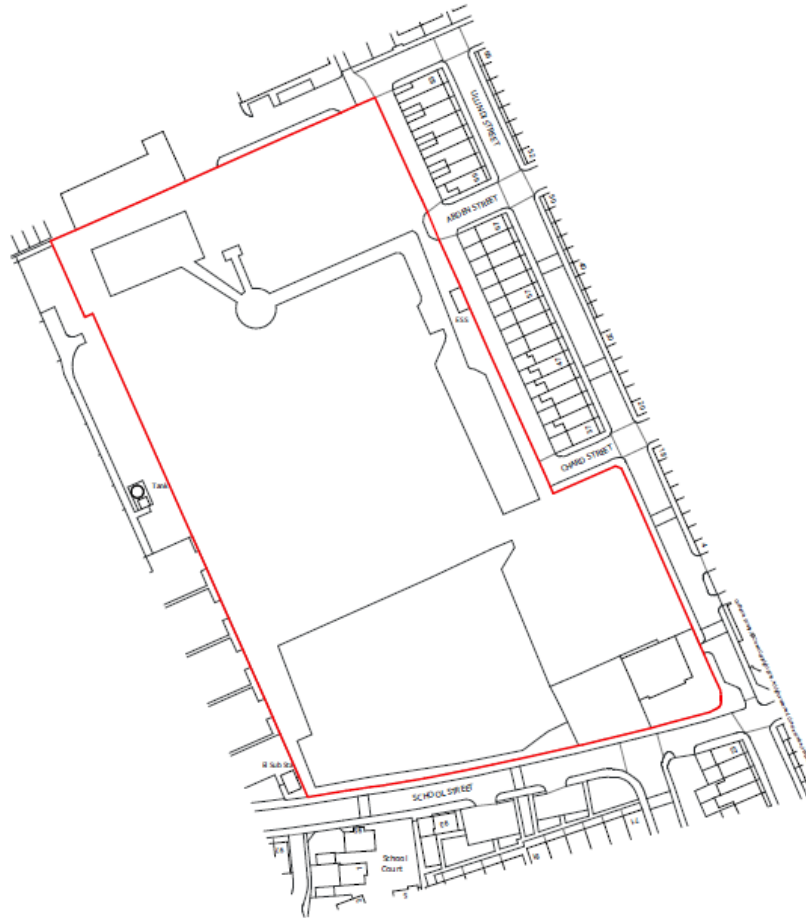
2. Accelerated Land Disposal Programme

- 2.1 Bury Council is embarking on a medium-term strategy of divesting itself of its large land estate with a view to a) raising capital through receipts b) unlocking economic potential of housing and employment sites and c) leveraging private investment on brownfield sites
- 2.2 School Street is included within the ALDP and consent was given by cabinet to dispose of them in March 2021
- 2.3 A traditional approach to disposing of surplus property assets would be to appoint an agent (i), market the site (ii) and agree terms (iii) and dispose subject to contract (iv)
 - i. Procurement currently taking 3-6 months using frameworks
 - ii. 3 months marketing period to ascertain best bids
 - iii. 3 months legal negotiations and due diligence on purchaser
 - iv. Subject to planning consent contract may require 12 months(Total period 12 – 24 months from commencement)
- 2.4 Were an OJEU disposal process be followed, this may also delay the procurement and disposal of the asset by another 24-36 months.

- 2.5 The accelerated disposal programme includes 22 sites approved by cabinet in March 2021 and 29 sites proposed for approval in June 2021 with more in the future.
- 2.6 Given team capacity constraints within the BGI directorate, there is a requirement to prioritize easily deliverable land disposals, accelerate the payment of cash receipts and accelerate the development of the land.
- 2.7 There are a range of disposal routes being implemented, the majority of which are openly marketed including the current sites of New Summerseat House in Ramsbottom and the old Fire Station in Bury. East Lancashire Paper Mill, the largest brownfield housing site in GM, is out of tender this month through Homes England's Delivery Partner Panel 3 Framework and preferred developer will be announced later in the year.

3. Housing Demand

- 3.1 Bury District is a large metropolitan borough of equivalent size to a small city, with all of the associated economic imperatives of delivering a proportionate supply of quality, affordable new homes to match levels of demand.
- 3.2 Greater Manchester is rapidly growing (twice the UK average) at 2.2% per annum, equating to the need to accommodate 61,000 additional people per year. Consequently, house price inflation is rapidly constraining affordability to average household incomes.
- 3.3 Bury's emerging Local Plan recognizes the need for housing growth and proposes an increase of 6800 new dwellings (net) to 2029. For this to be achieved this requires the delivery of an average of 400 new dwellings per annum.



School Street in Radcliffe is a long-term brownfield site and the former home of the now demolished Grammar School. The site has been a source of anti-social behaviour.

- 4.2 The council has previously marketed the site for sale in 2014. Whilst five bids were submitted, the highest bidding party did not proceed following completion of ground investigations. The value of the final bids received is less than the proposed terms detailed in Part B of this report.
- 4.3 Brownfield Housing Funding from the Greater Manchester Combined Authority has been used to fund works to the site involving localized remediation and extensive drilling & grouting to coal mining seams beneath the land. The works are now complete.
- 4.4 The Council entered into the funding agreement to fund the remediation works. This has now been completed. Under the terms of the agreement the grant of £882,000 is repayable.
- 4.5 The proposed developer is a delivery vehicle of a local affordable housing group and has received cornerstone funding from GMCA. Due to the

continuity between their funding and the Brownfield Housing Funding they can be considered a special entity.

- 4.6 It should be noted that East Lancs Paper Mill is nearby, suitable for similar family housing and will be targeted by PLC housebuilders. At 400 units it is the largest brownfield housing site in GM. The local housing market has a saturation rate which may be breached were School Street be delivered in competition with ELPM. As such it would be prudent to accelerate the delivery of School Street through an off-market transaction, thus avoiding competition, retaining completion rates and protecting both projects viability.

4.7 Development proposal

- 4.8 In line with the aspirations of the Radcliffe SRF, family housing plays a key part in the regeneration of the town. Family friendly high-quality housing at accessible prices to average household incomes will be attractive to both the people of Radcliffe and new entrants to the town.

- 4.9 New homes delivery will assist with the town centre regeneration programme by increasing customer catchment and drive footfall.

- 4.10 The development is proposed to be 89 homes in total with a planning compliant 25% affordable homes (mix of affordable rent and shared ownership). It is anticipated that these homes will be designed for the needs of families and will be a mix of 3 and 4 bedroom houses.



- 4.11 In addition to a cash payment, the council would be gifted several 2- and 3-bedroom homes. The Council's housing development team will explore options including affordable rent, open market sale, private rent and management options including Six Town Housing.
- 4.12 The development will generate c.£158,000 per annum in additional council tax and could potentially generate £576,000 in new homes bonus payments over four annual payments however this is based on the assumption that the net gain of Band D properties across the district complies with the current government scheme.

4.13 Affordable Housing

The proposal includes a policy compliant affordable housing provision equating to 22 new family homes.

It is expected that these homes will be a mix of affordable rent and shared ownership.

4.14 Delivery programme

- Exchange contracts – November 2021
- Planning submission – November 2021
- Commencement of works – March 2022
- First homes delivered - 2023
- Practical completion – 2024

4.15 Commercial proposal

Full details of the proposal commercial terms for the acquisition of the land on a subject to planning basis is contained within Part B of this report

- 4.16 The proposed disposal will generate a significant capital receipt.
- 4.17 The cash offer is considerably higher than the council's book value and is supported by an external best value report by CBRE.
- 4.18 The development proposal is fully planning policy compliant, delivers much needed affordable homes and most importantly accelerates the delivery of new homes to come to market and not saturate demand as other nearby developments such as East Lancs Paper Mill come online.

4.19 Legal control mechanism

In line with external advice received, the Council shall ensure that a mechanism for taking back control of the land is included in the event that the developer fails to secure planning within 12 months, commence works within 6 months of planning consent and an ultimate long stop of 36 months.

4.20 The delivery of this will be subject to contract drafting but is likely to be the term of the contract on a phased milestone basis.

4.21 CBRE best value assessment

4.22 The Council commissioned CBRE to conduct an external third party assessment of the proposed commercial terms, disposal proposal and development output in the context of achieving the prescribed requirements of best value as set out in Section 123 of the Local Government Act 1972.

4.23 This was conducted by assessment of the following:

- Development proposal
 - o Strategic fit within Radcliffe Strategic Regeneration Framework
 - o Quality of design
 - o Overall development viability
- Policy Context
- Rationale for disposal
- Deal structure
- Benefits to the council
- Value for money
 - Catalytic change
 - Preferred location
 - Investment
 - Protection of assets
 - Indirect benefits to the council
- Risk mitigation
 - Delivery
 - Affordability
 - Development
 - Completion

4.24 The report sets out "the potential to take positive steps towards achieving the strategic objectives of the SRF alongside plans for the core of Radcliffe Town Centre. Through the disposal of the sites the council can contribute to the regeneration of the town centre whilst providing much needed housing to contribute toward policy targets for the wider borough, whilst also regenerating brownfield land and achieving capital receipts."

4.25 CBREs report concludes that following assessment of the commercial terms alongside the wider development proposal, that the proposed disposal is favourable and that having benchmarked values and viability in the marketplace the proposed disposal represents best value.

5. Green Street Radcliffe M26 3AP



1.2 Background

Green Lane is the site which housed Radcliffe Swimming Pool until its roof was damaged beyond repair in 2013 and subsequently demolished in 2016.

- 1.3 The site is identified as part of the 2020 Radcliffe SRF as a key placemaking component of the town centre master planning – suitable for a gateway development of medium scale, up to 6 storeys in height, residential and provide a bookend the high street in Radcliffe.
- 1.4 The proposed developer is a local SME developer with a track record of delivery of mixed tenure residential led developments across GM. The company is currently based in Salford and the directors live in Bury District.
- 1.5 The site is currently hosting an NHS walk in testing facility. The disposal of the land for development will be conditional upon the Council achieving vacant possession. The NHS have confirmed their intentions to decant and the timeframe for this correlates with the proposed development delivery programme post planning consent being issued.
- 1.6 We have received a speculative offer following announcements of regeneration activity in Radcliffe, the publishing of the SRF and press releases / webinars containing details of the town centre projects and the hub building proposals contained within the Levelling Up bid submission.

- 1.7 The site is currently being used as an NHS Covid 19 walk in testing station and will continue to do until it is no longer required. The Council will be obligated to provide the acquisition land with vacant possession.

5.1 Development proposal

The development proposal is for 136 homes and 13,000 sqft commercial space. 103 of the homes will be affordable tenure shared ownership. This equates to an on plot affordable homes provision of 77% (25% is planning policy compliant). The developer will work with a local registered provider to deliver the affordable housing.

The development is proposed to be a mix of 1- and 2-bedroom apartments that are designed around the needs of smaller households not currently served by the surrounding established family orientated suburban housing marketplace.



- 5.2 The remaining 30 homes will be delivered as one unbroken private rented sector (PRS) investment and let out on an individual basis at market rent.
- 5.3 The 13,000 sqft commercial space will be anchored by an office which will relocate the developers head office, providing new employment in the heart of Radcliffe along with ground floor retail / food & beverage units.
- 5.4 The development will generate c.£181,000 per annum in additional council tax and could potentially generate £800,000 in new homes bonus payments over four annual payments however this is based on the assumption that the wider net gain of Band D properties across the district complies with the current government scheme.
- 5.5 New homes delivery will assist with the town centre regeneration programme by increasing customer catchment and drive footfall. The

development proposal also includes relocating an existing business, creating new employment opportunities in the heart of Radcliffe.

5.6 Affordable housing

This development will deliver 103 new affordable homes for shared ownership.

5.7 Delivery programme

- Planning submission – December 2021
- Commencement of works – June 2022
- First homes delivered - 2023
- Practical completion – 2024

5.8 Commercial proposal

Full details of the proposal commercial terms for the acquisition of the land on a subject to planning basis is contained within Part B of this report.

5.9 The proposed disposal will generate a significant capital receipt.

5.10 The cash offer is considerably higher than the councils book value and is supported by an external best value report by CBRE.

5.11 The development proposal is fully planning policy compliant, delivers much needed affordable homes and most importantly accelerates the delivery of new homes to come to market and not saturate demand as other nearby developments such as East Lancs Paper Mill come online.

5.12 Legal control mechanism

In line with external advice received, the Council shall ensure that a mechanism for taking back control of the land is included in the event that the developer fails to secure planning within 12 months, commence works within 6 months of planning consent and an ultimate long stop of 36 months.

5.13 The delivery of this will be subject to contract drafting but is likely to be the term of the contract on a phased milestone basis.

5.14 CBRE best value assessment

5.15 The Council commissioned CBRE to conduct an external third-party assessment of the proposed commercial terms, disposal proposal and development output in the context of achieving the prescribed

requirements of best value as set out in Section 123 of the Local Government Act 1972.

5.16 This was conducted through assessment of the following:

- Development proposal
 - o Strategic fit within Radcliffe Strategic Regeneration Framework
 - o Quality of design
 - o Overall development viability
- Policy Context
- Rationale for disposal
- Deal structure
- Benefits to the council
- Value for money
 - Catalytic change
 - Preferred location
 - Investment
 - Protection of assets
 - Indirect benefits to the council
- Risk mitigation
 - Delivery
 - Affordability
 - Development
 - Completion

5.17 The report sets out “the potential to take positive steps towards achieving the strategic objectives of the SRF alongside plans for the core of Radcliffe Town Centre. Through the disposal of the sites the council can contribute to the regeneration of the town centre whilst providing much needed housing to contribute toward policy targets for the wider borough, whilst also regenerating brownfield land and achieving capital receipts.”

5.18 CBREs report concludes that following assessment of the commercial terms alongside the wider development proposal, that the proposed disposal is favourable and that having benchmarked values and viability in the marketplace the proposed disposal represents best value.

Links with the Corporate Priorities:

This proposal contributes towards meeting the Council’s priorities across a range of policy areas including increasing the supply of affordable housing to meet housing needs.

It sets out plans for the delivery of a diverse housing development on brownfield land and an opportunity to create successful and inclusive neighbourhoods in conjunction with the Bury 2030 Let’s do it Strategy.

Both sites are key deliverables of the Radcliffe Strategic Regeneration Framework and the wider regeneration programme.

Equality Impact and Considerations:

This proposal promotes equality of access to housing and demonstrates a positive impact on people with protected characteristics. It seeks to ensure that there is a mix of tenures and house types across the site to meet the needs of all residents and, recognises the specific housing needs of different client groups including low-income households, people who are homeless or at risk of homelessness and older people.

Whilst there are no direct equality issues, the development of this site will result in the regeneration of a run-down area which will improve the local environment by reducing opportunity for anti-social behaviour including fly-tipping. The development will also provide much need affordable homes for residents of the Borough.

Environmental Impact and Considerations:

The new homes are expected to be built to Future Homes Standard, in line with updated building regulations and necessitate exploring the installation of energy efficiency measures to reduce fuel bills and cut carbon emissions.

Nesting bricks to side elevations in shaded areas will encourage wildlife and provide nesting opportunities.

Both developments will include naturally planted habitats within the landscaping and public realm. Through the planning process, applicants are encouraged to explore inclusion of sustainable drainage systems.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The Council has failed to achieve best value in accordance with Section 123 of the Local Government Act 1972	<p>The proposed deals are in excess of the councils book values.</p> <p>The development proposals are all planning policy compliant.</p> <p>The council has outsourced the best value assessment to CBRE and the conclusions support direct off market engagement.</p>
The developers fail to deliver on the proposals submitted. Land is not disposed of and lays dormant.	The Council will include sequential milestone longstops which time out the

	contract, allowing the Council to take control of the land.
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Legal Implications:

Local Authorities have powers pursuant to s 123 of the Local Government Act 1972 to dispose of land. The Council can dispose of land in a manner it wishes provided it achieves the best value that can reasonably be obtained.

A best value assessment has been completed by CBRE in respect of each proposed disposal. Paragraphs 4.23 & 5.16 set out the remit of the independent best value assessment. The assessment concludes that the proposal in the terms as set out in this report will satisfy the Councils obligations to demonstrate best value in the context of the accelerated plan and will meet the housing delivery objectives.

Financial Implications:

The CBRE reports on both disposals demonstrate that the proposals offer best value and the proposed land values being offered are significantly higher than the book values of the land in the Councils accounts. The overall consideration must also include the existing liabilities and missed opportunity costs of the Council retaining ownership of housing sites.

The two proposed land disposals have the potential to generate significant capital receipts to the council. Breakdown of the total capital receipt is contained within Part B.

Through negotiation the council has been able to transfer grant repayment to the purchaser of School Street. This will save the Council £882,000.

Disposal of land usually necessitates the expenditure of fees to support technical due diligence, property agency, marketing costs and legal fees. As these proposals will be direct transactions, they save costs by only incurring legal fees.

The development proposals when complete will generate c. £339,000 per annum in additional council tax revenue to the Council, based upon current plans and current council tax levels.

On the basis of compliance with the government's programme and dependant upon the wider delivery of housing supply, the development proposals have the potential to also generate between £78,000 - £334,000 in New Homes Bonus payments. However, this is reliant upon the Council achieving the minimum threshold for new housing developments which it hasn't done for a number of years.

Background papers:

The Radcliffe SRF and further information relating to it can be found on www.bury.gov.uk/radclifferegeneration.

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

Term	Meaning
GMCA	Greater Manchester Combined Authority
SRF	Strategic Regeneration Framework
PRS	Private Rented Sector



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 13 October 2021
Subject:	Request from Telecoms Operators to site Telecommunications on Council owned land (Public Open Space) at Peel Brow, Ramsbottom	
Report of	Leader and Cabinet Member for Finance and Growth	

Summary

1. In March 2020 the Council agreed to the temporary location of telecommunications equipment operated by EE Ltd and Hutchison 3G UK Ltd on an area of open space on Peel Brow, Ramsbottom. The telecommunications equipment was installed to replace existing equipment located on a chimney of industrial premises located on Kenyon Street that was scheduled for demolition.
2. At the time, WHP Telecom Ltd (WHP) acting for the operators were negotiating with Ramsbottom Cricket Club to locate a permanent telecoms installation near their ground. The Council were subsequently informed by WHP that negotiations between them and the Club had broken down and as a consequence, WHP made a request to the Council that an area of land next to the temporary mast be considered as a permanent location for the telecommunications equipment.
3. WHP have asked that the Council grant their clients a lease of the land for a term of ten years. It should be noted that the telecoms operators will have rights to renew the lease.
4. In October 2020 WHP submitted an application for Prior Approval to the Planning department for the proposed permanent installation of the mast on the land at Peel Brow and this was granted in December 2020.
5. As the proposed location of the equipment is on land that is public open space, the Council advertised its possible disposal in the Bury Times on 4 and 11 March.
6. Four objections were received to the proposed disposal and so Cabinet is now asked to consider those objections and decide whether to agree to the disposal of the land via the grant of a lease to the telecoms operators.

Recommendation(s)

That Cabinet approve the grant of a lease to the telecoms operators.

Reasons for recommendation(s)

7. The lease of the site will maintain the provision of existing mobile telecommunications for the area and provide a site that will enable the rollout of technologies such as 5G to improve digital connectivity for the area.
8. It should be noted that the agreement with EE Ltd and Hutchison 3G UK Ltd would be subject to the Electronic Communications Code. The Code was created by Schedule 2 of the Telecommunications Act 1984. Electronic communication services are now classed as essential services – this includes landlines, mobile phones and internet services. To allow these services to be provided where they are needed, the Electronic Communications Code provides a statutory basis whereby communications providers can place their apparatus on land or buildings owned by another person or organisation, which includes land owned by Councils.

Alternative options considered and rejected

9. Refuse the request from the telecoms operators for a lease of the land.

Refusing the request could threaten the provision of the mobile telecommunications service to the area if an alternative location cannot be found.

Refusal could also result in the operators exercising powers enjoyed under the Electronic Communications Code which include the ability to apply to the Upper Tribunal (Land Chamber) seeking the imposition of the agreement. Further information on the Electronic Communications Code is provided in section 5, 'Background'.

10. Ask the telecoms operators to look for an alternative area of land on which to locate the telecommunications equipment.

This was discussed with WHP however we are informed that the Council's land at Peel Brow is the preferred location for the siting of the equipment.

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Background

11. The Council was approached by WHP Telecoms Ltd (WHP), acting as agents for EE Ltd and Hutchison 3G UK Ltd, in 2020 with a request to

temporarily relocate telecoms equipment to an area of grassed land on Peel Brow.

WHP's clients required the temporary site because the landlord of the location for the equipment, at that time, on the chimney of Kenyon Street Industrial Estate had intentions to develop the whole area and this would include the demolition of the chimney. The temporary site would maintain mobile phone and Emergency Service coverage in the area.

At the time, WHP were seeking to complete an agreement with Ramsbottom Cricket Club for a new permanent location for the telecoms equipment. It was agreed that the equipment could be temporarily re-located to the Council's land on Peel Brow and an agreement for the same was completed in April 2020. The annual rental payable for the temporary installation is £250 per year.

In the following few months, WHP informed the Council that the proposed agreement with the Cricket Club had broken down and WHP asked if their clients could locate the permanent mast at Peel Brow on an area next to their temporary mast.

WHP have proposed terms for a 10 year lease of the site at an annual rent of £750 plus the payment of the Council's costs in dealing with the lease. The proposed lease will have rights of renewal.

Please note that the Telecommunications Code has greatly reduced rental levels for telecommunications equipment. Valuations are to be based on the value to the landowner and disregard any value attributable to the use of the land as a location for telecommunications equipment.

12. Planning

WHP also requested permission to submit an application for grant of Prior Approval to the Planning Authority for the proposed permanent mast and it was agreed that they could do so, however it was made clear that this did not mean that the Council, in its capacity as landowner, was agreeing to grant a lease of the land.

The proposed permanent mast gained Prior Approval and a link to the application is provided below:

<https://planning.bury.gov.uk/online-applications/applicationDetails.do?keyVal= BURY DCAPR 56886&activeTab=summary>

13. Public Open Space

The land identified by WHP on Peel Brow is Public Open Space (POS) and as such the Council, in its capacity as landowner, is required to advertise that it is considering disposing of it. Advertisements are to be placed in the local press and any objections should be considered before a decision is made on whether to dispose of the land. It is usual practice for any

proposed disposal of POS that has received objections to be considered by Cabinet.

POS advertisements were placed in the Bury Times on 4 and 11 March and four objections were received. WHP have been informed of the objections and enquiries have been made with WHP to see if their clients would consider other locations for the permanent mast. WHP have confirmed that the land at Peel Brow remains the preferred location for their clients.

The objections received were from local residents and are included within the Background Papers at the end of this Report.

The objections to the disposal raise concerns that the equipment would be located:

- Within a children's play area
- On green space and within a wildlife corridor where wildlife can regularly be seen
- Close to allotments where foul are kept and food is grown
- Within an important part of the landscape that assists in sustaining the area as a vibrant community space/meeting place where parents are happy to let their young children play in safety and women feel safe to exercise and walk alone.

To address the objections, Planning have confirmed that the proposed location of the equipment is not within a play area and although it is located within a wildlife corridor, the siting of the equipment would not have any significant effect on its current functionality.

The Council's Parks and Countryside section, that control this area of land, have also confirmed that they have no objection to the siting of the equipment in this location.

14. Electronic Telecommunications Information

The Electronic Communications Code (the Code) regulates the legal relationship between landowners and certain network operators (licensed providers of electronic communications services). EE Ltd and Hutchison 3G UK Ltd are licensed providers.

The purpose of the Code and the main powers given to operators is set out below.

Electronic communication services are now classed as essential services – this includes landlines, mobile phones and internet services. To allow these services to be provided where they are needed, the Electronic Communications Code provides a statutory basis whereby communications providers can place their apparatus on land or buildings owned by another person or organisation, which includes land owned by Councils.

The main purpose of bringing in these changes is:

- To bring clarity to the law.
- To give operators clearer rights and greater flexibility.
- To facilitate sharing of existing and future apparatus.
- To advantage operators over landowners on the basis that this would be for the greater public good.

The Code Rights allow a statutory right for the operator to:

- Install electronic communications apparatus under or over the land.
- To keep installed electronic communications apparatus which is on, under or over land and to keep them installed.
- Inspect maintain adjust alter repair upgrade or operate electronic communications apparatus which is on under over the land or elsewhere.
- Carry out any works on the land for or in connection with the installation of electronic communication apparatus on, under or over land or elsewhere.
- To carry out any works on the land for or in connection with the maintenance, adjustment, alteration, repair, upgrading or operation of electronic communication apparatus which is on, under or over land or elsewhere.
- To enter the land to inspect, maintain, adjust, repair, upgrade or operate any electronic communication apparatus is on, under or over the land).
- To connect to a power supply.
- To interfere with or obstruct a means of access to or from the land (whether or not any electronic communications apparatus is on, under or over the land).
- To lop or cut back, or require another person to lop or cut back, any tree or other vegetation that interferes or will or may interfere with electronic communications apparatus.

If an operator cannot reach an agreement with the landowner, the Court can impose an agreement if:

- a) The prejudice caused to the landowner can be adequately compensated by money.
- b) The public benefit likely to result from the order outweighs the prejudice to the landowner.

There is some protection if the landowner intends to develop the land in question.

15. Exercise of Code Powers

The operator may serve a notice under para 20(2) of the Code on the Council setting out:

The Code right sought, all other terms the operator requires and seeking agreement to those terms

The Operator may apply to the Upper Tribunal (Lands Chamber) to impose rights

- 28 days after notice; or
- After a landowner refuses in writing to agree rights

If agreement cannot be reached the Tribunal will impose an agreement. Note that rents will be based on comparable use of the underlying land in a non-scheme world. The landowner is not permitted to profit from the increase in value caused by the public demand for data.

16. Summary of Operators Code Powers

The Electronic Communications Code provides operators with more powers than they previously enjoyed and unless the Council has grounds for not agreeing to granting rights, such as the intention to redevelop, then if the Council and the Operator cannot reach agreement, the Tribunal has powers to impose the agreement. Please note that the Tribunal is more likely to impose an agreement if a) the prejudice caused to the landowner can be adequately compensated by money and b) the public benefit likely to result from the order outweighs the prejudice to the landowner.

Links with the Corporate Priorities:

17. The siting of the telecommunications equipment at Peel Brow links to the 'Let's Do It' principles of 'Enterprise' and 'Delivering Together'.

'Enterprise' aims to offer a blend of opportunities to prosper which includes the provision of digital infrastructure.

'Delivering Together' – Digital and transport connectivity includes the aim to ensure that digital infrastructure underpins our future. This will be partly achieved by the delivery of 4/5G mobile.

Equality Impact and Considerations:

18. The outcome of the initial EIA has found that the placement of the telecommunications equipment at Peel Brow would not have an impact on any specific group with protected equality characteristics and is not relevant to the Public Sector Equality Duty.

Environmental Impact and Considerations:

19. The equipment would not impact on local carbon emissions.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
<p>The perceived risk to health from the location of telecommunications equipment.</p>	<p>The agents acting for the telecoms operators have provided a Declaration of Conformity with ICNIRP Public Exposure Guidelines.</p> <p>The declaration certifies that the proposed equipment and installation is in full compliance with the requirements of the radio frequency public exposure guidelines of the International Commission on Non-Ionising Radiation (ICNIRP), as expressed in EU Council recommendation of 12 July 1999 on the limitation of the exposure of the general public to electromagnetic fields (0Hz to 300GHz).</p>
<p>Refusing to grant a lease to the telecoms operators.</p> <p>EE Ltd and Hutchison 3G (UK) Ltd are licenced providers of electronic communications equipment and as such can exercise 'Code Powers' that are set out in the Electronic Communications Code.</p> <p>Should the Council refuse to grant the lease then the operators may apply to the Upper Tribunal (Lands Chamber) asking that they impose an agreement on the Council.</p> <p>It should be noted that the outcome of such an application is not certain however the Tribunal is more likely to impose an agreement if a) the prejudice caused to the landowner can be adequately compensated by money and b) the public benefit likely to result from the order outweighs the prejudice to the landowner.</p>	<p>Should the grant of a lease for this location be refused then the Council would work with the operators to try to find a suitable alternative site.</p> <p>It should be noted that discussions have been held with the operator's agent regarding alternative sites but the agent has confirmed that this location is the operator's preferred site.</p>

Legal Implications:

20. The Communications code was created by Schedule 2 of the Telecommunications Act 1984 as amended by schedule 3 of the Communication Act 2003. The code is set out in the body of the report.
21. Members are asked to consider the report and public objections to the grant of the lease. If Members are minded to agree to the recommendation the relevant supporting legal documentation with be entered in to.

Financial Implications:

22. The Councils legal costs of establishing the lease will be funded by WHP and there will be annual income of £750 per annum. This income stream is not significant but if the council was to refuse the lease, costs could be awarded to WHP if it was taken to tribunal.

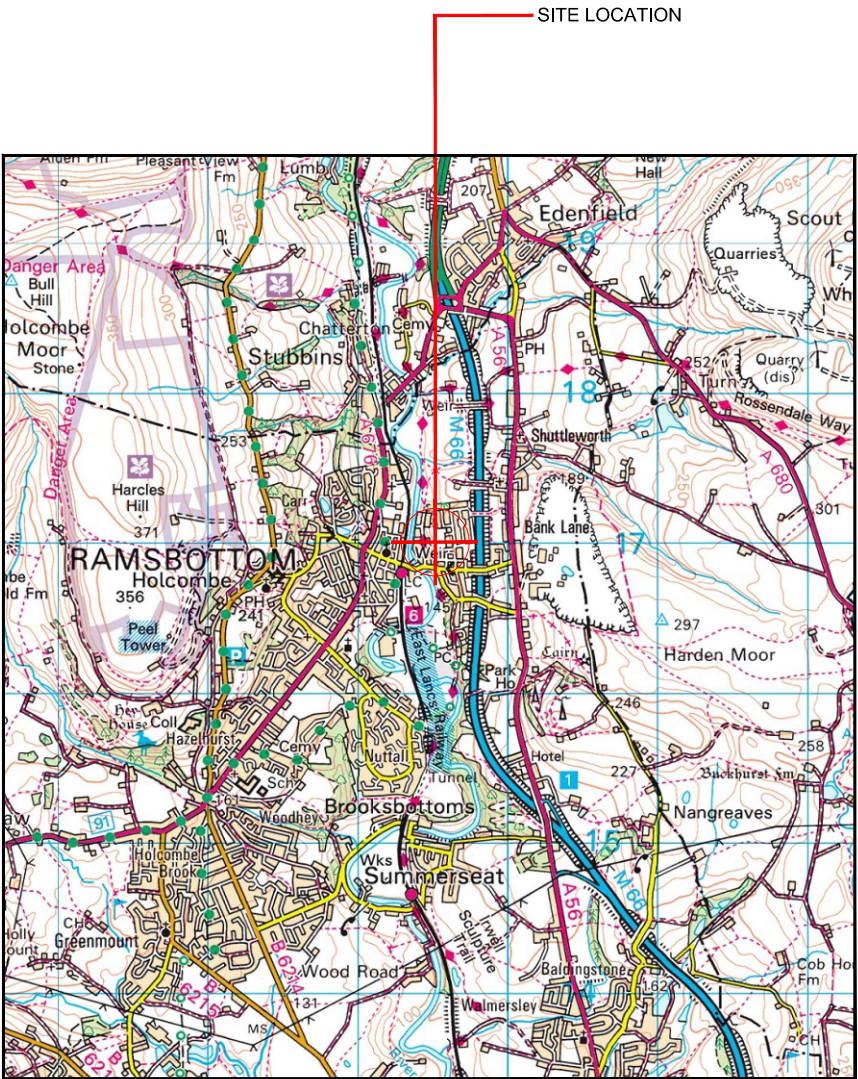
Background papers:

Appendix 1 - Site Plan / Installation Drawings

Appendix 2 - Objections

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

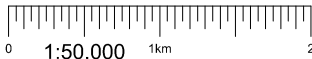
Term	Meaning



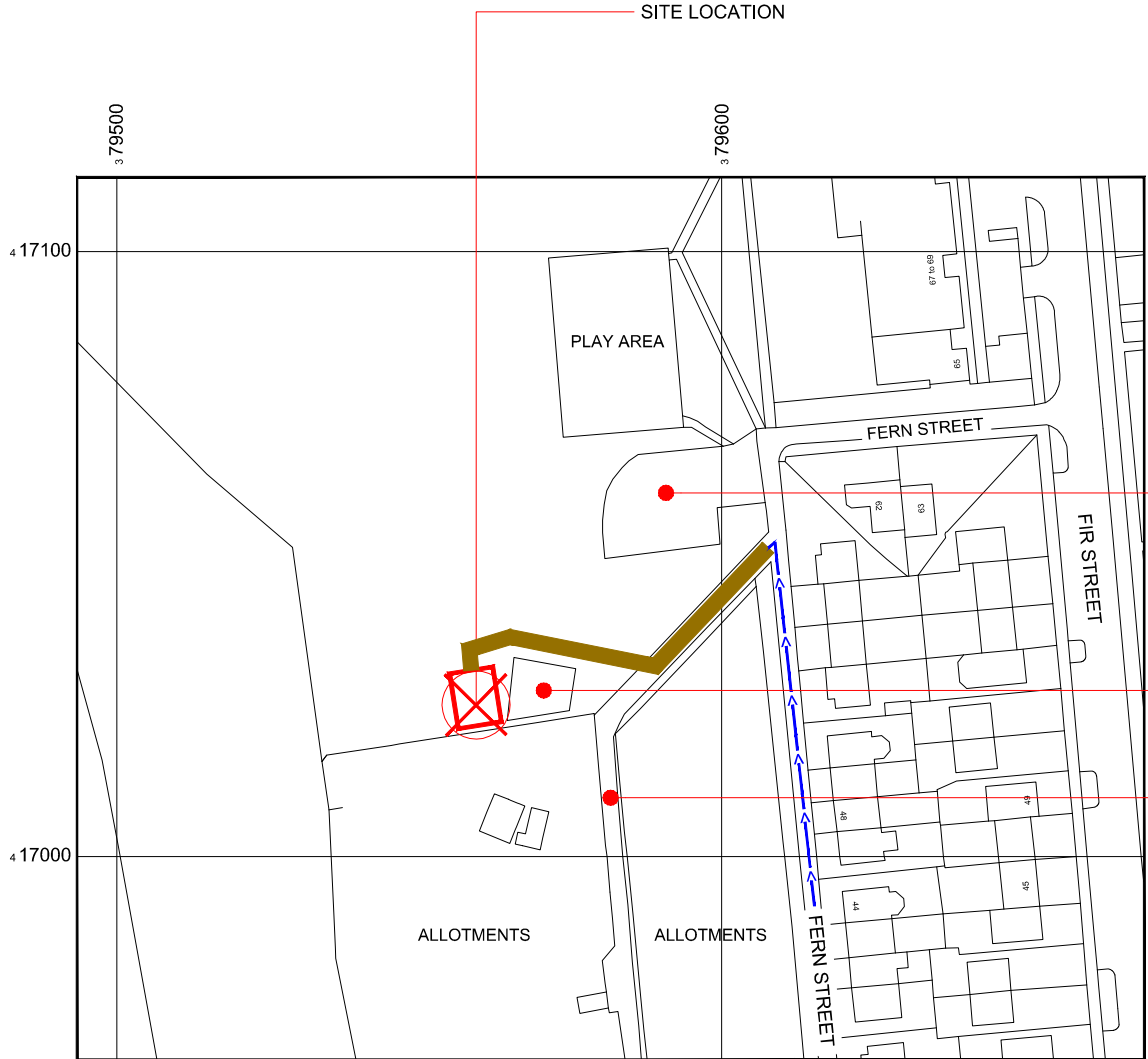
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SITE AREA PLAN

Scale 1:50,000



SITE PHOTOGRAPH

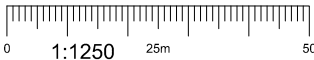


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NGR E: 379559 N: 417025

SITE LOCATION PLAN

Scale 1:1250



GOOGLE MAPS QR CODE

GOOGLE MAP - Hyperlink to map of the site

GOOGLE STREETVIEW - Hyperlink to streetview of the site

NOTES:

1. ALL DIMENSIONS IN MM UNLESS OTHERWISE NOTED.

From M66 junction 1 take the A56 North towards Ramsbottom. Just before the 'Eagle & Child' Inn turn left onto Peel Brow. Pass over the M66 and take the 4th right onto Fern Street. Site entrance is on the left hand side just after the allotments.

Site Provider's
Property Boundary:
Access Route To Site:
Access Route:



Master:	MBNL / EE / H3G:	Project:	Purpose of Issue:	Issue:
M001	MBNL	NTQ	Planning	A
Date:	18/09/20	Revision / Upgrade Description:		
Drawn:	J. BOOTE	First Issue		
Checked:	J. STOCKDALE			
Approved:	J. STOCKDALE			



Hutchison 3G UK Limited
Star House, 20 Grenfell Road
Macclesfield, SL9 1EH
Tel: 01628 765 000
Fax: 01628 765 001



Hatfield Business Park
Hatfield
Hertfordshire
AL10 9BW
Tel: 01707 315000
Fax: 01707 319001



Mobile Broadband Network Limited
Sixth Floor, Thames Tower, Station Road, Reading, RG1 1LX

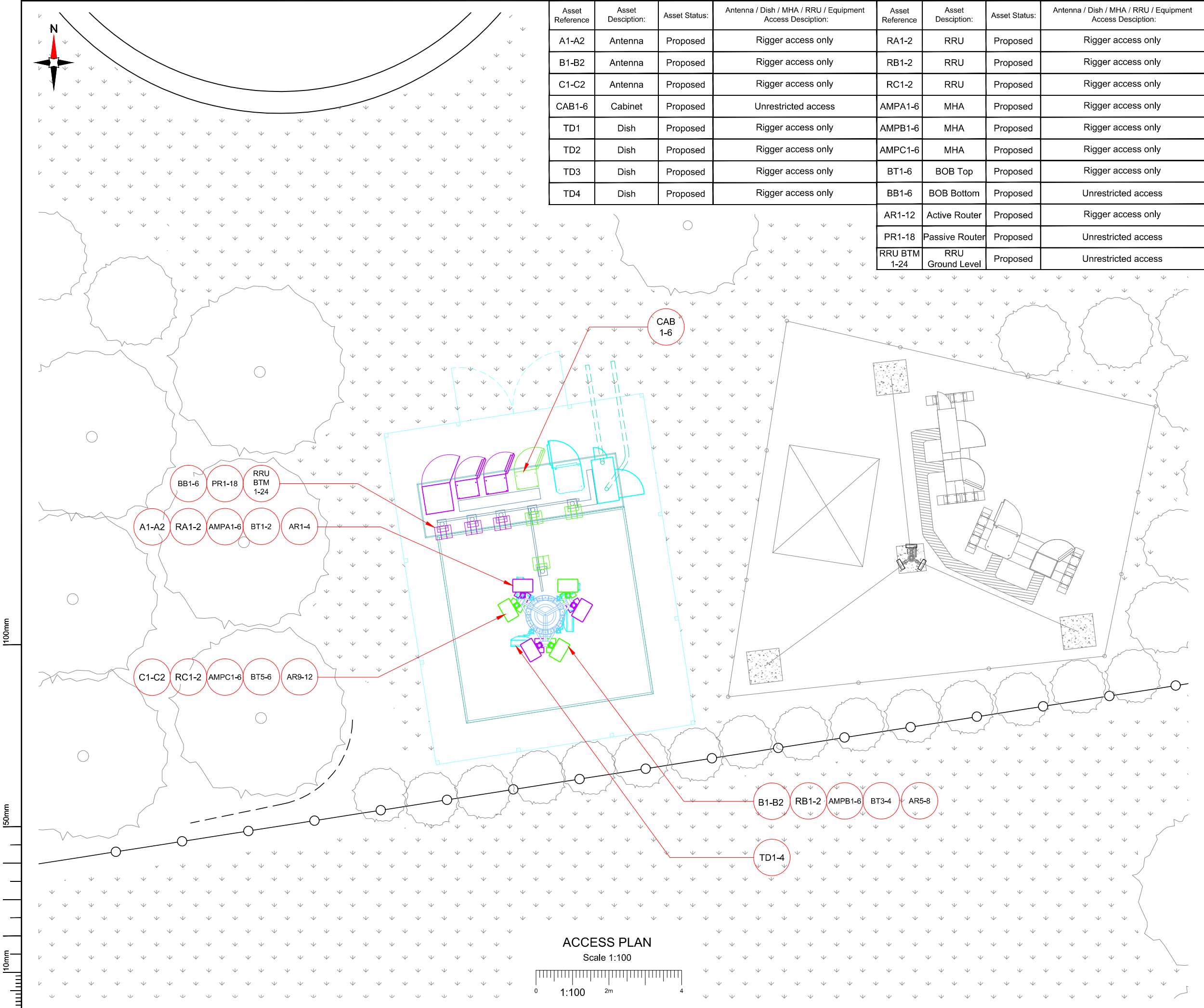
Design Consultant & Principal Contractor:



WHP Telecoms
Unit 1 Maple Park,
Low Fields Avenue, Leeds
LS12 6HH

Tel: 01133023550
e-mail: info@whptelecoms.com

Site Name:	PEEL BROW		
Site ID:	1621120		
Address:	PEEL BROW, FERN STREET, RAMSBOTTOM, BURY, GREATER MANCHESTER, BL0 0AL		
Title:	002 SITE LOCATION PLAN		
Project:	NTQ		
Purpose of Issue:	GENERAL ARRANGEMENT		
EE Cell ID:	MBNL Cell ID:	3UK Cell ID:	
79872	BRY089	-	
Master Drawing No:			Issue:
1621120_BRY089_79872_M001			A



NOTES:

1. ALL DIMENSIONS IN MM UNLESS OTHERWISE NOTED.

SHARED CONFIGURATION SITE	
RF CONFIG	H4b*

Master:	MBNL / EE / H3G:	Project:	Purpose of Issue:	Issue:
M001	MBNL	NTQ	Planning	A
Date:	18/09/20	Revision / Upgrade Description:		
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Fax: 01628 765 001

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0845 6043000
Available: 9am-6pm Monday to Friday

Hatfield Business Park
Hatfield
Hertfordshire
AL10 9BW

Tel: 01707 315000
Fax: 01707 319001

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Design Consultant & Principal Contractor:

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Tel: 01133023550
e-mail: info@whptelecoms.com

Site Name:

PEEL BROW

Site ID:

1621120

Address:

PEEL BROW,
FERN STREET,
RAMSBOTTOM, BURY,
GREATER MANCHESTER,
BL0 0AL

Title:

003 ACCESS PLAN

Project:

NTQ

Purpose of Issue:

GENERAL ARRANGEMENT

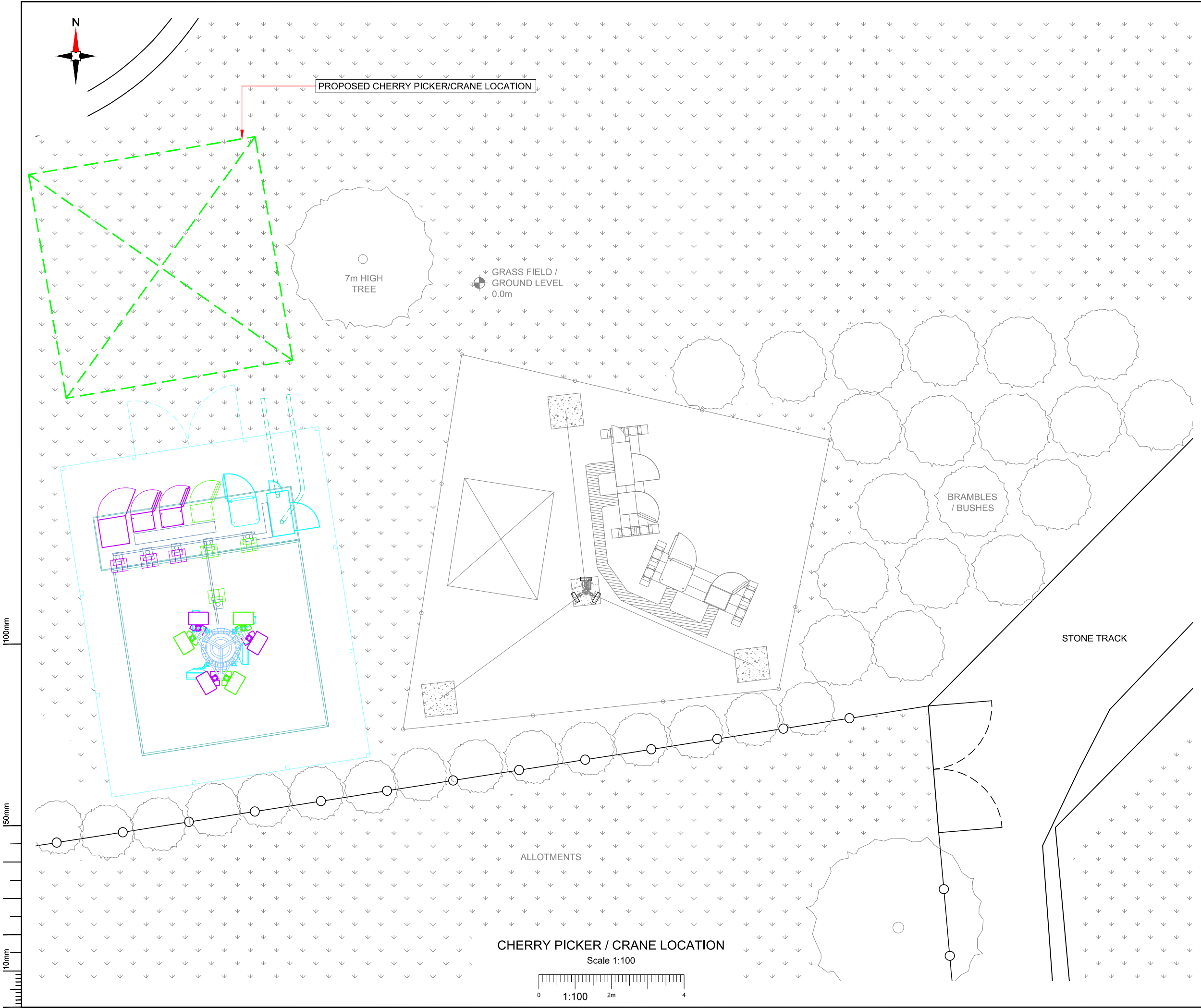
EE Cell ID:	MBNL Cell ID:	3UK Cell ID:
79872	BRY089	-

Master Drawing No:

1621120_BRY089_79872_M001

Issue:

A



NOTES:

1. ALL DIMENSIONS IN MM UNLESS OTHERWISE NOTED.

PROPOSED CRANE OR CHERRY PICKER LOCATION:

Master:	MBNL / EE / H3G:	Project:	Purpose of Issue:	Issue:
M001	MBNL	NTQ	Planning	A
Date:	18/09/20	Revision / Upgrade Description:		
Drawn:	J. BOOTE	First Issue		
Checked:	J. STOCKDALE			
Approved:	J. STOCKDALE			

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Available: 9am-5pm Monday to Friday

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Hertfordshire
AL10 9BW

Tel: 01707 315000
Fax: 01707 319001

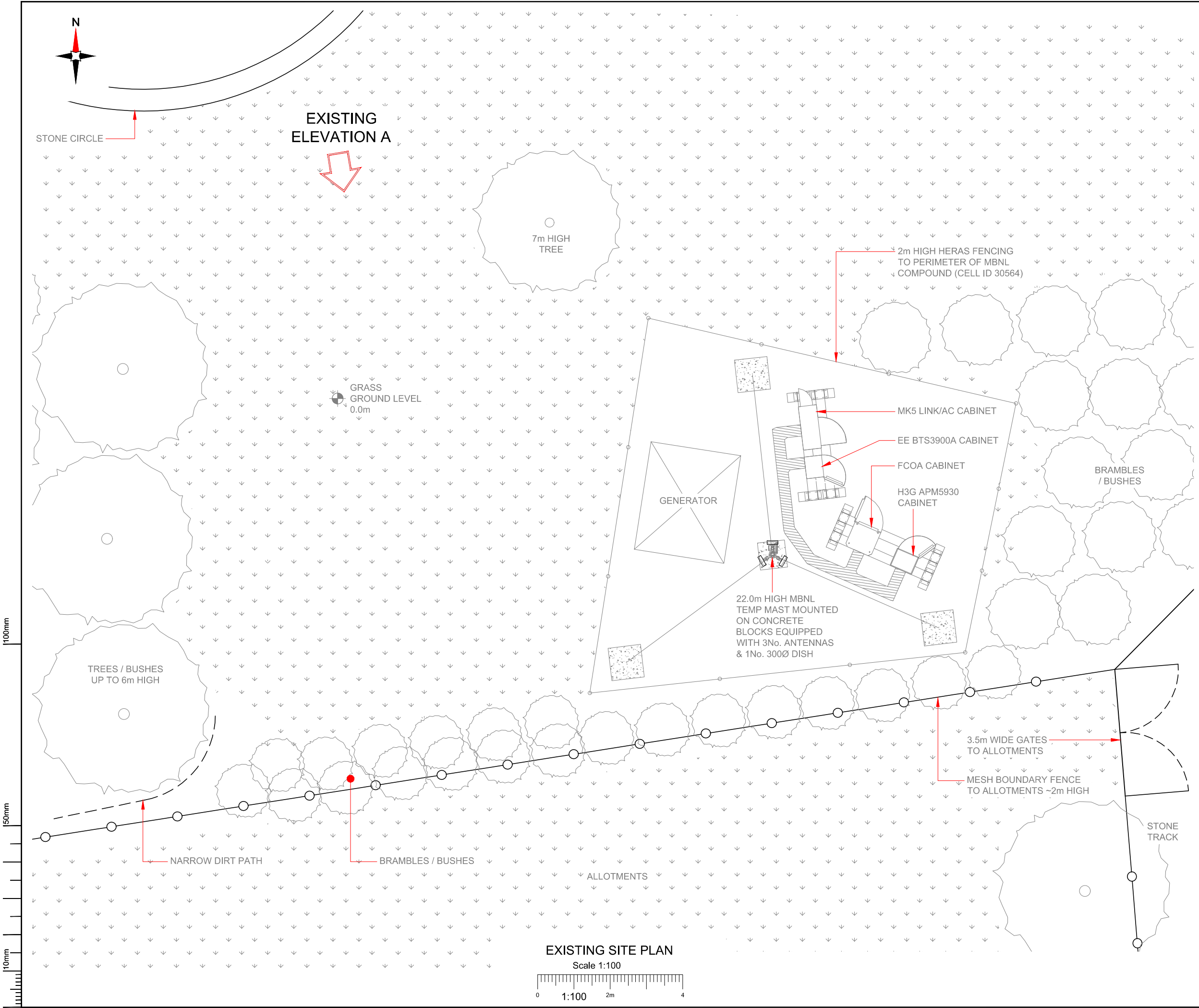
Mobile Broadband Network Limited
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Design Consultant & Principal Contractor:

WHP Telecoms
Unit 1 Maple Park,
Low Fields Avenue, Leeds
LS12 6HH

Tel: 01133023550
e-mail: info@whptelecoms.com

Site Name:	PEEL BROW				
Site ID:	1621120				
Address:	PEEL BROW, FERN STREET, RAMSBOTTOM, BURY, GREATER MANCHESTER, BL0 0AL				
Title:	005 CHERRY PICKER & CRANE LOCATION				
Project:	NTQ				
Purpose of Issue:	GENERAL ARRANGEMENT				
EE Cell ID:	79872	MBNL Cell ID:	BRY089	3UK Cell ID:	-
Master Drawing No:					Issue:
1621120_BRY089_79872_M001					A



NOTES:
1. ALL DIMENSIONS IN MM UNLESS OTHERWISE NOTED.

Master:	MBNL / EE / H3G:	Project:	Purpose of Issue:	Issue:
M001	MBNL	NTQ	Planning	A
Date:	18/09/20	Revision / Upgrade Description:		
Drawn:	J. BOOTE	First Issue		
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Approved:	J. STOCKDALE			



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AL10 9BW
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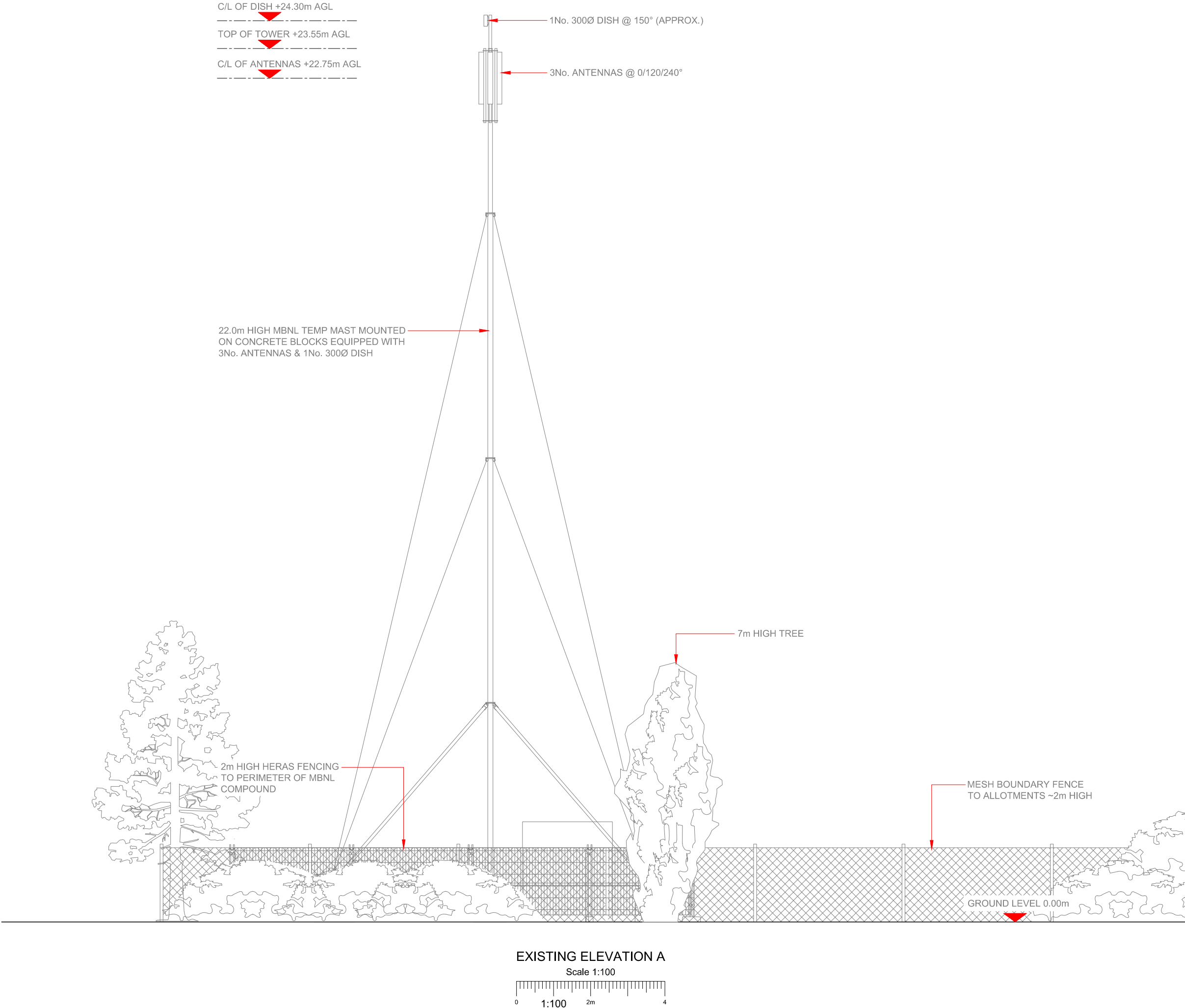
Mobile Broadband Network Limited
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Design Consultant & Principal Contractor:

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Low Fields Avenue, Leeds
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e-mail: info@whptelecoms.com


Site Name:	PEEL BROW		
Site ID:	1621120		
Address:	PEEL BROW, FERN STREET, RAMSBOTTOM, BURY, GREATER MANCHESTER, BL0 0AL		
Title:	100 EXISTING SITE PLAN		
Project:	NTQ		
Purpose of Issue:	GENERAL ARRANGEMENT		
EE Cell ID:	79872	MBNL Cell ID:	BRY089
3UK Cell ID:	-		
Master Drawing No:	1621120_BRY089_79872_M001		
Issue:	A		

100mm
50mm
10mm



NOTES:
1. ALL DIMENSIONS IN MM UNLESS OTHERWISE NOTED.

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Date:	18/09/20	Revision / Upgrade Description:		
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Design Consultant & Principal Contractor:



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Tel: 01133023550

e-mail: info@whptelecoms.com

Site Name:

PEEL BROW

Site ID:

1621120

Address:

PEEL BROW,
FERN STREET,
RAMSBOTTOM, BURY,
GREATER MANCHESTER,
BL0 0AL

Title:

150 EXISTING ELEVATION A

Project:

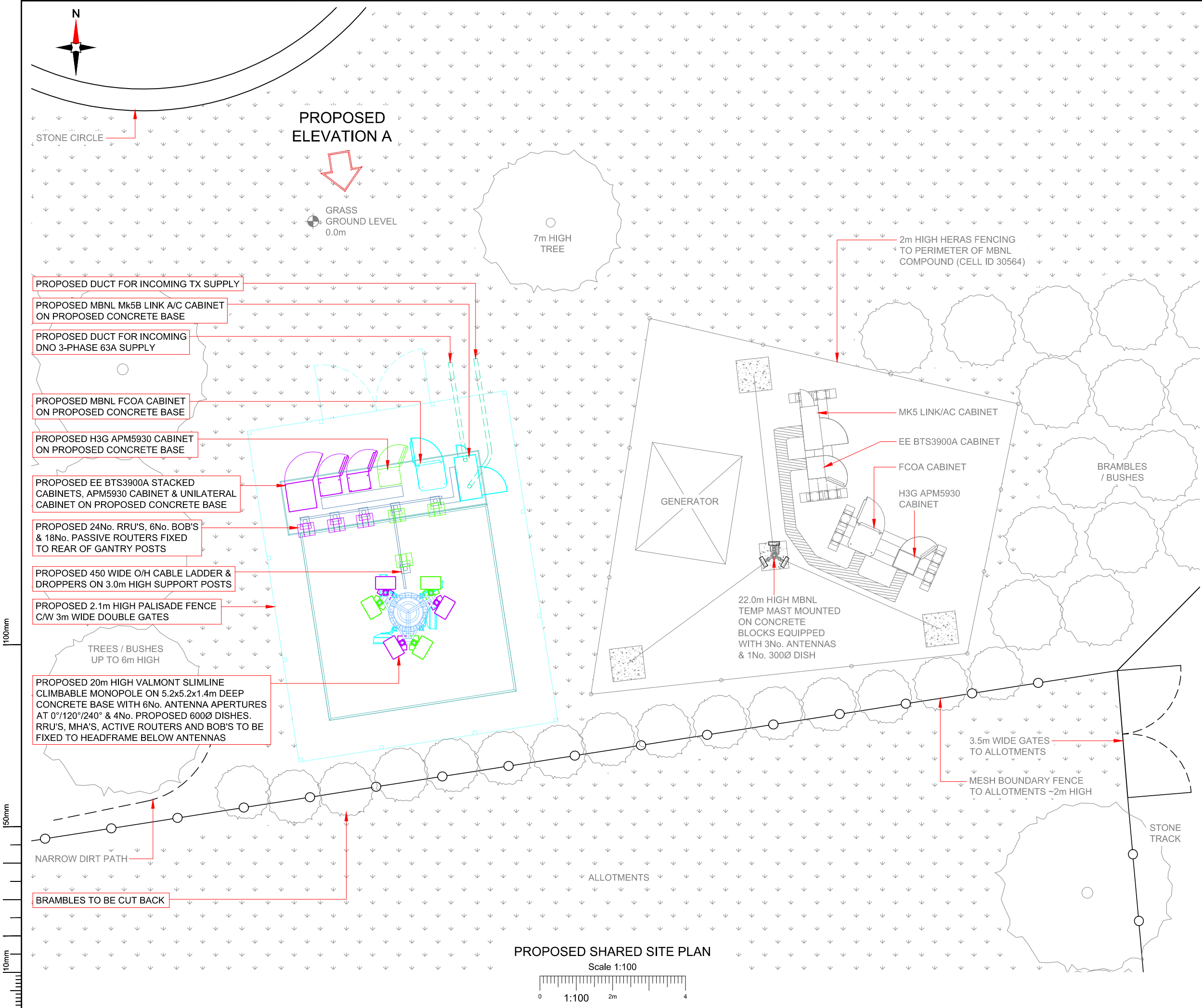
NTQ

Purpose of Issue:

GENERAL ARRANGEMENT

EE Cell ID:	MBNL Cell ID:	3UK Cell ID:
79872	BRY089	-

Master Drawing No:	Issue:
1621120_BRY089_79872_M001	A



NOTES:
1. ALL DIMENSIONS IN MM UNLESS OTHERWISE NOTED.

SHARED CONFIGURATION SITE

RF CONFIG

H4b*

Master:	MBNL / EE / H3G:	Project:	Purpose of Issue:	Issue:
M001	MBNL	NTQ	Planning	A
Date:	18/09/20	Revision / Upgrade Description:		
Drawn:	J. BOOTE	First Issue		
Checked:	J. STOCKDALE			
Approved:	J. STOCKDALE			



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LS12 6HH

Tel: 01133023550
e-mail: info@whptelecoms.com

Site Name:
PEEL BROW

Site ID:
1621120

Address:
PEEL BROW,
FERN STREET,
RAMSBOTTOM, BURY,
GREATER MANCHESTER,
BL0 0AL

Title:
200 PROPOSED SHARED SITE PLAN

Project:
NTQ

Purpose of Issue:
GENERAL ARRANGEMENT

EE Cell ID:	MBNL Cell ID:	3UK Cell ID:
79872	BRY089	-

Master Drawing No:	Issue:
1621120_BRY089_79872_M001	A



SHARED CONFIGURATION SITE	
RF CONFIG	H4b*

MBNL Mobile Broadband Network Limited
Sixth Floor, Thames Tower, Station Road, Reading, RG1 1LX

Site Name:	PEEL BROW
Site ID:	1621120
Address:	PEEL BROW, FERN STREET, RAMSBOTTOM, BURY, GREATER MANCHESTER, BL0 0AL

Project:	NTQ
----------	-----

EE Cell ID: 79872	MBNL Cell ID: BRY089	3UK Cell ID: -
-----------------------------	--------------------------------	--------------------------

Master Drawing No:	Issue:
1621120_BRY089_79872_M001	A

Max Configuration Antenna Aperture Schedule & RF Equipment Capacity																	
Antenna Aperture ID	Antenna Aperture Size (Length x Width x Depth)	Aperture Height C/L	Aperture Max Weight (kg)	Proposed Bearing	Tech:	Operator: Shared/ EE/H3G	Antenna Aperture Coordinates		RRU No. Max Size & Weight L=500mm W=400mm D=150mm Weight=25kg	MHA No. Max Size & Weight L=300mm W=300mm D=150mm Weight=10kg	Main Feeder			BOB Max Size & Weight (300x300x250mm & 5kg)		Active Router No. Max Size & Weight (370x260x150mm & 10kg)	Passive Router No. Max Size & Weight (350x220x150mm & 10kg)
							Eastings	Northings			Size	Length	No.	No. Top	No. Bottom		
A1	2200x550x350mm	18.90m	100kg	0°	2G/3G/4G/5G	EE	-	-	1	3	LDF5-50	25.0m	6	1	1	2	3
A2	2200x550x350mm	18.90m	100kg	0°	2G/3G/4G/5G	H3G	-	-	1	3	LDF5-50	25.0m	6	1	1	2	3
B1	2200x550x350mm	18.90m	100kg	120°	2G/3G/4G/5G	EE	-	-	1	3	LDF5-50	25.0m	6	1	1	2	3
B2	2200x550x350mm	18.90m	100kg	120°	2G/3G/4G/5G	H3G	-	-	1	3	LDF5-50	25.0m	6	1	1	2	3
C1	2200x550x350mm	18.90m	100kg	240°	2G/3G/4G/5G	EE	-	-	1	3	LDF5-50	25.0m	6	1	1	2	3
C2	2200x550x350mm	18.90m	100kg	240°	2G/3G/4G/5G	H3G	-	-	1	3	LDF5-50	25.0m	6	1	1	2	3

NOTE:
THERE MAY BE UP TO 2 ANTENNAS PER APERTURE
SUBJECT TO SITE SPECIFIC RADIO DESIGN

Passive Infrastructure Equipment Capacity		
A	B	C
H4b*	H4b*	H4b*

STATUS KEY:

Installed: Existing
Retain: Existing and to remain
Relocate: Existing and to be relocated
Remove: Existing to be removed from site
Proposed: New on site

Master:	MBNL / EE / H3G:	Project:	Purpose of Issue:	Issue:
M001	MBNL	NTQ	Planning	A
Date:	18/09/20	Revision / Upgrade Description:		
Drawn:	J. BOOTE	First Issue		
Checked:	J. STOCKDALE			
Approved:	J. STOCKDALE			



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MBNL Mobile Broadband Network Limited
Sixth Floor, Thames Tower, Station Road, Reading, RG1 1LX

Design Consultant & Principal Contractor:



WHP Telecoms
Unit 1 Maple Park,
Low Fields Avenue, Leeds
LS12 6HH

Tel: 01133023550
e-mail: info@whptelecoms.com

Site Name: PEEL BROW

Site ID: 1621120

Address: PEEL BROW,
FERN STREET,
RAMSBOTTOM, BURY,
GREATER MANCHESTER,
BL0 0AL

Title: 301 PROPOSED SHARED ANTENNA
SCHEDULE & LINE CONFIGURATION

Project: NTQ

Purpose of Issue: GENERAL ARRANGEMENT

EE Cell ID:	MBNL Cell ID:	3UK Cell ID:
79872	BRY089	-

Master Drawing No:	Issue:
1621120_BRY089_79872_M001	A

Support Structure Schedule										
Structure ID	Status	Equipment Description / Type	Structure Manufacturer	Height AGL (m)	Colour (RAL Colour)	Headframe Details	Foundation / Support Grillage / Host Structure Details	Support Bolt Details	MBNL Ref:	Comments
ST1	Proposed	SLIMLINE MONOPOLE	VALMONT	20m	GALVANISED	-	5.2m x 5.2m x 1.4m RC base	-	-	TO BE INSTALLED ON A NEW CONCRETE BASE

Equipment Schedule													
Equipment ID	Quantity	Status	Equipment Description / Type	Equipment Manufacturer	Dimensions (W x D x H)	Weight (kg)	Colour (RAL Colour)	Material	Location	Power	Power cable length (m)	MBNL Ref:	Comments
CAB1	1	PROPOSED	MK5B LINK AC	-	1200x600x1600	-	GREY	STEEL	OUTDOOR	-	-	-	ON CONCRETE BASE
CAB2	1	PROPOSED	EE/H3G - FCOA	NOKIA	770x770x1550	-	GREY	STEEL	OUTDOOR	-	-	-	ON CONCRETE BASE
CAB3	1	PROPOSED	EE - APM5930	HUAWEI	600x480x1000	-	GREY	STEEL	OUTDOOR	-	-	-	ON 200 HIGH PLINTH ON CONCRETE BASE
CAB4	1	PROPOSED	EE - BTS3900A	HUAWEI	600x480x1400	-	GREY	STEEL	OUTDOOR	-	-	-	ON 200 HIGH PLINTH ON CONCRETE BASE
CAB5	1	PROPOSED	EE - UNILATERAL	-	770x770x2200	-	GREY	STEEL	OUTDOOR	-	-	-	ON CONCRETE BASE
CAB6	1	PROPOSED	H3G - APM5930	HUAWEI	600x480x1000	-	GREY	STEEL	OUTDOOR	-	-	-	ON 200 HIGH PLINTH ON CONCRETE BASE

POWER SCHEDULE					
Supply Status	Type	Supplier	Supply Type	Location	Comments
PROPOSED	DNO	TBC	3 Phase 63A	MK5B LINK/AC CABINET	-

STATUS KEY:

Installed:

Existing

Retain:

Existing and to remain

Relocate:

Existing and to be relocated

Remove:

Existing to be removed from site

Proposed:

New on site

LOCATION KEY:

Outdoor:

Located outside

Indoor:

Located within an equipment cabin or equipment room

Internal:

located inside a cabinet or item of equipment

Master:

M001

MBNL / EE / H3G:

MBNL

Project:

NTQ

Purpose of Issue:

Planning

Issue:

A

Date:

18/09/20

Drawn:

J. BOOTE

Checked:


J. STOCKDALE

Approved:

J. STOCKDALE

Revision / Upgrade Description:

First Issue



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Mobile Broadband Network Limited

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Design Consultant & Principal Contractor:



WHP

WHP Telecoms

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Tel: 01133023550

e-mail: info@whptelecoms.com

Site Name:

PEEL BROW

Site ID:

1621120

Address:

PEEL BROW,
FERN STREET,
RAMSBOTTOM, BURY,
GREATER MANCHESTER,
BL0 0AL

Title:

305 EQUIPMENT SCHEDULE & SUPPORT STRUCTURE DETAILS

Project:

NTQ

Purpose of Issue:

GENERAL ARRANGEMENT

EE Cell ID:

79872

MBNL Cell ID:

BRY089

3UK Cell ID:

-

Master Drawing No:

1621120_BRY089_79872_M001

Issue:

A

100mm

50mm

10mm

10

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Objection 1

Objection to Disposal of Public Open Space Land @ Peel Brow, Ramsbottom, Bury

Points

1.

This open space land is a children's recreation area - if you have children would you accept them playing under this 5G mast without prior knowledge of health and well-being implications?

2.

It is a green open public space, with wildlife (deer, foxes and other wildlife) often seen. A right of way over public land for local people.

The planning officer of this application failed to recognise that this grassy area is an overgrown recreation area. Lacking maintenance.

3.

No other open space in this vicinity for children to be allowed to go alone to for exercise. and it is visible for nearby residents to monitor their children.

4.

There are allotments present next to this site where fowl, foods are grown for human consumption. With the obvious conclusion they will be consumed could there become a health issue?

Will access and usage of said plots be affected?

5.

The reputedly temporary mast placed there without planning permission or consultation with residents - pre-required of dangers to health updating and so it goes on.

6.

Nowhere is there any information, statistics/regulations to appease resident's worries for their families and their health?

7.

Another position much less intrusive could/should have been made available by yourselves. Perhaps the field at the rear of the Ex soap works which was apparently a more ideal site. Why then was the field land owner not approached to see if some conclusion could come from this?

Bath, Preston and other Councils across the country banned the structures from near parks, recreational areas as they have the same worries for public safety as ourselves.

8.

As a local Council you have a duty of care to the residents of this borough in your code of practice.

I therefore ask you to say no to this application. 'To misuse a quote - All lives matter.'

Objection 2

Dear Sir/Madam

I am writing to express my absolute and total objection to the proposed land lease of the children's play area off Fern Street Ramsbottom.

I am sincerely hoping that your department are the department to do the correct thing, unlike the planning department which has already passed this. It is for you to stand up for the moral and human rights of the local residents and most especially the children who play in the play area (the clue is in the name).

It must be noted that the planning application was totally and completely flawed from the outset. In the application there was not one mention anywhere of the true location - i.e. a children's play area, then in the planning permission there was not one mention anywhere of the true location - i.e. a children's play area. Does this sound right? I think not.

As it is a 5G telecom's mast which will be erected on this land it is absolutely paramount that this lease does not go ahead as it will mean the mast being placed on a children's play area - not acceptable in any way.

Were this to make the daily papers Bury Town Hall will be a laughing stock and suspected of a grave disservice to the children of Ramsbottom.

Anyone reading the planning application can easily see how flawed it is and also the amount of lies and deceit on both sides the applicant and the planning department.

In a delegated report by Helen Leach she has actually stated that there were over 20 objections on the grounds that this is a children's play area yet the application was passed and signed by one man - unbelievably it did not go before the planning committee. It appears that the objections were not taken into account and this is totally against democracy as we know it. The people who objected live near the site and are the ones most affected and yet they have not had a voice in this situation.

The worst case scenario is corporate manslaughter further down the years, is this a risk you are willing to take? I hope not. I feel ashamed that I pay my rates to this town hall if they allow this to go ahead, and I know I am not alone. Please act now to restore our faith in the service you are charged to provide, a service for the people of this town, for the people not against the people. I implore you to do the right thing.

Objection 3

19 March 2021

Dear Sir/Madam

I write to object to the proposed sale/lease of part of a children's play/recreation area situated at Peel Brow /Fern Street in Ramsbottom to a multi million pound organisation to site one of its experimental phone masts on. It has simply been described as a public open space by Bury MBC.

- This land forms part of a public open space over which there are public rights of way.
- This open space serves the residents of the densely populated area on Peel Brow and Fern Street where there are hundreds of houses and thousands of residents within walking distance. The density of this population in the area is growing significantly year on year. This public open space provides a much needed nearby green lung/recreational area benefiting the physical and mental health of the many residents and those working nearby. In particular local young people/children. Public Health England should be consulted about the loss of this public Open Space and the impact on children's lives and health.
- It is also an important part of the landscape and assists in sustaining the area as a vibrant community space/meeting place where parents are happy to let their young children play in safety and women feel safe to exercise and walk alone.
- There was a reason why this was designated an open public space and Bury Council should actually make some effort to remind itself of this and what such is for. The reasons have not changed. It is local to a community many of whom do not have access to other nearby open

public space. No part of it should be removed from the public. This is a fundamental principle.

- It also forms part of a rich tranquil wildlife corridor where birds, foxes and deer are regularly seen. This allows local children to learn about nature as part of their education.
- This public open space is also a necessary green lung given the proximity of Kenyon Street which contains a number of noisy and polluting industries as well as heavy visiting traffic
- This open public space forms part of a bigger Children's Play/Recreational Area which includes a playground with swings, slides etc, a stone whispering wall, a grassy area for games, dog walking and exercise/recreational activities. A great deal of public money has been spent developing and maintaining this well used open public space and it should remain intact and untouched by outside multi million pound commercial organisations with their own agendas and interests – as an aside the exact expenditure is currently being withheld from me as a result of Bury Council's failure to comply with its Freedom of Information obligations this failure has been referred to the Information Commissioner.
- The existence and function of open spaces must be considered by Bury MBC when considering proposals which may affect such spaces and the sale/lease of part of the open space to EE or to anyone will in any view adversely affect this space and its users.
- There are well established public rights of way over the whole of this public space including that part for sale/lease.
- Another important consideration is the use to which the proposed buyer/lease holder will use the land which is to site a large intrusive experimental mobile phone mast which has no place in a well used open public space/ children's play area. This is likely to result in a real reluctance to use the area due to this inappropriate structure's location. Bath Council, Halesowen Council and Preston Council have all refused permission to this contractor and its backer EE to site mobile phone masts in public open spaces and in particular close to or in public parks. There is a clear pattern of behaviour on the part of this mobile phone operator and its contractors which the more informed local authorities have blocked.
- Open public spaces should not be for sale or lease. This is not their purpose. Private control or ownership of such is indefensible, unethical and immoral as are those whose actions facilitate such.
- The sale or leasing of this open public space raises Equality Duties under the Equality Act. It will impact disproportionately on the young who use this play area in the greatest numbers. Age is a protected characteristic and taking this land from the local community will impact most on the young who have few facilities in Ramsbottom as it is. It will also have a greater impact on the disabled and elderly who have a greater need for very local leisure and recreational facilities. Its removal will adversely impact upon these groups to a greater extent. Again raising equality duties.
- A number of allotment users whose plots back on to this Open Space will find it difficult if not impossible to access their allotments if this open space is sold/leased

- Bury MBC has a responsibility to protect, enhance and maintain public rights of way. The sale of this open space fails to do this.
- It is also arguable that this open public space forms part of the Green belt which is protected.
- It is arguable that Sports England should be consulted given that this open public space is a recreational area and the sale / lease to EE affects its recreational value and the local community who use it.
- To date an email request by me for specific information about the sale/lease of this public open space has been ignored by Bury MBC's property department this alone renders this open space process defective.
- Why has Bury Council failed to state in its public notices about this proposed sale that this open public space is a children's play/recreational area ?

Please confirm receipt of this objection letter by return which I reserve the right to add to should the information requested in earlier emails actually be provided.

Yours faithfully

Objection 4

I am a local resident, living on Peel Brow estate Ramsbottom. I am extremely upset that a temporary mobile phone mast has been placed on our children's park. I understand that planning has been agreed to make this permanent. The mast has been placed at the heart of our community, on our children's park which is also a much used recreation/exercise area for local people, aside our allotments, very close to our vulnerable adult care facility, and recklessly close to our homes. The temporary mast has been pumping out diesel fumes since it was initiated, this has caused awful fumes to be released without care into our community. Workmen have left the site with deep holes, torn up grass and churned up mud without any concern for the safety of local residents who exercise daily at the site. Our community has had little or no say in this matter, it has been imposed on us in a very authoritarian way and we all feel violated and down trodden. This has been especially difficult during the pandemic as it has affected our ability to get together and protest our concerns. I implore you to communicate with Clare Cummins, our representative in this matter and give us an opportunity to stop the mast being installed permanently and the swift removal of the temporary mast. If a mast is a must have requirement, please allow communities to be part of those consultations and decisions about where we all agree they should be placed.



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	13 th October 2021
Title of report:	Funding Bury Art Museum Roof
Report by:	Councillor Charlotte Morris – Cabinet Member: Culture and The Economy Councillor Eamonn O’Brien – Cabinet Member: Leader of the Council
Decision Type:	Non key
Ward(s) to which report relates	All Bury Wards

Executive Summary:

Bury Art Museum requests to access capital reserves earmarked for arts related activity, in order to support a funding application to Art’s Council England’s Museum Estate and Development Fund (MEND) fund which will enable the renovation of the gallery’s roof. The Gallery’s roof needs urgent attention to stop water ingress into the building which if left unchecked will lead to significant damage to the building and poses a serious threat to the Borough’s collections held within. The water ingress also effects the Library Service, which is in the same building as the gallery. Recent leaks have impacted in Bury Library on the ground floor, causing disruption to the service as the water made its way down to the electrical switchboard.

Vulnerable work from the collection has been removed from display in areas of the gallery that are most at risk. If work is not undertaken within 18 months, this will escalate and potentially leading to limited access to work on display and restricted access to areas for the gallery for the safety of both staff and visitors. Remedial works have helped short term but have not addressed the core problems.

Some remedial work has been attempted over the past 20 years but a longer-term solution needs to be implemented.

Recommendation(s)

That:

- Members to note that a funding application has been made to the Museum Estate and Development (MEND) fund support the work on the gallery roof, in order to preserve the building and the collections within. If this is successful Members are requested to approve that circa £201,000 is released from the Capital Reserve to meet the cost of the required works.
- If the funding from MEND is not received, Members are asked to recommend to Council that the costs are met from the capital budget.

Reasons for the decision:

The money in the capital reserves has already been earmarked for investment into the Arts Service. The decision to use the money from the reserves is good management of risk to the gallery as it will prevent further disrepair of the gallery roof, further deterioration of the building and further risk of damage to the Borough's Collections.

Other options considered and rejected:

Bury Art Museum initially requested funding of £30k to carry out work to improve better access to the roof in order that some remedial repairs could be undertaken. It is currently unsafe for anyone to access the roof. Having consulted with architectural services and in view of the roof's age, along with health and safety considerations a condition survey was commissioned to provide a view on the best way forward. The conclusion was that remedial work might help to arrest the situation in the short term but it is merely treating the symptoms and not addressing the causes.

Context

Bury Art Museum opened in 1901 and was purpose-built to display the Wrigley Collection of Victorian art gifted to the people of Bury; a condition of the gift was that a gallery was built to house it. It is a grade II listed building, situated in Bury's conservation zone and houses the borough's treasures. The Wrigley Collection contains work of influential British painters (early 1800s), including works by JMW Turner, John Constable, Sir Edwin Landseer and Sir George Clausen. The significance of the works in the collection has been recognised both nationally and internationally and is valued at over £25million. There are over 2,000 works of art and 60,000 museum objects in the collection – a social history museum was added in 1907. Selections from the Collection are on continuous display, it is our duty to preserve the collections and make them accessible to visitors, including for 180,000 Bury residents.

The Victorian roof architecture was not designed to accommodate the sudden deluges and high volume of rainwater that we are now experiencing due to climate change. There is visible damage internally which has progressively worsened over past year; the ornamental plasterwork falling from upper levels poses a serious Health and Safety threat to both staff and visitors. Internal repairs cannot be contemplated until the structure of the roof and consequent water ingress is rectified.

A comprehensive condition survey has been undertaken by Bury's Architect's Services and the final report was presented to Bury Art Museum January 2021.

Key Recommendations of the Condition Survey:

- Replace failing original roof lights for energy efficiency, ventilation, UV protection to exhibits
- Lead works/slate to be removed/re-fixed. Incorporating insulation/high-performance breathable underfelt
- Gutters/Rainwater goods to be replaced, providing safer access to roof - will hold/dissipate rainfall
- New up & over access onto roof and edge protection
- High Level Stone coping, facing, pediment, brickwork repairs/replacement
- Associated internal repair works and electrics for operation of new roof lights
- Better internal access at high level to comply with H&S, and better internal movement between areas to allow maintenance & inspection access

Proposals

Undertaking the proposed work will increase the capacity of the drainage on the roof and will eliminate the water ingress into the building. As a result the work will:

- Safeguard the integrity and fabric of a Grade II Listed building in Bury's conservation area and protect the internal features – ensuring the buildings longevity
- Protect the borough's collection, preserving for future generations
- Improve drainage, insulation, H&S requirements
- Improve the environmental sustainability and energy efficiency of the building
- Contribute to improved financial resilience for the organisation by reducing maintenance and running costs long term
- Make safe for staff/visitors/inspections – regular maintenance work on the building.

Bury Art Museum has been shortlisted to submit a funding application to the Museum Estate and Development (MEND) fund, this is an external fund administered by Arts Council England. It is not often that funding is available for capital work on museums and galleries, we are very fortunate to have been shortlisted as there is a lot of competition for this fund. This is the ideal opportunity for us to try and secure, the majority of, the funding for the roof from an external source. Match funding is required from Bury Council but this will be considerably less than if the Council were to fund the whole project. It has been identified and proposed that the match funding comes from the Capital Reserve, of which £547k is earmarked for arts activity. This money was set aside for the Arts Service following the sale of the painting *A Riverbank* by LS Lowry, sold by Bury Council in 2006.

The total projected cost of the project is £1,005,045. The costs projected by the Architects Service (January 2021- detailed in the Gallery Roof Condition Survey) are deemed to be robust enough that they will still be accurate when the works are tendered. However, there is no like for like building or scope of works to compare the project and work against as it is a unique old building.

£804,045 is being requested from the MEND fund, £201,000 match funding is requested from the Capital Reserves.

It is very rare that funding opportunities arise for capital work to museums and galleries. If the work on the roof is not carried out the building will only deteriorate and the collections within it will be at greater risk, with increasing risk to staff and visitors.

Community impact/links with Community Strategy

Bury Art Museum opened in 1901, purpose-built to display the Wrigley Collection of Victorian art, gifted to the people of Bury, a condition of the gift was that a gallery was built to house it. The collections housed within the gallery, which have grown considerably since 1901, are a fantastic and unique resource for the people of Bury and beyond. The gallery's core purpose is to care for and preserve the collection for the residents of Bury and wider visitors; to interpret them and provide access. Using the collection's, the gallery team engages with a wide range of groups and organisations from within the community.

Linked to Bury's *Let's do It* Strategy

(Local, Enterprise, Together, Strengths-based)

- As a key cultural attraction in the Borough, Bury Art Museum its collections and related activities and events attract visitors to the borough who then spend money in the gallery shop and café and in the town, contributing to the cultural economy.
- Improvements to the building will contribute to reductions in carbon emissions and reduction in energy costs.
- BAM's use of collection to contribute to regeneration projects, e.g. *Spirit of a Place* is generating interest in the local heritage, reigniting civic pride, using the collection to understand the history of the townships and neighbourhoods and engaging communities. The essence of the *Spirit of a Place* project is to engage local people with a key part of Bury's heritage. Actively involving residents in the exploration of the cultural heritage of the area, instilling a sense of civic pride about Bury's heritage. The project promotes health and wellbeing, encouraging people to get outside and explore and respond creatively to an area of Bury Town Centre. Throughout the Lockdown period *Spirit of a Place* has given people a focus and sense of purpose and brought individuals together through Sketchbook STILL Social, one of Bury Art Museums Social Media platforms. The project has also given local people an opportunity to contribute to an exhibition at BAM.
- The BAM team, uses the collection to support other services and the groups that they work with such as Bury Adult Learning, ESOL Learners and NHS groups working with residents within various mental health issues such as anxiety and depression; work with other organisations such as Small Things – Storybox – creative café using the café to engage people with dementia and their family and carers.

- The BAM team, uses the collection to engage formal and informal learners – linking to the national curriculum and broader topics covered at school/college/university – creating learning experiences and opportunities in non-classroom-based environment. Our Victorians and WWII sessions for schools attract schools from across the northwest as well as the Borough.
- The BAM team, uses the collection to inspire artists and practitioners and visitors to create work and gain a deeper understanding of current issues including those relating to LGBTQ and BAME groups, creating opportunities for inclusive engagement. Using the collection to prompt responses from individuals around these issues – contributing to the community voice.

Equality Impact and considerations:

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.*

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.

Equality Analysis	<i>Please provide a written explanation of the outcome(s) of either conducting an initial or full EA.</i>
<p>The Equality Impact has been considered and there will be no negative effect on any individuals or groups. The project will have a positive impact allowing us to continue to use the collections to engage all residents across the borough.</p> <p>During the delivery of the project, we will have to close the building to the public, the arts team will use this time to continue to deliver activity to the gallery's audiences through a mixture of online activities and events and outreach projects. During the temporary closure imposed by COVID restrictions the gallery team very successful delivered online and outreach activities, maintaining engagement with existing visitors and creating new audiences - we have an</p>	

established model to follow, using the opportunity to strengthen relationships with the local community.

**Please note: Approval of a cabinet report is paused when the 'Equality/Diversity implications' section is left blank and approval will only be considered when this section is completed.*

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
If we don't have the match funding the success of the application to the MEND fund is jeopardised - match funding is an essential criteria of the bid. If we don't secure funding to do the work on the roof, the building, services and the collection held within are at serious risk. If the funding application to MEND is not successful we would need to explore further the use of the Capital Reserve.	.

Consultation:

Bury Architectural Services – produced condition survey for the gallery roof

Historic England - Site visit 8th September

Arts Council England – MEND fund – consultation prior to submitting the funding application

Legal Implications:

The constitution sets out (3.1.1 2b) that any amendment to the financial framework (capital investment budget) within year is a decision to be taken by Council on recommendation from the Cabinet. If the funding request is successful this matter will not need to proceed to Council.

Financial Implications:

There is a capital reserve which has sufficient funds to meet the Councils match funding contribution of £201k if the bid to MEND fund for £804,045 is successful.

However, should the bid be unsuccessful in total or in part then the Council would need to review and reprioritise its capital programme to meet the additional costs of this scheme.

Report Author and Contact Details:
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Background papers:

Bury Art Gallery and Museum Roof Condition Survey (available on request)

- Addendum One: Lathe & plaster ceilings note (in Condition Survey)
- Addendum Two: Anthesis Decarbonisation Report
- Addendum Three: St Gobain Glass – Double glazed unit information
- Addendum Four: Drawing A100-Existing drone roof layout plan
- Addendum Five: Drawing A100 – Existing roof layout
- Addendum Six: Drawing A 102 – Internal glass lantern positions

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

Term	Meaning
ACE	Arts Council England
BAM	Bury Art Museum
MEND	Museum Estate and Development Fund

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Classification	Item No.
Open	

Meeting:	CABINET
Meeting date:	13 October 2021
Title of report:	LGA Corporate Peer Challenge Feedback
Report by:	Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs & HR
Decision Type:	
Ward(s) to which report relates	All

Executive Summary:

In November 2018 Bury Council benefitted from a comprehensive Corporate Peer Challenge review undertaken by the Local Government Association (LGA), from which a number of recommendations for improvement were made and responded to.

In summer 2021 the Council received a Corporate Peer Challenge Revisit, the purpose of which was to assess the progress made against the recommendations identified during the original peer challenge and the impact this has had.

This report summarises feedback received from the LGA team and the Council's proposed action plan in response. These relate to:

- Considering the number of competing pressures and priorities now facing the Council, prioritise again those objectives and actions which are the most critical corporately
- Clearly set out and agree the approach and strategy for organisational development that senior leaders can then consistently champion
- Give focus to consistently 'getting the basics right' which will help increase the amount of capacity the Council can put towards the transformation ambitions, delivery of saving requirements and the corporate priorities
- Continue to improve the performance management and business intelligence function and consider where further structural alignment of those in these roles is needed

- Completing the planned structural review of the finance function
- Co-design the actions required to achieving the priorities under the 2030 vision
- Work with others to co-design the Community Engagement Strategy

Recommendation(s)

The Cabinet is asked to:

- Note the feedback from the LGA team
- Endorse the “3R” Framework to inform prioritisation
- Endorse the proposed action plan

Key considerations

1 Introduction

In November 2018 Bury Council benefitted from a comprehensive Corporate Peer Challenge review by the Local Government Association (LGA), from which a number of recommendations for improvement were made and responded to.

In summer 2021 the Council received a Corporate Peer Challenge Revisit, the purpose of which was to assess the progress made against the recommendations identified during the original peer challenge and the impact this has had.

This report summarises feedback received from the LGA team and the Council's proposed action plan in response.

2 The 2018 Corporate Peer Challenge Findings

In 2018 Bury Council benefitted from a comprehensive Corporate Peer Challenge review. This involved an experienced team of peers from across the local government sector spending a number of days on site to interview key stakeholders and review documentation, including the Council's self-assessment.

The 2018 report recommended that the Council take a number of actions including:

- Develop a new Corporate Plan which states the priorities for the next three years;
- Strengthen financial management and discipline;
- Co-produce, then consistently live a new workforce culture, reflecting the cultural requirements of a new ‘integrated’ organisation and empower all to meet the level of sustainable corporate transformation required;
- Centralise relevant support and enabling services into a strong ‘corporate core’;
- Develop and deliver a single, comprehensive corporate performance management framework;
- Councillors and officers to co-design a considered, deliverable commercialisation strategy;

- Invest in ICT infrastructure in its entirety (hardware, software, connectivity and training) based on clear business cases. Also to define the Council's digital journey and the steps that will need to be taken to deliver it;
- Refresh the approach to community engagement and look at how the resourcing of the voluntary, community and faith sector could have a greater impact on local priorities;
- Review organisational workforce development;
- Review the role of the strategic 'Team Bury' partnership, the outcomes it can deliver for Bury and the governance arrangements required to do this.

3 The 2021 LGA Revisit

In summer 2021 the LGA made a follow up visit to Bury. The revisit was essentially a scaled back, focussed version of the full peer challenge. It involved a multi-disciplinary team spending 3 days on site to review key documentation, including a refresh of the Council's self-assessment, and to conduct meetings with a range of stakeholders.

3.1 Bury Council Self-assessment – Progress since 2018

The Council's self-assessment, appended, demonstrates that strong action has been taken to respond to each of the LGA's recommendations with the exception of the development of a commercialisation strategy. The self-assessment also makes the point that this improvement work has been delivered at the same time that the Council has had to respond to the unprecedented challenges of the Covid-19 pandemic.

Progress includes:

- Leading the development of 'Let's Do It' – the Strategy for the borough until 2030 – together with other related strategies including an initial Covid-19 recovery strategy; refresh of the Locality Plan for Health and Social Care; a borough housing strategy; corporate plan and MTFS. The Community Safety Plan will be refreshed during this calendar year.
Let's do it! is a proposition for a new relationship between public services and local people based on meaningful engagement and co-design. The strategy was co-produced with Team Bury partners and designed to drive the partnership through a distributed work plan
- A more stable and resilient ICT infrastructure through the upgrade of servers; roll out of new devices; M365 implementation and a cloud migration strategy underway
- Delivery of the first two stages of the adopted model of organisation development ("Form" and "perform") and a clear plan for the third stage: "Transform", as follows:
Form:
 - A strengthened organisation structure is almost fully appointed to, including a Joint Executive Team across the Council and CCG
 - New areas of expertise have been invested in, such as organisation development; strategic finance and public service reform, as well as a number of joint roles between the Council and the CCG

- Council and CCG functions have now been integrated operationally and strategically as far as possible. The Chief Executive/Accountable Officer; Joint Executive Director Finance and Joint Executive Director Strategic Commissioning are all joint posts and the whole team leads across both organisations
- The Corporate Core, recommended within the 2018 LGA report, is now established

Perform:

- Governance has been strengthened including a new Council constitution; procurement regulations and inclusion strategy
- A strengthened, integrated, performance framework is in place across the Council and CCG; at a place-based level and with joint KPIs to drive internal performance reporting
- The Council's strategic finance framework has been fundamentally refreshed including a new strategy for reserves and updated Medium Term Financial Strategy (MTFS)

Transform

- A multi year transformation strategy has now been approved by the Council's Cabinet. This strategy will contribute c£5m to the Council's budget savings strategy and will deliver operational improvement across a breadth of corporate processes. Included within the strategy is a defined investment case which is provided for from a financial reserve allocated within the Council's 2021/22 budget.

Looking forward, the following key challenges are recognised:

- The NHS White Paper of March 2021 has signalled a shift in the focus of the health and care system and signals the end of CCGs from 31/3/22 to be replaced by a GM Integrated Care System operating across Greater Manchester and in each of the 10 places. This is an opportunity to further local progress on place-based leadership but does present a series of practical changes to deliver through governance and delivery.
- Delivery of the MTFS will be challenging, given the significant risk around the council's financial position in the medium term. A requirement for c£20m savings by 2024/25 has been identified in order to maintain a balanced budget.
- Delivery of the *Let's Do It!* Vision will require particular leadership from the Council on health and care integration; public service reform including community engagement; economic development and climate change.
- There is considerable work now required to move regeneration strategies into delivery including economic, infrastructure and community development strategies across our major sites in Prestwich, Radcliffe and Bury Town Centre.
- The new performance framework will inform increasingly evidence-based decisions including a focus on improvement of operational services such as waste collection and highways repairs.

3.2 LGA Feedback

The LGA have produced a comprehensive report setting out their findings and recommendations. The headline of this report is affirmation that the Council has delivered

the majority of recommendations made in 2018 and as a result “*This peer challenge has been able to observe how in many ways, Bury has become a different Council to what it was in 2018*”. The review also acknowledges progress made beyond the original recommendations including in the areas of strategic regeneration, strategic alignment with the CCG and in responding well to the demands of Covid-19. The Peer Team have, however, observed that:

- Responding to all of these demands has been tough. Capacity remains stretched and the Council must get better at prioritising.
- A further significant budget challenge must be faced between now and 2024/25.
- Key to achieving the next set of priorities is getting to a point where the Council is ‘consistently better at the basics’. This includes internal processes and support, as well as the outward facing services experienced by local residents and partners. Doing so will free up capacity and support the alignment between the capacity to deliver and the local priorities.
- Significantly accelerating the work required in terms of organisational development now has a much more pressing role than was the case in 2018

The team made seven strategic recommendations to help the Council respond to the issues identified.

4 Recommendations and proposed action plan

Key recommendations from the LGA Team and the Council’s proposed response, which will be reflected in the next update to the Corporate Plan, are as follows:

4.1 In light of the number of competing priorities now facing the Council, prioritise again those objectives and actions which are the most critical corporately.

The Corporate Plan provides a single view of all the strategic priorities in Bury Council (and CCG) and a basis for reviewing the totality of demand across the organisations. Over the summer the Cabinet has reviewed its priorities and determined three areas of focus for all delivery and 15 priorities within this:

- Response (to the ongoing emergency)
- Recovery, and
- Renewal through an ambitious borough-wide emergency recovery strategy

The framework provides a lens through which work plans may be assessed to confirm congruence with overall strategy. Each priority within the Corporate Plan has been mapped against this framework and any new demand will be similarly assessed for strategic fit. The framework is summarised below, as a basis for formal endorsement.

3 Strategic Themes with 15 Priorities		
LET'S	DO	It!
Response	Recovery	Renewal
Deploy our Local Outbreak Management Plan including achieving a 80% vaccination uptake for eligible residents in Borough	New Poverty Reduction Plan focused on community wealth building and implementation of the Real Living Wage	Celebrate together as the Town of Culture for 2021 and launch a new cultural strategy for the Borough
Mitigate the impact on children and young people through improving safeguarding, support and access to education	Deliver the Safety Valve work to strengthen SEND, EHCP offer and DSG Grant spend. Review transition arrangements for 2020-22	Prepare the framework for a new Skills Strategy inclusive of Schools, FE, HE and Community Learning
Visible leadership of the Borough's For Each Other approach to the unlock roadmap	Improved Operational Services including waste collection, a reduction in fly tipping, improved highways and second MOT test centre	Develop and implement the first phase of our Climate Change Action Plan to be carbon neutral by 2038
Continued support for health and care with a focus on mental health and managing demand across the system	Transforming health and care to ensure readiness for winter including urgent care, population health and community services	Neighbourhood model operational including Community Hubs , Health & Care, Children's and wider public services
Targeted enterprise support for our businesses and traders through emergency response funds, national grants and other developments	Implementation of the Brownfield Housing Land Programme and a focus on housing standards in social housing or private rented housing	Deliver the Strategic Regeneration Frameworks for our neighbourhoods and implement the Action Plans from each

4.2 Clearly set out and agree the approach and strategy for organisational development that senior leaders can then consistently champion.

The Council has been underway with a multi year organisation development (OD) strategy since 2018. The adopted model of "Form; Perform; Transform" has been used to establish foundational improvement. The focus over the last two years has been to create the structures, systems, processes and resources for improvement, as a basis for more fundamental transformation. The transformation strategy for which these conditions now allow was agreed in July 2021 and includes the workstreams of Let's Do It ...:

- Well
- Once
- Flexibly

In recognition of the expertise required to take forward the OD strategy a new post was created and appointed to earlier this last year, the Director of People and Inclusion. This post is accountable for bringing the expertise and capacity required to further an agenda around culture change and behaviours. Key deliverables which will be brought together into an overarching new "People Strategy" within the remit of the internal transformation programme are as follows:

August – December 2021

- Pay & Grading review (Part 1)
- HR Policy Handbook and Exec Development
- Behaviours and values design

January – June 2022

- Emphasis on absence, casework and Performance and Development Reviews
- Organisation design principles agreed
- People Strategy agreed
- Leadership development and transactional improvements
- Behaviour and culture programme

July 2023 – March 2022

- Full job evaluation and organisation design review
- Leadership development and transactional improvements
- Behaviour and culture programme

4.3 Give focus to consistently ‘getting the basics right’ which will help increase the amount of capacity the Council can put towards the transformation ambitions, delivery of saving requirements and the corporate priorities.

The remit of this feedback exercise was internal, corporate processes only. In that context the review acknowledges the progress that has been made in responding to previous recommendations, including to establish a Corporate Core and the considerable investment and improvement in critical functions including ICT, HR, Performance and Intelligence.

The review did, however, identify the ongoing scale of improvement still required to optimise corporate delivery. The specific recommendation to better support the user experience is recognised, including risk management, customer services, internal audit, complaints monitoring, tracking of member enquiries, HR processes and support for procurement. Improvement work across the majority of these functions is within the scope of the “Let’s Do It ... Well” transformation programme however, to better understand the basis for the recommendation:

- Further engagement will be planned with internal and external users, to inform a plan and prioritise resources accordingly. This will include the engagement of internal self-appointed “change agents” who have been developed to provide a staff voice to senior management over the past 12 months, including a subgroup specifically focussed on support to the Let’s Do It ...Well programme
- A “mystery shopper” exercise will be undertaken and repeated regularly by the Corporate Core Management Team to maintain an understanding of the user experience.

4.4 Continue to improve performance management and consider where further structural alignment of those in these functions is needed.

The Council has invested in an expanded performance and intelligence team over the last 2 years and the function is now within the corporate core. The team has

demonstrated its value throughout the Covid-19 response through the production of a daily data dashboard for use at Gold (strategic) level, production of frequent, high quality data returns at regional and national level and the production of an inequalities index to inform longer term response and recovery plans. The team also provides quarterly “business as usual” performance reports and the data insight to inform the Let’s do it! Strategy and underpinning departmental work including the safety Valve analysis and health and Care Locality Plan.

There is now a need to direct this capacity to support the Council and CCG to make more evidence-based decisions within business planning which, in turn, should inform organisational priorities. The ability to be able to support all areas of the organisation sufficiently is to some extent limited by the capacity of the current structure, however investment in new technologies and ways of working will help to continue to improve the approach. This need for further development of the Performance and Business Intelligence function was recognised within the Transformation Strategy following analysis commissioned from an independent partner, Ameo. Within this work the insufficiency of current resources to meet the corporate vision was highlighted however it was also recognised that there may be analytical capacity embedded in service areas which could be brought together to strengthen the current corporate team.

The recommendation to pursue further structural alignment of related staffing resources which may remain departmentally is welcomed and will be pursued. In parallel an ambitious data management strategy will be led through the digital workstream to ensure that the team has the tools and techniques to maximise the value of data held by both organisations.

4.5 Completing the planned structural review of the finance function will help to shift support for managers and budget holders more towards a business partner model.

Over the past two years the Council has invested significantly in strategic finance delivery including the development of a new multi-year Medium Term Financial Strategy (MTFS) including reserves and capital strategies and a refresh of the Dedicated Schools Grant through support to the Safety Valve project. The team has, however, experienced some turnover at leadership level and it is acknowledged that investment in the strategic agenda has been to the detriment of staff resource planning.

It is therefore acknowledged that the planned finance structure review is very overdue. Work is, however, now underway now on a revised structure which will be brought forward as a basis for consultation shortly.

4.6 Building on the progress made to develop a 2030 vision for Bury and building of relationships with partners, co-design the actions required to achieving the priorities under the 2030 vision.

The Let’s Do It! vision and priorities for 2020 – 2022 were co-designed with partners through the Team Bury partnership. Partners are engaged in delivery through the active leadership of the Team Bury network including monthly

meetings of all public service leaders; a new Strategic Leaders network at non-executive level, chaired by the Leader of the Council and work within and outside of statutory committees such as the Bury Community Safety Partnership.

The feedback that not all partners yet feel they align with the vision or feel they are clear about their role in delivery is helpful and is already being addressed through a different leadership approach which involves the Council:

- Taking specific proposals to partners for their comment and development, to target involvement. For example, the Bury Business Leaders' Group informed the final approach to Covid-19 emergency business grant design.
- Allocation of system-wide leads for actions within an agreed framework. For example, the Team Bury partnership agreed the adoption of the CLES Community Wealth Building strategy as part of the approach to driving inclusive growth. The framework includes five component parts which, through facilitation by the Council, have been allocated across the Bury partnership to achieve distributed ownership and delivery.

The Council will continue to evaluate this more structured but collegiate approach to sharing ownership.

It has been agreed that an annual "State of the Borough" report and corresponding priorities for delivery in the year ahead will be produced at the end of each calendar year. Partners will be engaged in the production of the 2021/22 report and associated action plan, to secure more distributed leadership as described above.

4.7 Work with others to co-design the Community Engagement Strategy. Embed the cultural and workforce requirements of this within the organisational development programme.

At the heart of the Let's Do It! strategy is a commitment to a new relationship with residents, based on co-design and meaningful engagement between residents, communities (of place and identity) and public services. In support of this objective the Corporate Plan includes a commitment to produce a Community Engagement strategy. The strategy is in development and will propose the tools, responsibilities and evaluation measures for the new engagement approach. Underpinning the strategy will be a co-production framework which will define the technical basis for co-design and the circumstances when this does and does not apply.

To inform the strategy two pieces of deep-dive community engagement are presently underway, which are instructive of the council's intended approach. These are:

- Research through the Covid-19 community champions initiative to help the Council better understand current community make-up in order that this can be mapped against the current engagement arrangements and partnerships, to make sure this is representative of the whole community.

- Targeted engagement to better understand the experience of Bury's diverse communities, in the context of "race" being the protected characteristic which it was agreed to focus on this year as part of implementation of the Council's inclusion strategy

The LGA have presented a specific challenge in their feedback for the Council to consider "how far the Council (and potentially other partners) are willing to share space and power in the plan, what each will do with defined review stages" This challenge is welcomed as the next step in developing the newly established neighbourhood model, which brings together all public services, VCSE organisations and residents together, in places and informed by data, to work together in improving local lives and improving outcomes.

Immediate plans to define how "power" will be distributed will be through the planned work to develop the Let's do it" principles (Local; Enterprise; Together and Strengths-Based) into a set of values which will be co-designed to apply across the Council and CCG. The values framework is the intended intersect between communications and organisation development work, as recommended by the LGA team, and is within the scope of the internal transformation programme for delivery by April 2022.

5 Recommendations

The Cabinet is asked to:

- Note the feedback from the LGA team
- Endorse the "3R" Framework to inform prioritisation
- Endorse the proposed action plan which will be incorporated in the next update to the Corporate Plan

Community impact/ Contribution to the Bury 2030 Strategy

The Feedback informs the Council's ability to maximise its leadership of the Let's do it!" strategy

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.*

These proposals do not yet define proposed changes for a policy, service or strategy. It is therefore not possible or appropriate to undertake Equality Assessments. The projects within individual delivery programs will however be subject to robust equality assessment during their development and prior to any implementation decisions being made.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The feedback highlights a number of risks in the council's operating environment which are described in this report	Failure of the Council to address strategy risks may inhibit delivery and/or financial resilience

Consultation:

The LGA team consulted with a sample of key stakeholders to inform their conclusions, as set out in their report

Legal Implications:

There are no legal implications arising from this report.

Financial Implications:

There are no financial implications arising from this report.

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Background papers:

LGA Peer Review report 2018
LGA Peer Challenge Revisit Report 2021
Council self assessment 2021

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

Term	Meaning
PSR	Public Service Reform
MTFS	Medium term Financial Strategy
Ameo	The external consultancy who have provided short term advice on transformation
LGA	Local Government Association

LGA Corporate Peer Challenge - Review

Bury Council

19th – 29th July 2021

Feedback report



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1. Executive summary

Bury Council had a Corporate Peer Challenge in November 2018. This came shortly after the Council had recently appointed a new Chief Executive who had also taken on the role of Accountable Officer for the local CCG. The 2018 report found that following successive years of dealing with significant budget reductions, totalling £65m from 2010 - 2018, the Council were seeing the effects of taking “*a path of least resistance*”. This included a shrinking of corporate support services, a dilution of key processes and a sense of disconnect horizontally and vertically across the officer cohort as well as from the corporate priorities to service delivery. Officers had taken on significant additional responsibilities beyond their experience or skillset and the senior management cohort was almost exclusively appointed on either an interim or acting up basis.

The peer challenge report from November 2018 recommended that the Council take a number of actions including developing a new Corporate Plan and using this to prioritise the activity of the organisation. The Council were encouraged to strengthen financial management and bring support and enabling services together into a ‘Corporate Core’. A new Performance Management Framework was required and the Council were recommended to co-produce a new workforce culture as well as review organisational development. ICT infrastructure required investment following years of underinvestment. Doing so could then help the Council to define the digitisation journey it wished to go on. In 2018, the Council were keen to explore commercialisation so were encouraged to develop a strategy for this based on the agreed political and financial parameters locally. Lastly, it was clear that the Council had positive relationships with partner organisations in Bury – including those in the voluntary, community and faith sector. The Council were asked to review how they could get more benefit for Bury from partnership working and in particular the Team Bury local strategic partnership.

This peer challenge has been able to observe how in many ways, Bury has become a different Council to what it was in 2018. The Council has made progress against a number of the recommendations made in 2018 which are detailed in greater depth throughout this report. In particular, working with partners, the Council has chartered a new 10 year

Borough Strategy for Bury led by the phrase “*Let’s do it*”, which is taken from the work of Victoria Wood, bringing local pertinence. This strategy seeks to build upon a shared sense of local pride and act as a call to arms for progressing the local vision of achieving ‘*faster economic growth than the national average, with lower than national average levels of deprivation*’.

The Council has significantly strengthened and made more permanent the senior officer leadership of the Council by appointing an almost entirely new senior team, many of whom were appointed within the last 18 months. The Council have brought together many of those support and enabling services into a Corporate Core and have made progress in strengthening the approach to financial management since the 2018 review.

Beyond the recommendations from 2018 however, the Council has also made significant progress in more closely aligning the Council with the CCG and has accelerated its work on economic development across the six distinctive townships. This has all been achieved despite the fact that for the last 15 months, the Council has been leading the local response to a global pandemic which has created unprecedented challenges and demands upon the Council. A role which is very much recognised by the partners across Bury. All considered, the pace of activity and organisational improvement seen has been significant.

At the time of the 2018 peer challenge, the team left with a message that the Council has big ambitions and whilst the Council can choose to prioritise whatever it wants, it cannot choose to prioritise everything at once – meaning difficult choices would be required.

Now as the Council moves closer towards what might be termed ‘business as usual’ and in seeking to lead a local recovery and renewal from the effects of COVID-19, there are even more choices and demands to prioritise.

Responding to all of these demands has been tough. Capacity remains stretched. “*Let’s do it*” sends a strong positive and proactive message but the Council should guard against

this being interpreted as *Let's do everything*. The Council made significant improvements in financial management since the 2018 review, but the harsh reality is that a further significant budget challenge must be faced between now and 2024/25.

Much of the feedback contained within this report focusses upon helping the Council to meet this challenge on a sustained basis, whilst delivering on statutory requirements and local member priorities. The Council has demonstrated an ability to take on complex challenges and to be innovative, but key to achieving the next set of priorities is getting to a point where the Council is 'consistently better at the basics'. This includes internal processes and support, as well as the outward facing services experienced by local residents and partners. Doing so will free up capacity and support the alignment between the capacity to deliver and the local priorities.

Alongside further prioritisation, significantly accelerating the work required in terms of organisational development now has a much more pressing role than was the case in 2018.

Done well, this can have a significant multiplier effect. It will help to release more capacity and channel this towards the local priorities. It will help in terms of building on the foundations of locality based public service reform. It will help Council services to both identify and capitalise on the opportunities from digitisation. It will also help the Council to consistently embed a new, corporate approach to community engagement and partnership working. All of which can be key to the next stage of ongoing improvement for the Council and the place.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

2.1. In light of the number of competing priorities now facing the Council,

prioritise again those objectives and actions which are the most critical corporately. Further embed an understanding of the corporate priorities and the future ways of working across the organisation through the forthcoming organisational development programme.

- 2.2. Clearly set out and agree the approach and strategy for organisational development that senior leaders can then consistently champion.** This approach is likely to require at different stages and in different instances both high support and high challenge. Further work is required on the modernisation of more fundamental HR processes as part of 'getting the basics right' to help enable this.
- 2.3. Give focus to consistently 'getting the basics right' which will help increase the amount of capacity the Council can put towards the transformation ambitions, delivery of saving requirements and the corporate priorities.** Examples of which include risk management, improvements in customer services, use of internal audit, complaints monitoring, tracking of member enquiries, HR processes and support for procurement.
- 2.4. Continue to improve performance management and consider where further structural alignment of those in these functions is needed.** Judge success by the quality, timing, engagement, and targeted nature of the decisions made possible both at a locality and borough level – rather than the amount of information that can be produced. Especially in more challenging areas. Key to this is both, the ability to challenge service performance as well as monitoring of strategic outcomes. It also includes continuing to support members in their roles by ensuring effective alignment with Cabinet member ambitions, responsibilities and accountability.
- 2.5. Completing the planned structural review of the finance function will help to shift support for managers and budget holders more towards a business partner model.** This can further support service managers to deliver in full the planned savings. Following this with support, training and more timely service level resource information will also help to improve savings delivery over the course of the next MTFS and help to understand early any financial interdependencies, duplications and lag.

- 2.6. Building on the progress made to develop a 2030 vision for Bury and building of relationships with partners, co-design the actions required to achieving the priorities under the 2030 vision.** Doing this on equal terms will help create a wider sense of shared ownership of this vision.
- 2.7. Work with others to co-design the Community Engagement Strategy. Embed the cultural and workforce requirements of this within the organisational development programme.** This includes giving sufficient consideration to how far the Council (and potentially other partners) are willing to share space and power in the plan, what each will do with defined review stages. Consideration of any risks around this and further building the relationships to work through the challenges of implementing this will be important.

3. Summary of the peer challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the 'on-site' peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- **Claire Symonds** (Managing Director – London Borough of Barking and Dagenham)
- **Cllr Doug Taylor** (London Borough of Enfield)
- **Cllr Sam Chapman-Allen** (Leader – Breckland Council)
- **Jessica Crowe** (Corporate Director of People, Policy and Performance – London Borough of Newham).
- LGA Peer Challenge Manager – **Dan Archer** (LGA).

3.1. Scope and focus

As part of this Corporate Peer Challenge review, the team explored progress against each of the recommendations from the original peer challenge, under the below themes. The aim of this work was not to review performance in all service areas at depth (such as adult services, children's services and so forth), but to review progress made against the corporate recommendations made previously.

Corporate prioritisation and informed decision making

This included the following recommendations from the original CPC:

- Develop a new Corporate Plan which states the priorities for the council over the next three years.
- Develop and deliver a single, comprehensive corporate Performance Management Framework.

Financial management and delivery

This included the following recommendations from the original CPC:

- Strengthen financial management and discipline, building on the action plan recently drafted.
- Councillors and officers to co-design a considered, deliverable commercialisation strategy.

The foundations for transformation

This included the following recommendations from the original CPC:

- Co-produce, then consistently live a new workforce culture. This should reflect the cultural requirements of a new 'integrated' organisation and empower all to meet the level of sustainable corporate transformation required.
- Review organisational and workforce development.
- Centralise relevant support and enabling services into a strong 'Corporate Core'.

- Invest in the ICT infrastructure in its entirety (hardware, software, connectivity and training) based on clear business cases.
- Define the council's digital journey and the steps that will need to be taken to deliver it.

Leadership of Place

This included the following recommendations from the original CPC:

- Review the role of the strategic 'Team Bury' partnership, the outcomes it can deliver for Bury and the governance arrangements required to do this.
- Refresh the approach to community engagement and look at how the resourcing of the voluntary, community and faith (VCF) sector could have a greater impact on local priorities.

3.2. The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then:

- **Spoke to around 80 members, officers and partners** as well as additional research and reading.
- **Collectively spent around 128 hours to determine our findings.**
- The equivalent of one person spending **over 3 weeks in Bury**

This report provides a summary of the peer team's findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback

4.1. Corporate prioritisation and informed decision making

The Council now shares an up-to-date Corporate Plan with the CCG and is using this at a corporate level to bring consistency to what the Council delivers and how the Council operates. A clear link from the 'Let's do it!' strategy for the borough to the Corporate Plan and MTFP is now in place.

Staff are familiar with the Corporate Plan and the "Let's Do It" strapline in particular, although currently this appears much more familiar to staff, than the specific priorities of the Council and place. Whilst the Council has clearly taken steps forward in terms of aligning corporate decisions behind the corporate priorities, there is not yet the familiarity with the set of corporate priorities and principles coming back from services in the same way. Crucially, there is at times a sense of too many priorities felt by those in services which may be due to the high level of strategic ambition at the Council. Further work is required to embed an understanding of the corporate priorities, set by members. This is key to how middle managers and front line staff plan, react and act when delivering services. There is a clear opportunity to further embed this through the forthcoming work on culture and organisational development.

In addition to the work done to develop a new Corporate Plan and Borough Strategy, the Council has also been able to develop a new Housing Strategy, a refreshed Locality Plan for Health and Social Care, a Strategic Regeneration Framework for Radcliffe, a masterplan for Bury town centre and a town plan for Ramsbottom. The Council has also completed a refresh of the Constitution over this period.

At the time of the November 2018 CPC, the Council had high level data dashboards, but they were not being used to consistently enable suitably targeted, informed, timely or

challenging performance discussions. The Council did not in fact appear to have a major appetite at that time for performance discussions. Progress can now be seen in this regard with an updated approach to performance management now in place. Senior officers appear to be starting to have more strategic performance discussions corporately, a direction of travel which should continue.

Those in performance / business intelligence roles in the Corporate Core feel they are able to start challenging other colleagues more from being in the Corporate Core. Officers working in performance believe the Council, at a corporate level, is starting to develop an increased appreciation for performance management and are starting to use it at a more strategic level. There are still some performance functions sitting outside of the Corporate Core which may benefit from being aligned to the Corporate Core more closely. In particular this helps to remove any potential single points of failure in key service areas.

A large amount of capacity in performance is however still stuck doing tasks from previous service roles, in particular there appears to still be a requirement for data movement/presentation tasks rather than analysis and insight. Freeing up more performance capacity and capability at this end is a stated development priority of the Council, with a commitment to invest in the development needs and resource requirements of this, which can help to realise big benefits across service areas and in terms of demand management, prevention and early intervention.

The reliance upon daily, local COVID analysis and how this has been used to shape the response to the pandemic has created more curiosity across a wider cohort of members, and officers, around the value of performance information and the potential it has more widely. Some members and officers are becoming more familiar with performance management following this. On the back of this, the Council should consider what else can be done to support Cabinet members and Scrutiny in particular, with their specific roles, in this regard and the constructive challenge they can bring to service level performance.

There is a need to continue to progress improvement in performance management. Judge success by the quality, timing, engagement and targeted nature of the decisions made possible both at a locality and borough level – rather than the amount of information that can be produced. Especially in more challenging areas – which includes service performance as well as strategic outcomes. Ensuring an effective alignment with Cabinet

member ambitions, responsibilities and accountability will also remain important.

Effective performance management sits alongside a number of other internal processes which are key to the successful day-to-day management of any council. Having these wider 'basics' in place supports informed decision making, helps manage and mitigate risk as well as identify and avoid issues from escalating. Ensuring the Council gets to a point of being consistently good at the basics will help the Council in continuing its improvement journey further, as well as help the Council in putting more of its capacity behind the corporate priorities. Examples of which include:

- A more robust, comprehensive, considered and effective approach to risk management which includes having a corporate risk register which is used fully and closely monitored to manage the risks effectively.
- An approach to internal audit which is based on the risk register and provides further robust, internal challenge.
- Complaints monitoring which helps identify issues earlier, in a more agile way and continue to paint a picture corporately from the intelligence this generates.
- A system of members enquiries which is appropriately monitored for timely resolution and to inform corporate intelligence.
- Improving the customer experience of accessing the Council and finding the right information and solution in quicker and more streamlined ways. This includes how customers and partners contact the Council and can see their queries addressed more quickly, embracing a more modern digital experience as part of this.

4.2. Financial management and delivery

Since the 2018 CPC, the Council has reviewed its financial framework which has included rewriting the Medium Term Financial Strategy (MTFS) and updating this regularly to take account of the changing context – not least the challenges presented by COVID-19. Further

to this, the Council completed a review of the Capital programme and has put in place a new Capital strategy which has included establishing a £6m regeneration fund which is used on a pump prime basis for local regeneration schemes, then replenished when sites are disposed of and capital receipts are generated. The first programme this fund was used for being a major regeneration programme within Radcliffe. The Council has also rebalanced budgets over this period and implemented a new reserves strategy to bring more coherence to Council's reserves position. The updates to the Constitution agreed by Full Council in 2020/21 included updated procedure rules and a revised financial scheme of delegation.

The MTFS, capital programme and approach to asset management are now more closely linked to the 2030 strategy. The updated approach to asset management is being used to help further the approach to locality based delivery, as well as being used to support inclusive growth.

The overall improvement in the approach to financial management and control at the Council is recognised by External Audit. These improvements were put in place to avoid the type of reliance on short term savings and non-strategic / unplanned use of reserves, which had become a feature previously.

Despite all of these efforts, the harsh reality of the situation presented by COVID-19 is that further, ongoing savings will now be required. The Council's MTFS presented to Cabinet and Full Council in February 2021 highlights a financial gap of £60.3m. £27.3m of which is considered short term COVID related costs and losses of income which would return to normal and a further £33m which would be required by 2024/25. Savings have been agreed that equate to £21.9m, with a further £11m to be identified for 2023/24 (although these figures may vary as more information becomes available over this period). In order to meet this budget challenge on a sustainable basis, the Council have made a strategic decision to use c£12.3m of reserves in 2021/22 and a further £14.3m in 2022/23. This strategic choice affords the Council a short window of time to meet this budget challenge on a sustained basis, leading into the 2023/24 financial year. Reserves are projected to fall from £70m in 2019/20 to £36m in 2022/23 in the lead up to this, so this time is precious and

must be used to full effect in delivering fully and sustainably on the saving requirements.

The Council is significantly reliant on the delivery of the three pillars of the transformation programme by 2022/23. Managing the delivery of this budget challenge will require sufficient capacity, a clear and consistent read across and understanding of interdependencies as well as any hidden costs and time lag. Verifying that all of the projected savings are attributed solely to one saving and are not included elsewhere is crucial. This includes the recognition of any subsequent additional costs as a result of those changes.

Further-to-this, there are significant wider pressures that also need managing such as £85m across the integrated health and social care system in 2022 and the need to deal with the pressures from the Dedicated Schools Grant by 2024/25, following the £16m of revenue support provided by the Department for Education through 'Project Safety Valve'.

Key to making this work is a consistent culture of robust savings and budget management and monitoring. If savings identified can't/aren't delivered, this needs to be owned by the service and challenged across the corporate team. All members and officers need to be aware of the extent of the wider financial challenge this combined picture presents, which is key to the ownership that is required to make it happen. Afterall, if a saving can't be delivered in one way, it has to be delivered in another.

Support and financial information for all stakeholders (members and officers) needs to be further developed to ensure the new expectations and practices are fully understood with resources trackable (such as an up-to-date establishment list) in what is closer to real time. The Council has committed to a package of training and support to all budget holders and managers to ensure new practices are understood and implemented. Completing the planned structural review of the finance function and shifting more towards a business partner model will also help in supporting service managers and budget holders in owning and realising the necessary savings and income requirements.

One of the recommendations from the 2018 CPC was for the Council to develop a commercialisation strategy. This was on the back of a growing interest from some members and officers at that time to become increasingly commercial as a way of supporting the Council's net revenue budget position. This is not a document that the Council is statutorily required to have but is considered good practice when a Council is looking to become increasingly commercial as a way of setting out some clear political, financial and strategic parameters as well as risk appetite within which the Council may consider being commercial. Work on this strategy has not yet started, although this is an area that some members and officers have been reflecting on again more recently, taking on board the current context in which local government operates which includes the opportunities and challenges in local economies following on from the COVID-19 pandemic, as well as the different opportunities available to councils in this regard. There is a commitment from the Council to complete a Commercialisation Strategy over the current financial year.

4.3. The foundations for transformation

Following the recommendation made in the 2018 CPC report, the Council restructured to bring together most of the enabling and support functions into a 'Corporate Core', to support resilience, consistency, promote further efficiency and provide additional corporate grip. Having the Corporate Core in place has also started to see benefits for the Council – for example, the speed at which COVID analysis was able to be produced on a daily basis and shared with senior decision makers.

The additional grip brought by the Corporate Core is recognised by services but for some, can feel like an additional requirement to meet. Continuing to evolve the role that the Corporate Core takes should remain in focus and be alive to the wider organisational development and culture work that is due to take place.

There are other emerging priority areas which will be a feature of how the organisation develops which the role that the Corporate Core might be considered in light of, such as increased community engagement as a way of working corporately. To do this well a sense of empowerment and consistency will be important. A balanced, gradual move more

towards a Business Partner model, might in this context become more of a feature moving forward. Within the Corporate Core, there may also be an opportunity to reflect on the service areas and processes which may need to alter their level of performance to support senior managers and middle managers differently – better meeting the needs of the Council and part of a movement towards being consistently strong on ‘the basics’. Examples of which may include some HR processes and support for procurement.

The Council now has a stronger, more permanent senior management team than was the case at the time of the last CPC in November 2018, a team which operates as single and joint team across the Council and CCG. The team structure now gives the Council a stronger basis to progress the Council’s vision and priorities. Given the scale of the council’s ambitions, the strength of the *overall* Council team is going to be key – including how senior managers work with, support and challenge middle managers.

Across the Council in response to open questions, staff consistently offered words around ‘changing’ as a current descriptor of the Council in 2021. This is welcomed by many, many want to see more of this happen, and a number want to help more with this.

An increased level of communication continues to be a feature compared to 2018, something that has been a feature of the last 6 months or so especially and is now in a more regular state than was the case in early 2018. The Council have established a Senior Leader’s Group, Senior Management Forum and a network of volunteer staff change agents. In addition to this, there are weekly staff webinars and weekly email briefings which are all examples of this.

Where functions have been aligned with the CCG – relationships appear very strong, positive, proactive and outcomes focussed (for example, across business intelligence).

Below senior management team level, some of the workforce challenges seen in November 2018 remain and beyond the high level principles set out in the Corporate Plan, the Council has not yet significantly embedded a new, whole organisation workforce culture.

Closely aligning the new workforce culture to how the Council wishes to work with local communities and partners more closely, as well as increasingly orientating public services

around/through locality models of delivery can help to bring corporate consistency and create new opportunities and delivery approaches.

To further the Council's work in terms of organisational development and culture, a Director of People and Inclusion has been appointed, who started with the Council only 9 weeks before the peer team were on site. With this additional capacity and capability which signals the Council's intentions in this regard, the need for organisational development is clearly recognised and welcomed by senior officers.

The Council are now recommended to clearly set out and agree the approach and strategy for organisational development that senior leaders can then consistently support. This approach is likely to require at different stages and in different instances both high support and high challenge. Further work is required on the modernisation of more fundamental HR processes as part of 'getting the basics right' to help enable this.

Beyond this, the Leader and CEX speak with enthusiasm about the opportunity to be part of something genuinely special in Bury, particularly given work being done to reform public services around places. Refining a succinct and consistent way of telling the story of why providing public service in Bury is different and changing, why people will want to work, stay or come to Bury and why that time is now, has a role also in the work on organisational development and developing this new identity and culture. There is clear evidence in some service areas across the sector as to the impact this can have on outcomes and the financial benefits this can also present back to the Council in terms of reduced HR and agency costs.

A further aspect to include within this wider programme of organisational and workforce development are the skills to spot and capitalise on new digital opportunities available to the Council.

Since the 2018 CPC, some investments have been made in ICT infrastructure including the upgrade of unsupported servers and the roll out of new devices although further work is required to provide fit for purpose ICT infrastructure which drives a digital first strategy. There have been a number of successes to date, including over the last year:

- Successfully managing an increase in the number of staff who work remotely from

around 100 per day to around 1,000 per day.

- Implementation of a new telephony system – switching all call centres to a new contact management system.
- Moving the Council's HR system from on-premises servers to cloud based systems.

Although a great deal of further work is required which reflects a historical under investment in ICT seen at the Council for a number of years. This includes completing the roll out of Microsoft Office 365 to all members and staff as well as going further with the device replacement programme.

Over this period, the shift to agile working has been received well by many staff and creates further possibilities for how ways of working could be modernised and supported moving forwards. As put by one officer - *"we've found that agile works. But how could we make it work better for us?"*.

There are some basics that would assist with this, for example making it much easier to find the email and phone contact details for colleagues as well as their availability. Another might be in supporting staff from the Council to see the intranet of those in the CCG (and vica-versa).

The Council were challenged previously to establish a roadmap for its digital modernisation. Progress in this regard can now be seen through the transformation programme presented to Cabinet in July 2021. Ensuring the implications of this work are fully understood by all stakeholders will remain important throughout this work and the newly established board should now have a clear role in this.

There are clearly capacity requirements to fully realise the benefits of this but seeing this programme through makes a key contribution to how the Council addresses the wider budget challenge and can then further modernise and innovate on the back of this.

4.4. Leadership of Place

“COVID has been a real rollercoaster and relationship builder with our partners”

The Council appears to have built up more credit and trust with the community over the course of the last year in leading the local response to the COVID-19 pandemic.

The Council stated an intention to establish a new relationship with communities based on meaningful voice, co-design and collaboration as part of its position statement leading into this peer challenge. Given that trust is often hard to gain but easy to lose, how this evolving approach is developed and implemented with consistency will be important and should be closely linked to both the work on organisational development and a locality led approach to wider public service reform.

Key to which will be how officers of the Council work with and demonstrate an understanding of the local voluntary, community and faith sector.

Given a Community Engagement Strategy is due to be developed in 2021/22, considering in detail how far the Council and others are willing to go in this relationship will be important as a way of being clear about expectations and then being consistent with the commitments made as part of this strategy. This includes how much space and control in each of the plan, do and review stages the Council is happy to share or let go of. This should be based on a considered assessment of the opportunities and risks this might present, when it would be appropriate and the conditions in which it would not as well as the relationships required of this – which includes being able to work through any challenges this presents.

When looking at partnership working at a local strategic partnership level through Team Bury, the work done to develop the 2030 strategy is recognised by partners. Team Bury now meets more regularly than was the case when the peer team were in Bury in 2018. The Council is recognised as being a different type of partner now than was the case in

2018 with the level of engagement from the Leader and CEX in particular recognised by partners. With some partners, the Council is now seen as being more 'business friendly' in how it operates at this level and there is a recognition for the steps the Council took to set up a Business Leader's Group, with business leaders now also involved in some Council recruitment.

The next stage in, embedding and implementing the 2030 strategy will be key. Some partners see the 2030 strategy as a document they jointly own, however some see it as a Council document about the place which they have seen. The next planned stage will involve the co-design of the actions that sit underneath the current priorities specified in this document. This presents a test for partnership working locally – and requires exploring 'the art of the possible', requiring mutual openness to either taking on different roles or co-designing new solutions, rather than listing what each partner is already committed to doing.

Many partners are open to working in new ways - *"we want the Council to tell us what we can do to help"*, which in some ways is a great opportunity. To embed partnership working more deeply, the design of delivery plans needs to be truly shared on more equal terms. It is not about the Council telling people what they want from them – rather sharing the design space around these priorities.

Suitable governance arrangements based on delivery can then follow on from this – the pace of communication and at which decisions can be made being particularly important to partners. Looking at who is around the 'Team Bury' table and who could be is also a part of this – an action the partnership have already committed to.

Significant progress has been made in terms of locality and neighbourhood working since 2018, with this way of working now much more embedded across the social care system. There are opportunities to continue to grow this further with all of the potential benefits for health, social care and education. This can have a big impact on local outcomes – as well as the use of public sector spend on these issues in Bury. Reflecting on the roles of ward

members within the localities model, as well as how they interface with officers (and vice-versa - including front line and middle managers) will continue to be an important consideration as this model continues to develop. This relationship, at a locality level might also be a feature of the organisational development programme.

Stronger, more collaborative relationships are seen with partners around Health and Social Care on the back of the work done to date, which public and community organisations locally can continue to build upon. Given the changes presented by the ICS White Paper, the Council has shown strong place leadership by taking steps to ensure this change does not have a derailing effect on the work done to prioritise a locality focussed approach to public service delivery which are so central to the local vision for public services in Bury and the delivery of the 2030 vision.

The presence that Bury has in Greater Manchester will continue to have a significant role in realising the ambitions of the 2030 vision. How the Council is able to act as a place leader for Bury in Greater Manchester will therefore have ongoing capacity requirements. Continuing to define and then resource the relationship Bury wants with Greater Manchester (and beyond) longer term will remain a challenge for the Council.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six month check-in meeting. This will be a short, facilitated session which creates space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Claire Hogan, LGA Principal Adviser for the North West, is the main contact between your authority and the Local Government Association. Claire is available to discuss any further support the council requires; her email address is Claire.Hogan@local.gov.uk



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 13 October 2021
Subject:	Climate Action Strategy and Action Plan	
Report of	Cabinet Member for Environment, Climate Change and Operations	

Summary

The Council declared a Climate Emergency in 2019 and in response drafted a Climate Action Strategy and Climate Action Plan which shows how Bury Council plans to reach carbon-neutrality by 2038.

The Strategy was subject to stakeholder and public consultation for ten weeks from 3 June 2021 to the 12 August 2021 and the draft Strategy and Action Plan have now been updated to reflect the consultation.

The report outlines the proposed arrangements to oversee the implementation and governance of the Strategy and Action Plan. This includes a proposal for a Climate Action Board to be created to oversee the delivery of the Strategy and the creation of Local Climate Action Forums in each of the five neighbourhoods to encourage community engagement.

A sum of £100k has been committed to a Climate Action Fund to enable community groups to carry out projects that aid the Council to achieve carbon neutrality by 2038.

Recommendation(s)

That Cabinet:

1. Note the findings of the public consultation and the post consultation revisions, comments, and updates.
2. Adopt the updated Climate Action Strategy with a target of achieving carbon-neutrality by 2038.
3. Adopt the Climate Action Plan, which will be reviewed annually.
4. Approve the proposed arrangement for implementation and governance as set out in this report and delegate authority to the Director of Operations in consultation with the Cabinet Member for the Environment, Climate Change and Operations and Monitoring Officer to agree amendments to the governance arrangements if needed to ensure effective delivery.
5. Approve the method outlined for distributing the Community Climate Action Fund and delegate authority to the Director of Operations in consultation with the Cabinet Member for the Environment, Climate Change and Operations to agree amendments to the arrangements if needed to ensure effective delivery.

Reasons for recommendation(s)

We have declared a Climate Emergency and have committed to achieving carbon neutrality in the Let's do it strategy by 2038.

Alternative options considered and rejected

The Council could attempt to achieve carbon neutrality by 2038 without a Strategy or Action Plan. This option has been considered and rejected as the Council and its partners would be unclear on their priorities and how to deliver them.

Report Author and Contact Details:

Name: Laura Swann

Position: Assistant Director of Operations Strategy

Department: Operations

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Background

1. Introduction

- 1.1. This report sets out the methods used to consult on the draft Climate Action Strategy and Action Plan. It provides a summary of the findings, post consultation revisions, comments, and updates, together with an overview of the intended next steps and proposed governance arrangements to oversee delivery.

2. Background

- 2.1. In 2019, Bury Council declared a Climate Emergency in response to undeniable evidence that human activities were having a detrimental effect on our planet. Members will recall that the original date for achieving carbon neutrality was 2030, however it was recognised this would not be achievable and the Council therefore refined its commitment, to align with other Greater Manchester districts and achieve carbon neutrality by 2038. This was set out in the Let's Do It Strategy, which was endorsed Cabinet at its meeting in February 2021, and then approved by Full Council in March 2021.
- 2.2. In 2021, a draft Climate Action Strategy was produced to demonstrate the pathway required to reach carbon-neutrality by 2038. An adjoining Climate Action Plan was produced to accompany the Strategy and directly outline actions that we need to carry out to achieve our 2038 target.
- 2.3. The Climate Action Strategy contributes towards meeting the Council's priorities across a range of policy areas including housing, energy, transport, food, waste, and the natural environment. It sets out the scale of the environmental crisis affecting Bury and the challenges facing the Borough and provides a clear direction of travel for the delivery of a robust response to the emergency. The Strategy demonstrates that there are many potential opportunities available to Bury such as improving transport networks, promoting local and healthy food, and increasing the efficiency of our homes to name just a few.

- 2.4. The Strategy has been informed by Anthesis's SCATTER tool as well as several of the Council's Strategy documents including the Let's Do It and Housing Strategy.
- 2.5. The Draft Strategy was approved by Cabinet for public consultation on the 26 May 2021.

3. Consultation

- 3.1. The consultation was undertaken in accordance with the Gunning Principles. It ran for ten weeks commencing 3 June 2021 to the 12 August 2021. The consultation was open to anyone who lived, worked, studied, or spent leisure time in Bury.
- 3.2. Due to Covid-19 restrictions, we were limited in the number of traditional face-to-face engagements we could host. Consequently, several different approaches were introduced to raise the profile of the consultation and maximise engagement.
- 3.3. The consultation initially involved one online questionnaire, however, a second was introduced during a midpoint review, which included a simplified set of questions and was shortened in length and time required to complete.
- 3.4. To gather insightful data and provide information on the Strategy, we hosted an online webinar for residents and stakeholders; three focus group sessions with Climate Action Bury, Prestwich Environmental Forum and Keep Bury Clean; and two drop-in sessions at Radcliffe Library and Bury Market.
- 3.5. The Strategy was promoted via both internal and external key partner/stakeholder networks, targeted social media campaigns, the Council Website, press releases, and One Community Bury. Railing banners/Correx boards advertising climate action were displayed at twelve of Bury's parks and roller banners were placed in several Council-owned buildings. A dedicated Climate Action Strategy consultation page was established on the Council's Website which included the draft Strategy and Action Plan as well as an accessible version of the document.
- 3.6. Feedback was encouraged by post or e-mail and paper copies of the consultation could be requested via email or the customer contact centre.

4. Consultation Responses/Key Themes

- 4.1. A robust number of useful comments were accrued from the consultation process, despite the consultation taking place during the Covid-19 pandemic.
 - 1.5k people visited the consultation webpage
 - 426 online surveys were completed generating around 562 comments and suggestions.
 - Detailed questionnaire: 264
 - Short questionnaire: 162
 - 9 paper surveys were completed
 - 3 Focus Groups were held with prominent local environmental groups.
 - 2 drop-in sessions were held, at Radcliffe Library and Bury Market.
 - 1 Public Webinar was held.

- 4.2. Most respondents lived and/or worked in the borough. In terms of geographical spread, most respondents came from Bury (38%) followed by Radcliffe (18%), Prestwich (14%), Whitefield (11%), Tottington (10%), and Ramsbottom (8%). Approximately 42% of all respondents were aged 55 or over, while 85% were aged 35 or over. 65% were female, 53% indicated that they had no religion and, 92% stated their ethnicity as white British.
- 4.3. The consultation initially started off as a single detailed questionnaire, however, during a midway review it was decided to add a second shorter questionnaire to increase the response rate. The initial detailed questionnaire followed the following structure:
- Personal Responsibility
 - Importance of Key Action Areas
 - Funding
 - Environmental Forums
 - Demographics

The questionnaire allowed respondents to specifically rank which actions included in the Climate Action Plan they considered to be most important and provided space for any additional considerations for the Council finalising the Strategy and Action Plan.

The shortened questionnaire asked similar questions to the detailed questionnaire but in a more concise manner, the structure was as follows:

- About You
- Climate Action Priorities
- Local Action
- Demographics

The questionnaire asked respondents which Key Action Areas they considered most important and again provided space for any additional considerations that the Council should consider when finalising the Strategy and Action Plan.

- 4.4. Included in Appendix 1 is the Climate Change Strategy Consultation Feedback Report, which goes into greater detail about the results of the consultation.

In short, there was a lot of interest in:

- Construction on greenbelt
- Plastic recycling
- Improving cycling infrastructure
- Helping homeowners/landlord to retrofit their properties.

For more detail see the full report at Appendix 1.

- 4.5. Specifically, to answer the 4 topics of most interest:

- 4.6. Construction on Greenbelt –

Bury have signed up to the Greater Manchester 'Places for Everyone' (PfE), which is a statutory development plan for sustainable growth for nine boroughs of Greater Manchester. In particular it:

- sets out how these boroughs should develop up to the year 2037;
- identifies the amount of new development that will come forward in terms of housing, offices, and industry and warehousing, and the main areas in which this will be focused;
- identifies the important environmental assets which will be protected and enhanced;
- allocates sites for employment and housing required outside of the urban area;
- supports the delivery of key infrastructure, such as transport and utilities; and
- defines a new Green Belt boundary for the nine boroughs.

Government policy specifies that development plans, should provide for assessed housing needs. A standard national methodology for identifying Local Housing Needs (LNH) is in place. This tool helps Bury to know how many new homes it needs in the future. The LNH gives Bury a target of **9,456** homes over the period of the plan.

However, as we are signed up to PfE, which is a joint plan we can share the housing target across other boroughs in Greater Manchester, which reduces our housing target to **7,228** homes, a reduction of 2,168.

As a Borough, we simply do not have enough land within the urban area or on brownfield sites to meet either our full Local Housing Need target of 9,456 homes or even the reduced PfE target of 7,228 homes over the plan period.

Our existing housing land supply evidence identifies there is only enough land to accommodate 3,776 homes, just over half of the demand. This covers brownfield sites within in Bury including potential developments sites within our town centres and other brownfield sites such as the former East Lancashire Paper Mill and former Tetrosyl site at Bevis Green in Walmersley. Therefore, unfortunately we must consider using green belt land for the extra homes that are required.

We are aware that this is an important issue and therefore need to ensure that any new development is in line with goals of the council in achieving carbon neutrality by 2038. As part of PfE, each of the proposed development sites includes a detailed policy that will have to be complied with before planning permission will be granted. This will include a range of criteria to mitigate the potential environmental damage such as:

- Requirements for new transport infrastructure (i.e. tram stops, bus routes, cycling and walking facilities)
- Incorporation of Electric Vehicle Charging Infrastructure
- Biodiversity net gain

- Incorporation of natural infrastructure
- Flood defence and mitigation.

4.7. Plastic Recycling –

Plastic recycling forms part of our wider focus on Consumption and Waste. We are waiting for the outcome of the National Waste and Resources Strategy, which should help to address plastic recycling. In the meantime, we have a commitment to look at how we can avoid single use plastic and we continue to attempt to improve the recycling rates we achieve at the kerbside.

4.8. Improving Cycling Infrastructure –

We are excited that there were many comments about cycling infrastructure as we believe the ambitious plans at the Greater Manchester level for the Bee Network, will significantly improve cycling infrastructure over the next few years in Bury. We are supporting this programme as much as possible and are currently in the process of hiring a cycling and walking officer to help develop our infrastructure.

4.9. Helping homeowners/landlord to retrofit their properties –

The Council recognises that this is a significant challenge over the next 17 years as the scale of the properties that need retrofitting can be overwhelming. We are aware of this and are working with six town housing to look at retrofitting social housing using the PAS 2035 standard as exemplars for the wider community. There is funding available for this, and we are currently working on a bid. This funding is also available to private landlords, and we will be looking at how we can support them to take advantage of it.

As for privately owned properties we appreciate this is an area that needs more attention and are looking at ways we can use the social housing retrofit to help us learn and help to build capacity locally in Bury to ensure there is the skills and capacity to start addressing this in a wider context.

4.10. Appendix 1 highlights the areas of the strategy that were most important to people based on the consultation response. This data is then split down by township to show what is important to people in the differing townships. This information will be used to drive forward the delivery of the Action Plan and will allow priority to be given to the areas work important to the people of Bury.

5. **Revisions to the Strategy and Action Plan**

5.1. Following analysis and full consideration of the responses received from the consultation; a number of revisions/updates have been made to the draft Strategy and Action Plan. Section 8 of Appendix 1 details the revisions made to both the Climate Strategy and Action Plan. A copy of the updated Strategy and Action Plan can be found in Appendices 2 and 3.

6. Delivery of the Strategy

- 6.1. The Climate Action Plan has been developed to support the delivery of the Strategy. The Action Plan has nine strategic priorities which were refined down from the pre-consultation eleven.
- 6.2. "Carbon Offsetting" was merged into Resilience and Adaptation as there were very few comments around this area and it was considered the least important measure by respondents of the consultation and not a short-term priority.
- 6.3. "Putting Climate Change at the Heart of the Council" has now been merged into all the other action areas as it was shown by the respondents to be a key element of the overall action plan.
- 6.4. The new 9 action areas are as follows:
 - Energy
 - Homes, Workplaces & Public Buildings
 - Low-Carbon Travel
 - Consumption & Waste
 - Food
 - Natural Environment
 - Green Economy
 - Environmental Justice
 - Resilience & Adaption
- 6.5. The Strategy outlines the approach the Council will take to achieve its objectives and focus resources, in collaboration with partners.
- 6.6. The Action Plan will be a fluid document that will be used to monitor progress and it will be reviewed every 12 months.

7. Governance

- 7.1. Officers with clear roles and responsibilities will oversee the delivery of the Strategy and supporting Action Plan. There is now a Climate Action Team in place with the Environmental Unit Manager managing two Climate Action Officers.
- 7.2. It is proposed that progress will be monitored against the Climate Action Plan by a newly created Climate Action Board, chaired by the Portfolio Holder for the Environment, Climate Change and Operations; and include representation from the Climate Action Team, political parties in Bury, a representative from each of the Climate Action Forums, Bury Means Business, Six Town Housing, the NHS and Bury Voluntary Community and Faith Alliance (VCFA). The Board will meet quarterly in line with the Climate Action Forums and set the priorities from the Climate Action Plan and assess ongoing progress.
- 7.3. The proposed Terms of Reference for the board can be found in Appendix 8.

8. Climate Action Forums

- 8.1. It is proposed to establish 5 Neighbourhood Climate Action Forums in line with the Councils new Neighbourhood Model to foster community involvement and engagement with this agenda. The original proposal was to name the groups Environmental Forums however it was felt the name Climate Action Forums better represented the focus of the forums.
- 8.2. The responses to the consultation highlighted that communities wanted to have a larger voice and input into this agenda and the Forums create a platform to enable this.
- 8.3. We understand there are existing groups already doing great work to support the Climate Change Agenda. The Climate Action Forums are not designed to supersede them, but to work alongside them to progress climate action in the community.
- 8.4. The Climate Action Forums will operate on a quarterly basis and will be chaired and deputy-chaired by elected representatives from two different political parties.
- 8.5. There will be an opportunity for communication to take place between the Council and residents about what actions or initiatives are taking place. It will also be an opportunity for education and networking. The aim is to help the community take a more active role in helping Bury achieve carbon neutrality by 2038.
- 8.6. We are aiming to use the excitement and engagement around COP 26 to aid us to establish the Forums and therefore plan to hold the first forums in November/December.
- 8.7. The proposed Terms of Reference for the Climate Action Forums can be found in Appendix 7.

9. Community Climate Action Fund

- 9.1. To encourage community engagement with this agenda, £100,000 was assigned from the Climate Manifesto Budget for a Community Climate Action Fund. This fund is for community groups to carry out projects or activities that help Bury move toward carbon-neutrality by 2038.
- 9.2. This money will be distributed by March 2022 and must be spent by end December 2022.
- 9.3. An application form has been crafted which includes information regarding the fund as well as the wider Strategy to help applicants bid for funding. This application form can be found in appendix 5.
- 9.4. Applications for funding will open 1 November 2021 and remain open until 30 November 2021.
- 9.5. An initial sifting will occur within the Climate Action Team and then pass onto a member led panel chaired by the portfolio holder for the Environment, Climate Change and Operations for final decision.

10. Next Steps

- 10.1. The Council will execute the Strategy as a matter of priority, subject to approval. The Climate Action Plan will guide implementation of a range of projects aligned to each of the priorities. Progress will be reported/monitored in accordance with paragraph 7.2 of this report.

Links with the Corporate Priorities:

As part of 'Section 4 – Vision for the Borough in 2030' in the Let's Do It Strategy. There is a commitment to Carbon Neutrality by 2038. The items outlined in this report are the realisation of this aim being put into practice.

Equality Impact and Considerations:

Please see EQIA attached in Appendix 6.

Environmental Impact and Considerations:

The items outlined in this report demonstrate how the Council is going to achieve Carbon Neutrality by 2038. Therefore, this will have a significantly positive impact on the Council's carbon emissions and environmental impact.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The Climate Action Forums receive low numbers of people attending, which damages our reputation and hinders delivery.	<p>Working closely with the Community Hubs and the Neighbourhood Forums to ensure the message is spread widely.</p> <p>Producing a communications plan that uses the momentum of Greater Manchester's Green Summit and COP26 to encourage enthusiasm in this agenda and directing residents to take part in the forums.</p>
A low number of applications are received for the Community Climate Action Fund, which prevents us from giving out all the available fund and driving progress.	Engage with appropriate community groups and charities as early as possible and as part of a communication plan.

There are further details provided regarding risk in Chapter 7 of the Climate Action Strategy (Appendix 2)

Legal Implications:

Good consultation is governed by the principles arising from R v London Borough of Brent ex parte Gunning (known as the Gunning principles). The case set out that for a consultation to be legitimate four principles should be met. The principles were that consultation should take place at a time when the proposals are at a formative stage. There must be sufficient information to allow the consultees to be able to provide an informed response. All consultation should ensure there is adequate time for consideration and response by consultees. It is important that conscientious consideration must be given to the consultation responses before a decision is made.

A public consultation has taken place over a ten week period from 3rd June to 12th August 2021. This consultation has used a variety of methods to consult with members of the public this has included online surveys, focus groups and drop in sessions. The report sets out how amendments were made to the methods of consultation during the consultation period to encourage participation. Paragraph 5 sets out the analysis of the consultation responses and revisions made to the draft strategy and action plan.

It is proposed that if approved the plan is monitored by a newly established Climate Action Board and the Climate action forums. The proposed terms of reference of the Climate Action Board are appended to this report and it will be reviewed as out in recommendation 4.

Financial Implications:

£100k has been set aside from the Climate Manifesto Budget for a Community Climate Action Fund. This fund is for community groups to carry out projects or activities that help Bury move toward carbon-neutrality by 2038.

Implementing the wider strategy will also have costs that will need to be funded. The extent and timing of these cannot yet be quantified and it is anticipated that funding from central government will be made available. All implementation plans will be subject to robust business cases and the identification of funding and financing options.

Background papers:

Appendix 1: Climate Change Strategy Consultation Feedback Report

Appendix 2: Climate Action Strategy

Appendix 3: Climate Action Plan

Appendix 4: Cabinet Report date 26 May 2021 – Public Consultation on the Draft Climate Strategy and Draft Climate Action Plan

Appendix 5: Climate Action Fund Application Form

Appendix 6: Equality Impact Assessment

Appendix 7: Climate Action Forum Terms of Reference

Appendix 8: Climate Action Board Terms of Reference

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

Term	Meaning
Anthesis's SCATTER tool	Web based tool for Local Authorities to assess and report on greenhouse gas emissions.
Gunning Principles	The founding legal principles that must be applied to public consultation in the UK.
PfE	Places for Everyone – long term plan of nine Greater Manchester districts for jobs, new homes and sustainable growth. Published by Greater Manchester Combined Authority.
PAS 2035	Over-arching document in the retrofit standards framework. It provides a specification for the energy retrofit of domestic buildings, and details best practice guidance for domestic retrofit projects.
COP 26	The 2021 United Nations Climate Change Conference.

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Appendix 1: Climate Change Strategy Consultation Feedback Report

1.0 Introduction

The Climate Change Strategy was open for consultation from the 3 June 2021 to the 12 August 2021.

The One Community Bury platform was used during the consultation period and this generated:

- 1.5k total visits to the consultation home page
- 1.1k made aware of the consultation (clicked onto the consultation)
- 719 informed about the consultation (interacted with a document or link on the page)
- 426 total completions of the questionnaire, including:
 - 264 completions of the detailed questionnaire
 - 162 completions of the shortened questionnaire (including the 9x paper responses)

As well as these digital responses, we also received specific group responses from Age UK, Manchester Bolton & Bury Canal Society and Climate Action Bury. These have been incorporated throughout this document and key thoughts and ideas have been highlighted.

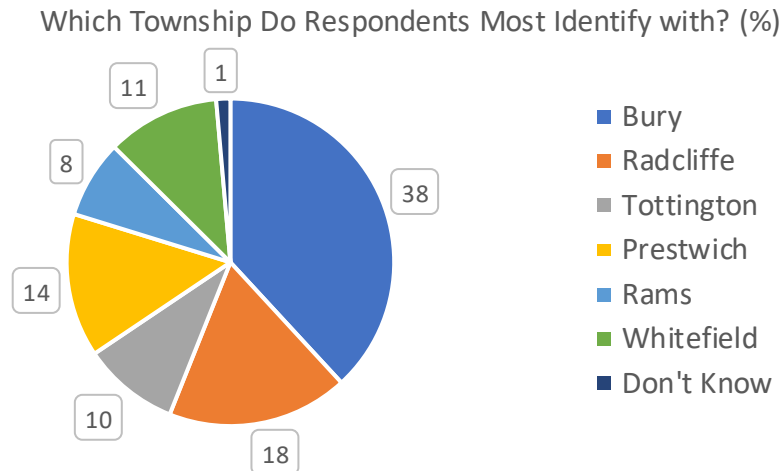
A total of 9 x paper responses were received via post or in-person engagement and these were uploaded to the digital platform and are therefore captured within the data below.

A public webinar was held and promoted online, this gave us a chance to present the Strategy and Action Plan and answer questions around a range of topics. The recording of this webinar was then made available via the Council website.

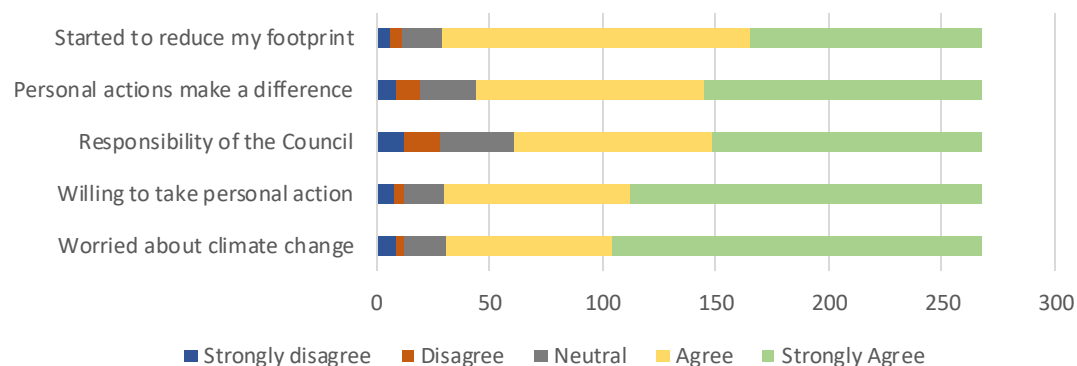
Three focus groups were held with Climate Action Bury, Prestwich Environmental Forum and Keep Bury Clean and the comments from these sessions have been amalgamated and are included below.

2.0 Preliminary Questions

The online questionnaires demonstrated a reasonable geographic spread of respondents:

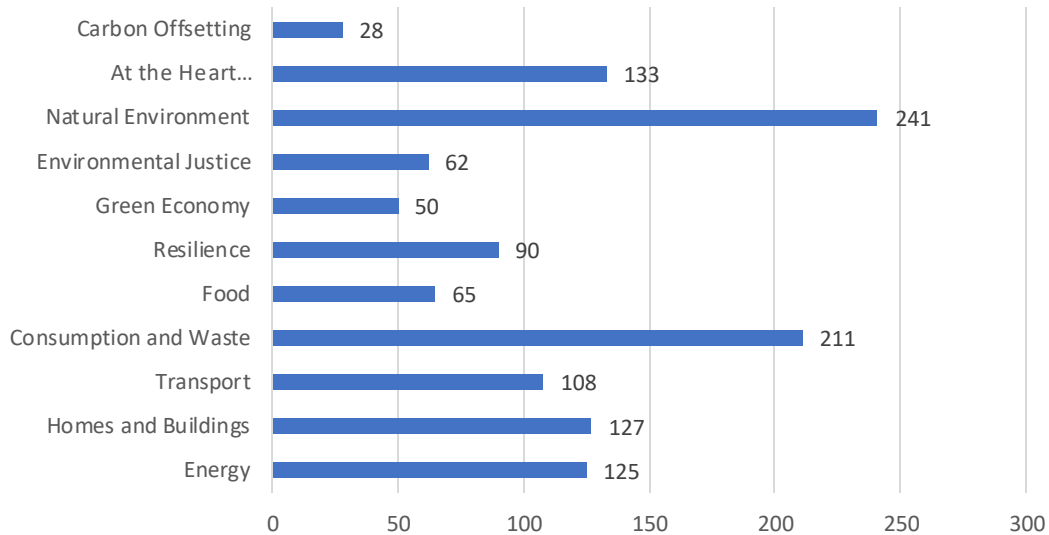


In terms of concern around climate change, the vast majority agreed that climate change was an issue and should be tackled, however there is likely to be a bias present in the data given that people engaged with and concerned about climate change in some ways are more likely to respond to a consultation on climate action.



3.0 Priority Action Areas

As shown below “Natural Environment” (241) was most often selected as one of the most important areas followed by “Consumption and Waste” (211) and “At the Heart...” which represents “Climate Change at the Heart of the Council” (133). This data includes both detailed and shortened questionnaire.



Within the detailed questionnaire, all actions from the Climate Action Plan were listed and respondents were asked to select three actions for that Area that they considered most important. Below shows which they considered to be most important:

Energy	<ol style="list-style-type: none"> 1. Increase renewable energy production relating to our land, buildings and water assets (68.2%) 2. Introduce policies around new developments, carbon neutrality and renewable heating systems (42.4%) 3. Increase the use of heat pumps and other sustainable renewable heating options in existing buildings (35.3%)
Homes and Buildings	<ol style="list-style-type: none"> 1. Promote grant funding opportunities to retrofit domestic households (30.5%) 2. Incentivise carbon-neutral developments and retrofits (28%) 3. Develop pilot projects around deep retrofitting and renewable heating systems (26.8%)
Transport	<ol style="list-style-type: none"> 1. Develop and improve walking and cycling infrastructure (54.1%) 2. Improve the connections between different modes of sustainable travel (31.8%) 3. Develop and promote active travel and the 15-minute neighbourhood concept (28.2%)

Consumption and Waste	<ol style="list-style-type: none"> 1. Increase recycling rates with a wider range of materials collected for recycling (58.1%) 2. Increase awareness of zero-waste choices available to consumers (32.4%) 3. Work within the Council and with our communities to avoid single use plastic (32.4%)
Food	<ol style="list-style-type: none"> 1. Promote the buying and selling of food which has minimal packaging (56%) 2. Promote a plant rich diet and reduce overall meat consumption particularly (50%) 3. Work with communities and businesses to reduce waste food (42%)
Resilience	<ol style="list-style-type: none"> 1. Educate and prepare our residents, our businesses and public sector partners to encourage change in behaviours, operations and services (43.2%) 2. Identify the most vulnerable people in the areas most at risk of flooding and high heat levels and target adaptation (37.8%) 3. Conduct an assessment around the impacts of extreme weather in the borough (35.1%)
Green Economy	<ol style="list-style-type: none"> 1. Work with our local schools and colleges to ensure that we work together to fill the skills gaps (43.2%) 2. Promote businesses that address the climate emergency to create and expand "green collar" jobs (43.2%) 3. Stimulate demand for renewable energy and other green solutions within the business sector (40.5%)
Environmental Justice	<ol style="list-style-type: none"> 1. Target energy efficiency schemes at reducing fuel bills in the homes of the fuel poor and other vulnerable households (54.8%) 2. Work with the NHS to address health inequalities and work towards reducing the potential impacts of climate change on those already suffering (51.6%) 3. Utilise our township and neighbourhood structures to help identify fuel poverty issues and to design effective solutions for local environmental issues (45.2%)
Natural Environment	<ol style="list-style-type: none"> 1. Protect existing public open space, sport and recreational facilities and enhance natural capital (52.6%) 2. Manage council owned land and road verges to increase biodiversity and drawdown carbon pollution, including through reduced pesticide use and increased planting of wildflowers (39.8%) 3. At least double tree cover on council owned land and protect existing trees (37.6%)
Climate Change at the Heart of the Council	<ol style="list-style-type: none"> 1. Divest from fossil fuels and invest in renewable energy projects (48.5%) 2. Set measurable indicators to monitor progress towards our 2038 carbon neutrality target (37.6%) 3. Align all our council plans policies and guidance with our carbon targets (36.6%)

Carbon Offsetting	<ol style="list-style-type: none"> 1. Keep up to date with carbon offsetting opportunities and consider the practicality and reliability of using these means to meet our target (60%) 2. Where necessary, acknowledge and incorporate carbon offsetting in a timely manner (40%)
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4.0 Breakdown by Township

Using the data available we were able to analyse which of the 11 Priority Action Areas were most important to each Township. As the table below shows Consumption & Waste, Natural Environment and Putting Climate Change at the heart of the Council were consistently shown to be the most important to our residents:

	Bury	Ramsbottom	Prestwich	Radcliffe	Tottington	Whitefield
1	Consumption & Waste	Natural Environment	Natural Environment	Natural Environment	Natural Environment	Consumption & Waste
2	Natural Environment	Consumption & Waste	Putting Climate Change at the Heart of Council Action	Consumption & Waste	Consumption & Waste	Energy Supply
3	Homes, Workplaces and Public Buildings	Putting Climate Change at the Heart of Council Action	Homes, Workplaces and Public Buildings	Putting Climate Change at the Heart of Council Action	Putting Climate Change at the Heart of Council Action	Natural Environment

The six tables below also show the top three actions from the original Climate Action Plan broken down into Township:

Bury	
1	Increase recycling rates with a wider range of materials collected for recycling
2	Protect existing public open space, sport and recreational facilities and enhance natural capital
3	Increase renewable energy production relating to our land, buildings and water assets

Ramsbottom	
1	Increase recycling rates with a wider range of materials collected for recycling
2	Increase awareness of zero-waste choices available to consumers
3	Divest from fossil fuels and invest in renewable energy projects

Prestwich	
1	Develop new quality green spaces in areas where they don't exist particularly in neighbourhoods where people are vulnerable
2	Protect existing public open space, sport and recreational facilities and enhance natural capital
3	Set measurable indicators to monitor progress towards our 2038 carbon neutrality target

Radcliffe	
1	Protect existing public open space, sport and recreational facilities and enhance natural capital
2	Produce a Green and Blue Infrastructure Strategy to show how we will protect, enhance and develop our existing natural environment and greenspace
3	Increase recycling rates with a wider range of materials collected for recycling

Tottington	
1	Protect existing public open space, sport and recreational facilities and enhance natural capital
2	Increase recycling rates with a wider range of materials collected for recycling
3	Produce a Green and Blue Infrastructure Strategy to show how we will protect, enhance and develop our existing natural environment and greenspace

Whitefield	
1	Work within the Council and with our communities to avoid single use plastic

2	Increase the use of heat pumps and other sustainable renewable heating options in existing buildings
3	Develop and improve walking and cycling infrastructure

5.0 Specific Comments

A total of 562 unique comments were produced relating to the 11 Priority Action Areas. Below shows the most common comment/theme from each of the 11 Areas:

Priority Action Area	Comment/Theme
Energy	Provide grants to... <ul style="list-style-type: none"> • homeowners so people can improve the efficiency of their home • commercial landlords allowing them to upgrade building efficiency • a wider range of people as households with low income still cannot afford upgrades • people and make the process easier including details of reliable service providers • make renewable energy more viable
Homes and Buildings	Provide clearer information on... <ul style="list-style-type: none"> • energy efficiency • government schemes • grants available • council initiatives • difference between carbon-neutral and zero-carbon
Transport	Cycle infrastructure <ul style="list-style-type: none"> • Enhance infrastructure • Better segregated lanes • Improve local roads • Creation of bike hubs for shorter journey • Improve pedestrian crossings • More secure cycling
Consumption and Waste	Recycle a wider range of plastics
Food	Provide more spaces to grow urban food <ul style="list-style-type: none"> • Increase the number of allotments
Resilience	Flood risk <ul style="list-style-type: none"> • Reduce flood risk to property owners • Include surface water run off standards at planning stages to ensure new developments do not increase run off risk and factor in climate change • Early flood warning system

	<ul style="list-style-type: none"> • Work with farmers more to reduce the risk of severe flooding associated with the Radcliffe regenerations in the immediate vicinity of the canal route
Green Economy	<p>More engagement with the public:</p> <ul style="list-style-type: none"> • Involve residents to develop solutions and ideas • Promote awareness • Provide info and details on businesses that are zero-waste/eco/green
Environmental Justice	<p>Fuel poverty:</p> <ul style="list-style-type: none"> • Help and identify areas suffering • Frontline staff don't understand the health repercussions • Provide more support • Increase awareness • Review criteria of fuel poverty as households with an income still suffer
Natural Environment	<p>Building on greenbelt land:</p> <ul style="list-style-type: none"> • Stop future developments • Prevent new housing developments • Cancel Places for Everyone • Prioritise brownfield over greenbelt
At the Heart...	<p>Comms and public engagement:</p> <ul style="list-style-type: none"> • Listen to residents more • Use stronger, more assertive language • Simpler comms • People need to be constantly encouraged to take action • Place the narrative on peoples' future generations to have a big impact • More evidence of action • Explaining decision-making • How local residents can make a difference • Help people understand the issues more • Open up more projects for the public to co-produce with the Council
Carbon Offsetting	<i>no key comment or theme emerged</i>

6.0 Community Action Ideas

The consultation questionnaire asked respondents to provide ideas of projects that they thought would be good use of the Community Climate Action Fund. Below includes the top 15 suggestions:

1. More tree planting
2. More green space protection
3. Improving recycling services

4. Better cycling infrastructure/parking
5. Local food growing projects
6. More work around renewable energy
7. Litter-picking/clean ups
8. Community events to improve education around climate change
9. Work with schools and educate around energy efficiency
10. Design more sustainable homes
11. Improve tram service/public transport
12. Develop green spaces to grow fresh fruit and vegetables
13. Creative and educational projects
14. Improved electric vehicle charging infrastructure
15. Better infrastructure around town centres

7.0 Focus Group Summary

Participants felt that politicians were not doing enough and were failing to understand the scope of the issue. Conversation around the issues has increased recently but there is still nowhere near the level of discourse required to fully tackle the issue. However, COVID has demonstrated to the public that it is possible to make quick wide-reaching changes that can have an impact.

We need widescale changes that challenge our throw away culture and reduce the built-in redundancies, however, that must come from National Government. Housing and improvements to the planning system were also raised as a national issue that needs changing. Fossil fuel companies should also be held to account and not allowed a free ride as they have over these past few decades. Participants often stated that there needs to be a change at a systems level and leadership must take charge on the matter.

The British public are tired of climate change but more needs to be done to educate people to the issues to provoke action. Many people are aware and do want to do something, but they don't have the tools to produce action. Given that the impact on the Northern Hemisphere/Western World has not been catastrophic yet it is still difficult to engage with people. The participants spoke about how they, themselves, have acted as conduits and spread information demonstrating the possibility of using local champions who can produce action and awareness at a local level.

David Attenborough demonstrated the possible change with his work around plastics and similar documents should be replicated to help people understand. Improvements in communications need to convey the importance of individual change and highlight how smaller changes can be easily adopted. These changes need to be positive, and people need to be nudged towards the end goal; changes also need to be grounded in data that people can understand.

Bury Council has demonstrated that it can take difficult decisions for the greater good and therefore it should be able to make further decisions around climate action. There needs to be a positive comms plan to counteract these negative messages and highlight why Bury Council are doing what they're doing. There also needs to be emphasis placed on people thinking global but acting local.

People need to be enabled to change, overall, though, it is difficult to prioritise what should be done as everything is important. Improvements such as public transport and the cycling infrastructure are ways of getting people involved and onboard. And some things need to be reassessed given the negative publicity they produce such as buildings on greenbelt. While Bury does have some good green spaces they fail to connect up and are intersected by busy roads.

Respondents state that they want to see action asap from the Council and they do think the Council can do good, but it needs to demonstrate that rather than simply writing about it. When delivering these messages, it is suggested that it may be best to come through small networks and local community groups rather than the Council as they have more local sway and trust, especially at the start when encouraging people to take action.

The Council's housing stock is a large source of energy loss given their poor construction. These need to be retrofitted and demonstrate the benefits and while this would be best at national level, should be done locally if there is a lack of stewardship from higher up.

While Bury may not be able to influence larger stores, the Council should engage with smaller local stores/cooperatives/independent stores and highlight the good work they are doing and encourage them to go further. There are several different environmental green businesses in Bury and more needs to be done for them. Focussing on what can be done rather than what cannot be done will be an important step for the Council.

Waste, food waste and single-use plastic were all common topics with people calling for more opportunities to recycle and more centralised local places where items can be swapped and reused. Suggestions included setting up re-use shops in Bury, lending libraries for items, community swap shops for clothes and textiles, liaising with Tetracycle and running a recycling scheme with them, and restricting the dumping of e-waste and small appliances. Local recycle centres would also reduce the need for people to travel in order to recycle their waste.

Common theme was that schools and youth should be engaged with more and positive actions should be embedded into their processes and how they are operated.

The use of space in the borough needs to be reassessed including blue and green infrastructure (including greenbelt but also accessibility across the different neighbourhoods), how roads are prioritised, cycling infrastructure, parking and the Council needs to fully acknowledge where there are issues to tackle them.

There were several comments around accessibility and working with a wide range of society to include everyone and not leave anyone behind. The elderly and disabled want to be involved just as much as everyone else but places and spaces are often inaccessible hindering this. Simply getting around Bury can be difficult and tiresome given that cars are often given priority over pedestrians/wheelchairs

Participants were asked about their thoughts around the governance of the Strategy and Action Plan and questions were raised around how we would ensure targets don't slip? Can things change once the document is in place? Could targets be set so they cannot be rolled back? An Environmental Scrutiny Committee was highlighted as a potential option where the Council is answerable to groups, however the Council needs to place action at the heart of every decision.

It was highlighted that there needs to be clear targets and timelines outlined which each area can work towards and some Strategies such as the Physical Activity Strategy do include clear targets. Without strong targets to work towards the Strategy appears performative and cosmetic, without serious commitments there is a lack of buy-in from the public. The 2038 target was often stated to be too far and uninspiring.

When asked who they thought could inspire action, the Council was said to be pushing people in the right direction but did not inspire people. The Council has influence and can help change behaviours but the public look more to ethical celebrities or local communities to make decisions and adopt new ideas.

The participants highlighted that there are a lot of community groups in Bury and there's a lot of energy to get involved and create a better future and better local area. Engaging with these groups will be critical moving forward. When working with these groups the Council needs to be able to provide a space where people can talk openly and not be defensive around thorny issues. There is a shared objective, and the Council needs to learn to work with the local community to reach it.

8.0 Revision to the Climate Action Strategy and Action Plan Following the Consultation

The following changes have been made to the Climate Strategy and Action Plan to incorporate feedback from the consultation.

Changes to the Climate Strategy:

1. The formatting and layout have been changed to make more accessible
2. "Putting Climate Change at the Heart of the Council" and "Carbon Offsetting" have been incorporated into other Priority Action Areas
 - a. "Climate change at the Heart of the Council" was stated as one of the most important so has been highlighted throughout each section more prominently
 - b. "Carbon offsetting" was the least popular and least understood and was incorporated elsewhere given that it's not a priority in the short-term
3. Changes to wording to make it more readable and easier to understand
4. Greater emphases in Chapter 5 "Priority Action Areas" on what Bury Council is doing
5. Stronger wording in Chapter 6 "Taking the Lead" which emphasises that we are taking the lead but require community engagement and buy-in
6. Data in Chapter 6 has been tabulated and graphed to make it more engaging

Changes made to the Action Plan:

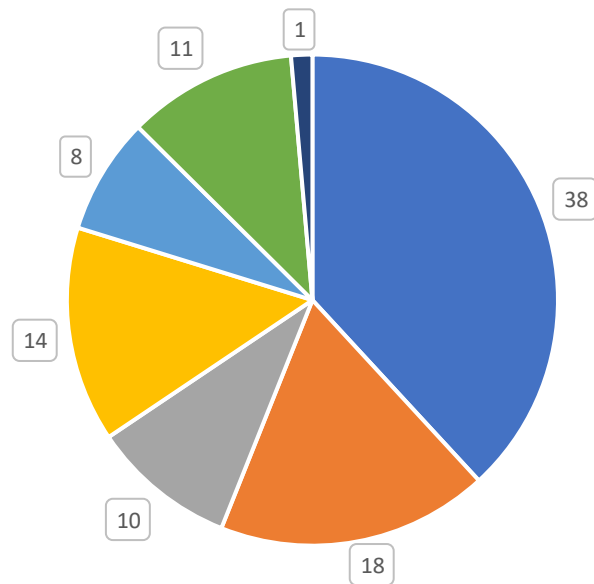
1. Greater emphasis on community engagement and clearer explanation of the Climate Action Forums, Community Climate Champions and Community Climate Fund
2. Clearer split of what the Council can achieve and what we need National Government and the GMCA to do
3. Included what individuals can do and provides links to information
4. Simplification of progress categories
5. "Putting Climate change at the Heart of the Council" and "Carbon Offsetting" have been incorporated into other Priority Action Areas most fitting those actions
6. Additional actions have been incorporated into the Action Plan
 - Developing the Go Neutral project to better understand our options around renewable energy generation
 - Investigating the feasibility of renewable energy systems (hydro, solar, wind) generation within Bury
 - Working with local communities to provide more information on options available relating to renewable heat and energy systems
 - Consider using a nationally recognised carbon-neutral standard such as the Passivhaus standard as a way of achieving carbon-neutral housing
 - Working with our business community to develop a robust network of service providers that can deliver energy-efficiency upgrades

- Providing more information to residents regarding energy efficiency, grants and schemes as they become available and planned Council initiatives
- Improving our blue infrastructure and encouraging residents to use them
- Working with schools to increase active travel and reduce travel-associated carbon emissions
- Working with our NHS and health partners to better communicate the health-related issues of climate change
- Encourage businesses to reduce business travel. e.g. by the use of video conferencing
- Work with businesses to discourage employee use of private vehicles
- Communicating with the public more about recycling and the options around waste reduction
- Promoting local businesses that are demonstrating good environmental practices
- Working with local schools to reduce waste
- Working with schools to increase awareness of food sources and sustainability
- Liaising with established food bank/pantry networks to ensure food waste is used appropriately
- Working with our local agricultural sector to help reduce impacts upon the planet
- Protect existing trees, hedgerows and peatlands throughout the borough
- Working with the Places for Everyone Strategy so that our new developments encourage progress towards carbon-neutrality
- Engaging with the public more around local decisions relating to green spaces
- Investigating the potential of rewilding and how best to incorporate
- Working with schools to better use green spaces to promote biodiversity
- Investigating how best to promote and improve our blue infrastructure
- Ensuring that all residents have access to well-maintained green spaces
- Providing residents with a place to voice their concerns and help them improve their local community
- Better educating our residents and local communities around the risks posed from flooding, overheating and other climate-related issues
- Working with rural land owners in Bury to reduce flood risk further down stream
- Working with local action groups to deliver community action and resilience

9.0 Questionnaire Response Demographics

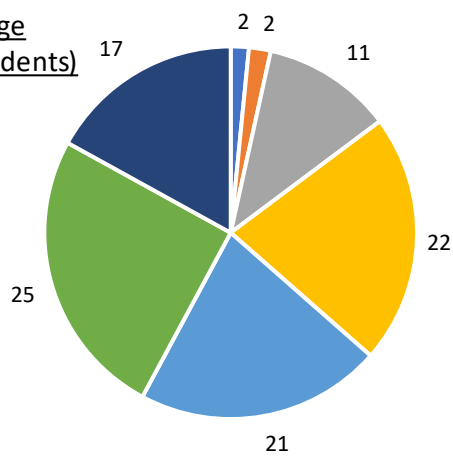
Township
(% of respondents)

■ Bury
■ Radcliffe
■ Tottington
■ Prestwich
■ Rams
■ Whitefield
■ Don't Know



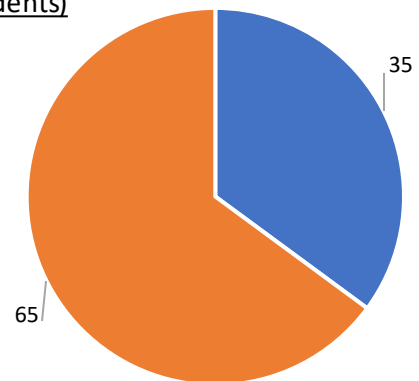
Age Range
(% of respondents)

■ <17
■ 18-24
■ 25-34
■ 35-44
■ 45-54
■ 55-64
■ >65

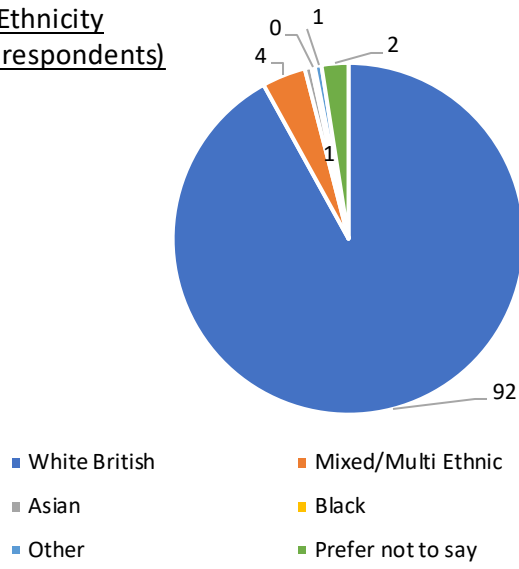


Gender
(% of respondents)

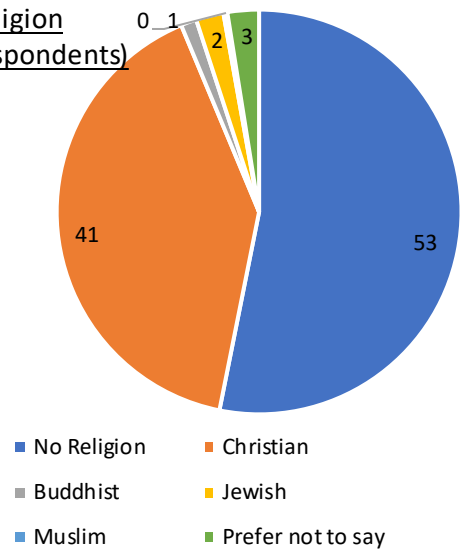
■ Male
■ Female



Ethnicity
(% of respondents)



Religion
(% of respondents)



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Bury Council

Climate Action Strategy 2021

We want Bury to be carbon-neutral by 2038 to clean the air, protect our environment, and care for the health and wellbeing of our communities

Let's do it...

For our planet

For each other

For future generations

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Foreword

Bury is a great place to live and work, but we recognise that climate change presents a significant challenge to the health and wellbeing of our communities.

We must take responsibility now to protect ourselves, our children and our grandchildren from the dangers of climate change. In 2019 Bury council declared a climate emergency and we have set an ambitious target to be carbon neutral by 2038. This target presents a major challenge, but we must be ambitious to protect ourselves and our families from the danger and disruption we face.

Climate change is a long lasting and universal problem that will affect everyone and those most impacted will be our most vulnerable residents. Our young people and future generations will have to deal with our legacy and we owe it to them to take the drastic action required.

This strategy document lays out the extent of the challenge ahead and the step change needed to tackle this issue. One thing is certain, the council can't achieve this alone, and we will need to work closely with our residents and businesses if we are to be effective.

We need everyone to play their part and this Strategy and Action Plan will be the first step. From here we will work with the communities in each of our neighbourhoods and townships to ensure the Action Plan is implemented and we progress towards our 2038 target.

The cost of not doing enough is high but the challenge we face brings a huge opportunity to improve our health, economy, and our environment. We know that the people and businesses of Bury have the necessary spirit and determination to face this challenge head on and that by working together we can achieve the level of change we need to protect our future.

Councillor Alan Quinn,

Cabinet Member for Environment, Climate Change and Operations

Executive Summary

If you read nothing more ...

To tackle our climate emergency, we need to step up our actions to cut carbon emissions drastically. Failure to act will have huge costs to the health and wellbeing of our communities. The recent flooding events in our borough have shown the impacts that extreme weather events can have on residents and businesses. On the flip side – if we do the right things, we can reap the rewards that a pleasant, healthy environment and a growing green economy can bring.

This Climate Action Strategy and the adjoining Climate Action Plan outline that we must achieve the following:

- Recognise that climate change is happening, and the impacts are with us now
- Deep fast cuts in carbon to achieve our target of carbon neutrality by 2038
- Be better adapted to extreme weather patterns

To make progress we must see:

- A swift reduction in demand for energy across all sectors including, businesses, and households
- A complete switch to clean zero carbon energy sources by 2038
- A complete shift to fossil fuel free local travel by 2038
- Effective action from Government to enable the scale of change required; we can only go so far at the local level
- Wiser decisions in our lifestyles so we don't add to national and global carbon emissions. This will mean changes in our diets, a reduction in waste and more careful choices about what we buy and how we live and work
- More trees and woodland to collect carbon naturally
- A better understanding of climate risks and the actions we must take
- Increased investment to meet the scale of our challenge
- Strong partnerships with our community to help us meet this challenge and drive progress

Working together we can have a much bigger impact. Everyone can play their part and must commit to develop their own plan of action to safeguard our future.

Acronyms and Terms

Below are several terms used throughout the Climate Action Strategy that may be ambiguous or require explaining

Air source heat pumps: Usually placed outdoors at the side or back of a property. It takes heat from the air and boosts it to a higher temperature using a heat pump. This heat can then be used to heat radiators, underfloor or warm air heating systems and hot water in your home. The pump needs electricity to run, but it should use less electrical energy than the heat it produces.

Carbon neutral: The target to which Bury aims to reach by 2038. Carbon neutrality means that the carbon we emit is equal to the carbon we take in. Net zero is equivalent to carbon neutrality. An alternative to carbon-neutral is absolute-zero which means that there are no carbon emissions at all and does not require balancing.

Climate emergency: The climate is the long-term pattern of day-to-day weather. Our food and water supplies depend on stable seasonal patterns of temperature, rain, and wind in the UK and elsewhere. In the last 100 years the earth's average temperature has increased faster than previously seen. Bury Council declared a climate emergency in 2019.

Ecological Enhancement Areas: Locations where an opportunity exists for improvements that will improve the functioning of ecological networks/wildlife corridors.

Greenhouse Effect: The trapping of the sun's warmth in a planet's lower atmosphere, due to the greater transparency of the atmosphere to visible radiation from the sun than to infrared radiation emitted from the planet's surface.

Greenhouse gases: A gas that contributes to the greenhouse effect by absorbing infrared radiation. Carbon dioxide, methane, and chlorofluorocarbons are examples of greenhouse gases.

Ground source heat pumps: Ground source heat pumps use pipes that are buried in the garden to extract heat from the ground. This heat can then be used to heat radiators, underfloor or warm air heating systems and hot water in your home.

ktCO₂e: The number of metric kilotons of CO₂ emissions with the same global warming potential as one metric ton of another greenhouse gas.

Passivhaus standard: Passivhaus buildings provide a high level of occupant comfort while using very little energy for heating and cooling. They are built with meticulous attention to detail and rigorous design and construction according to principles developed

by the Passivhaus Institute in Germany and can be certified through an exacting quality assurance process.

PAS2035: PAS 2035 is the new over-arching document in the retrofit standards framework introduced following the recommendations of the Each Home Counts review. PAS 2035 essentially provides a specification for the energy retrofit of domestic buildings, and details best practice guidance for domestic retrofit projects.

Sites of Biological Interest: Sites of Biological Importance (SBI) is the name given to the most important non-statutory sites for nature conservation and provides a means of protecting sites that are of local interest and importance.

The Tyndall Centre: The Tyndall Centre for Climate Change Research is an organisation based at the University of Manchester that brings together scientists, economists, engineers, and social scientists all working within the field of climate change, global warming and sustainable development.

UN IPCC: The UN's Intergovernmental Panel on Climate Change is an intergovernmental body that provides the world with objective, scientific information relevant to understanding the scientific basis of the risk of human-induced climate change.



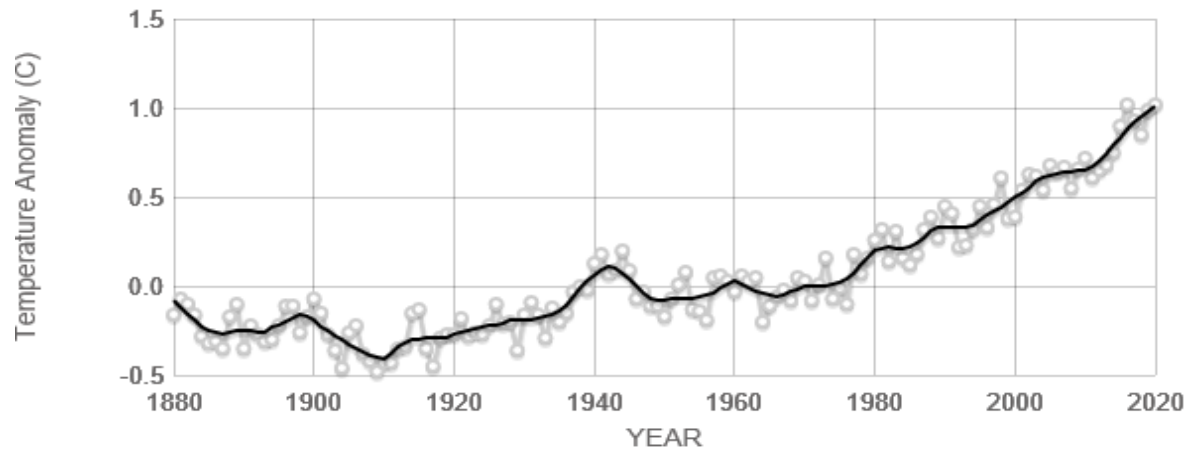
Chapter 1: Introduction

Why do we need a Climate Action Strategy?

Over the last 50 years the average global temperature has increased at the fastest rate in recorded history and the trend is accelerating. 2019 was the second warmest year on record after 2016^[1].

When sunlight reaches the earth some of the energy is absorbed on the surface and reradiated as infra-red energy that we call heat. This goes back into the atmosphere where greenhouse gases such as carbon dioxide (CO₂ often referred to as carbon) trap this heat and send it back out in all directions. This natural process stops our planet from being cold and is known as the Greenhouse Effect.

Human activities, in particular the burning of fossil fuels for electricity, heating and transport are changing the balance of the Greenhouse Effect. This is because we are emitting more greenhouse gases, especially carbon dioxide. The increase in these gases, which can last for years to centuries in the atmosphere, means we are trapping even more heat and causing the planet to get hotter.



Global annual average temperature anomaly ^[1]

These rising temperatures are now altering the global climate resulting in longer and hotter heat waves, more frequent droughts, heavier rainfall, rising sea levels and more powerful storms and hurricanes. This is seen in the retreat of glaciers, melting of ice, loss of habitats, floods, droughts and fires around the world. As the world population suffers more extreme weather, we will see more famines and mass migration as impacted people flee from the worst effects. As the frequency and scale of impacts increases the threat becomes critical.

International response

The 2018 UN Intergovernmental Panel on Climate Change (IPCC) special report ^[2] on the impacts of global warming report describes the enormous harm that a 2°C rise in global temperatures is likely to cause compared to a 1.5°C rise. The report went on to say that, limiting global warming to 1.5°C might still be possible with ambitious action from local communities.

In December 2015, The Paris Climate Agreement (COP21) was made between nearly 200 countries to cut greenhouse gas emissions to limit the rise in global temperatures to less than 2°C ^[3]. This deal united all the world's nations in a single agreement on tackling climate change for the first time in history.

In summary, the Paris Agreement intends:

- To keep global temperatures "well below" 2.0C (3.6F) above pre-industrial times and "endeavour to limit" them even more, to 1.5C
- To review each country's contribution to cutting emissions every five years so they scale up to the challenge
- In November 2021, the UK will host COP26 in Glasgow. It is expected that this conference will usher in the next phase of international climate negotiations ^[4]

UK response

The UK was one of the first countries to recognise and act on the economic and security threats of climate change. The Climate Change Act ^[5], passed in 2008, committed the UK to reducing greenhouse gas emissions by at least 80% by 2050 when compared to 1990 levels. In 2019, the government announced a new plan to cut greenhouse gas emissions in the UK to net zero by 2050 and in 2020 added an interim target to reduce emissions by 68% (on 1990 concentrations) by the end of the decade.

Greater Manchester response

In 2019, the Greater Manchester Combined Authority (GMCA) produced a 5 Year Environment Plan for Greater Manchester ^[6] which lays out how the city region will progress to carbon neutrality by 2038. Our Climate Action Strategy is designed to be consistent with and link directly to this plan.



Greater Manchester's 10 Local Authorities

Greater Manchester vision

The 5 Year Environmental Plan for Greater Manchester states that:

“We want Greater Manchester to be clean, carbon neutral, climate resilient city region with a thriving natural environment and circular zero waste economy where:

- Our infrastructure will be smart and fit for the future, will have an integrated clean and affordable public transport system, resource efficient buildings, greater local community renewable energy, cleaner air, water and greenspace for all*
- All citizens will have access to green space in every community, more trees including in urban areas, active travel networks, environmental education, and healthy and locally produced food*
- Citizens and businesses will adopt sustainable living and business practices focussing on local solutions to deliver a prosperous economy”*



Chapter 2: Our Vision

Bury

Bury is one of the ten metropolitan boroughs that make up Greater Manchester. Situated north of Manchester City Centre, Bury is a mixture of urban, suburban, and rural areas.

Bury consists of six townships that are organised into five neighbourhoods North (including Ramsbottom and Tottington), Bury East (including Bury), Bury West (including Radcliffe), Prestwich and Whitefield.

Despite being one of the smallest Local Authorities, with a population of 190,000 and an area of 100km², we have a highly diverse population and therefore there is considerable opportunity to introduce a far-reaching and inspirational agenda that is well tailored to the local neighbourhoods.

Effects of climate change on Bury

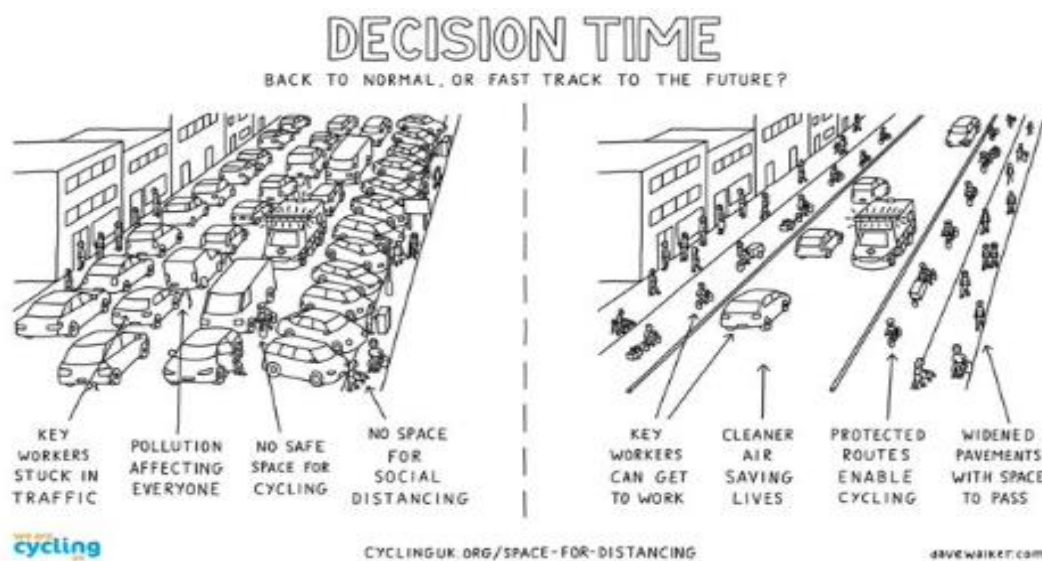
According to the National Trust's Climate Hazard Map ^[7], by 2060, Bury will have a very high risk of overheating and high humidity (Prestwich & Whitefield); high risk of storm damage (entire Borough); and high risk of slope failure (Ramsbottom).

The effects of climate change are already being felt around Bury and human health and life is being put at an ever-greater risk with increasing flood risk and summer heatwaves becoming more common.

Bury Council's response

A key finding of the UN Emissions Gap ^[8] report is that local action plays an important role in delivering national pledges. In July 2019 Bury Council responded to this climate crisis by declaring a Climate Emergency ^[9] and we have set a challenging and ambitious target to be carbon neutral by 2038.

We need to be part of a journey to protect our environment and the health and wellbeing of our communities. We know that we urgently need a step change to wean ourselves off our reliance on fossil fuels and our unsustainable consumption habits. We need to play a crucial part in tackling this global climate and ecological emergency.



What our streets could look like

The Council are already looking at incorporating a move towards carbon neutrality in its processes and strategies. The Council has signed up to the United Nation's Race to Zero campaign ^[10], highlighted carbon neutrality in the Bury 2030 Strategy ^[11] and included sustainable considerations in the borough's new Housing Strategy ^[17].

The recent impact of the coronavirus pandemic has provided an opportunity to pause and relook at our society, where possible building a new model that reflects the needs of the climate emergency. As lockdowns ease, new travel patterns and modes of living will emerge, and we must seize these opportunities to make a change that is positive for our environment.

We need a model which allows us to thrive while respecting the wellbeing of all people and the planet we live on. Our response to the recovery from COVID-19 could be the

catalyst we need to make the radical change required to protect our communities from the dangers of climate change.

As the economist Kate Raworth says in her book, “Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist”:

“We live in a world that is complex, deeply interconnected where human health and planetary health are woven into one. So, governments need frameworks and ways of thinking that can hold that complexity that can think about climate, health, jobs, financial stability and inequality in one space” [12].



Raworth's Doughnut Framework

What does success look like?

For Bury to meet its carbon-neutral target the following will need to happen:

1. Emissions from gas boilers and vehicles are eliminated
2. Public and private sector operations rapidly decarbonise
3. Buildings are carbon neutral
4. Renewable heat and power generation is maximised
5. Green and blue spaces are enhanced and improved for sustainable use and biodiversity
6. Local communities are engaged and understand the climate emergency
7. Electricity is sourced from certified renewable or zero-carbon sources
8. The business sector adopts sustainability as a central tenant
9. Carbon offsetting is incorporated into the design process when determined to be absolutely necessary



Chapter 3: Bury's Carbon Emissions

Where do our emissions come from?

There are three main sources of CO₂ or carbon emissions that we as a community are responsible for or which we have influence over:

Direct emissions

Includes activities such as burning gas in boilers, or petrol or diesel in vehicles or plant equipment. These are relatively easy to measure and therefore monitoring progress is straightforward.

Indirect emissions

Includes using electricity generated in another location where emissions will be from the sources of energy used by the national grid at the time i.e., gas and coal. Again, these are relatively easy to measure and therefore monitoring progress is straightforward.

Consumption based emissions

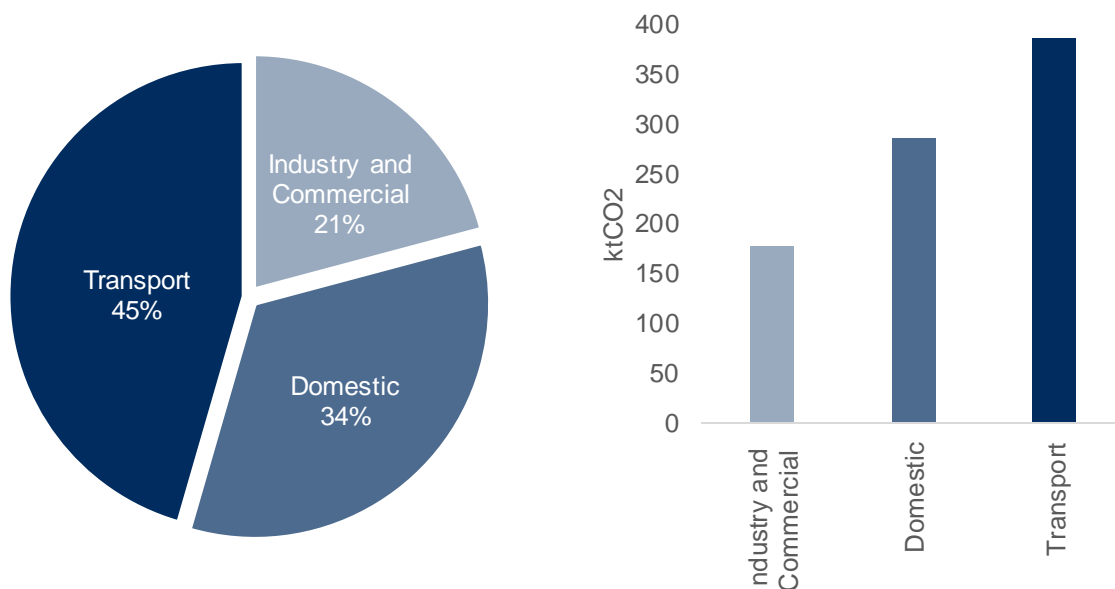
A type of indirect emissions resulting from the things we buy and ultimately dispose of for example food, clothes, phones, furniture, and construction materials many of which are produced outside our town. These emissions are more complex and difficult to measure

as many of the goods used in Bury are imported from other areas and other countries via complex transport networks and storage systems. Although we can't measure them, they are an important source of our emissions globally and it is vital we take action to reduce them.

Bury's emissions

Bury's direct and indirect emissions from gas, electricity and other fuel usage was 844.5ktCO₂ in 2018. This figure is taken from the latest available data produced by the Government ^[14]. As shown in the graphs, transport accounts for the largest proportion of emissions in the Bury area, followed by the domestic sector.

A significant proportion of the carbon emissions from transport will be from motorways and these are outside our local control. However, transport is the biggest source of greenhouse gases in the UK and emissions continue to grow. The "Transport for Quality of Life" report suggests that to deliver the greenhouse gas reductions needed, we will be required to reduce car use by between 20-60% depending on factors such as the speed with which we switch to electric vehicles ^[15].



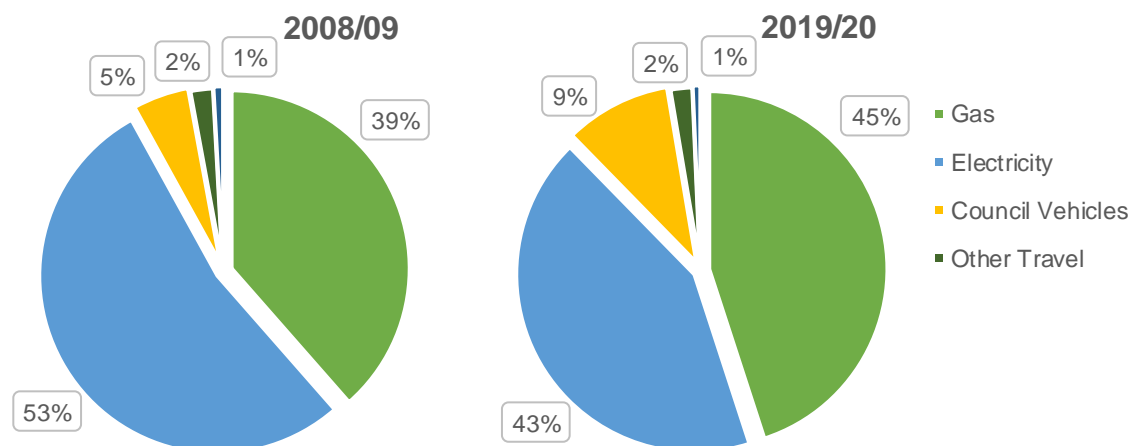
Sector emissions in Bury (2018)

Bury Council's emissions

From 2008/9 to 2019/20 we have seen Council related direct emissions reduce by 47%. The figure below shows where our measured emissions come from and we can see that gas use in our building's accounts for the most emissions, with electricity use close behind. Our vehicles were responsible for 9% of measured emissions in 2019/20 and this has grown since 2008/09. Our total footprint is now 15,650 tCO₂e, down from 29,357 tCO₂e. Council emissions represent only 2% of Bury's borough-wide emissions total ^[13].

This shows that the council only has direct control over a very small proportion of the total emissions of our borough.

This footprint does not take into account the carbon emissions from our consumption, which is very difficult to represent, but from research conducted, we can assume that this would add a significant amount to our emissions total and could represent as much as 54% of our total emissions ^[28].



Bury Council's emissions



Chapter 4: Carbon Neutrality

What do we mean by “carbon neutral?”

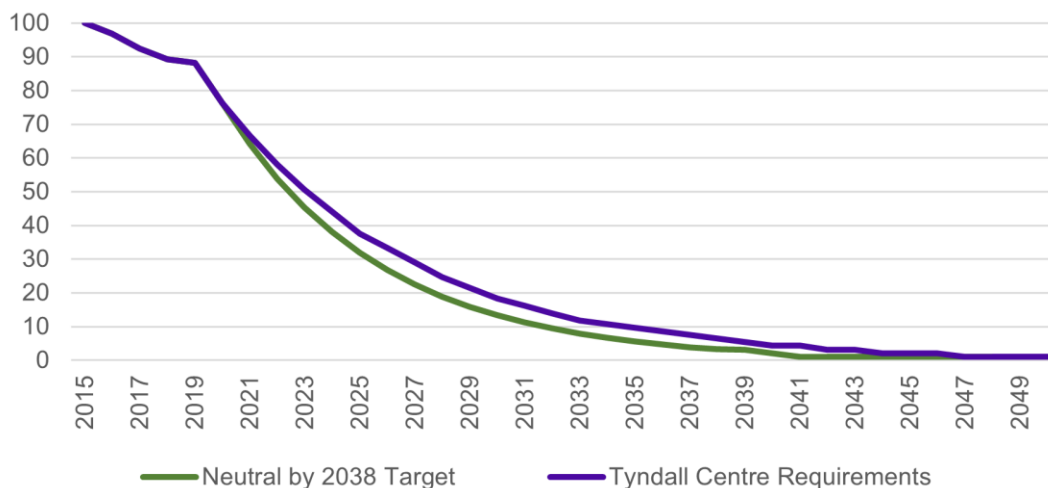
Bury have set a target to be carbon neutral by 2038, but what do we mean by carbon neutral? It is accepted that at the current time it is very difficult to see how an absolute zero target could be reached. We are always likely to have some residual emissions of carbon or other greenhouse gases. To deal with this, agencies have been setting carbon neutral targets which means we are likely to have a small percentage of carbon emissions remaining, but these will be offset using means such as programmes of carbon absorption through planting trees or renewable energy generation.

Carbon neutrality in Bury's case refers to reducing carbon emissions resulting from gas, electricity, and vehicles used in our communities. It does not consider the emissions associated with consumption as this is too complex to accurately account for. However, as pointed out the emissions from consumption are significant and it is vital that in meeting our carbon neutral target, we take effective steps to reduce these.

Carbon budget

A carbon budget is a set amount of carbon emissions we are allowed to emit in order to meet the targets we have set.

The Paris Agreement ^[3] adopted in 2015 has the goal of keeping global temperature rise this century to below 2°C above pre – industrial levels and pursuing efforts to limit the temperature increase even further to 1.5°C.



Comparison Between Bury's Pathway to 2038 Carbon Neutrality vs The Tyndall Centre's Prediction to Meet Paris Agreement Requirements (% Reduction in Relation to 2015 Concentrations)

The Tyndall Centre have produced Carbon Budget ^[18] reports for each Local Authority which show an appropriate carbon reduction trajectory which will allow the council area to make a fair contribution towards the Paris Agreement Commitment. The carbon budget report also provides a suggested long term carbon budget to ensure a fair contribution is made. It is important to note that these pathways look at energy-only related budgets and do not include indirect emissions from consumption.

The Tyndall Centre indicate that for Bury to meet their obligations under the Paris Agreement we have a total carbon budget of 5.4Mt from 2020 until the end of this century i.e., to 2100. They suggest that in meeting our obligations we will become net zero carbon by 2042. To meet our carbon neutral target, we will need to exceed the Tyndall Centre projections. The Tyndall Centre define net zero carbon as having used 95% of the recommended carbon budget.

The graph above shows a comparison of the Tyndall Centre's suggested pathway to comply with obligations under the Paris Agreement compared with a possible pathway for Bury to achieve carbon neutrality by 2038.

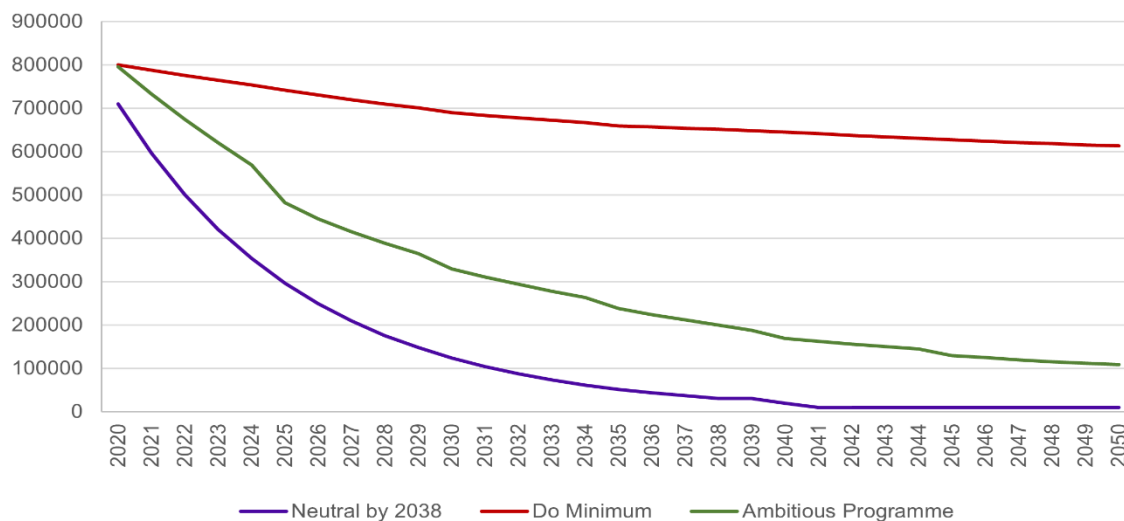
Potential pathways

To help inform the approach we should take and to demonstrate the extent of the challenge we face we have used the SCATTER emissions tool ^[19]. This tool predicts how much we are likely to reduce our emissions if we take specific levels of action.

The graph on the following page sets out the potential SCATTER carbon reduction pathways for Bury against Bury's required pathway to carbon neutrality by 2038.

Do Minimum: Assumes minimal action beyond current national policy and nationally led decarbonisation of the national grid. This will still require a significant level of effort locally. We can see that emissions are 20 times what they should be to meet our carbon neutral target in 2038.

Ambitious Programme: Assumes that the region goes significantly beyond national policy and grid decarbonisation across both energy supply and demand measures. We can see that the emissions are over 5 times more than they should be for our own carbon neutral targets in 2038.



Potential Carbon Reduction Pathways for Bury in tCO₂e

Using these pathways to inform our plans

SCATTER has its limitations and is a theoretical model of possible carbon reduction pathways and cannot account for all the practical and commercial constraints we have locally. However, the main value of the model is to show the scale of change required.

From the graph above we can see that the necessary reductions to meet our target will be extremely challenging requiring unprecedented transformational change and financial investment. Turning these scenarios into reality requires immediate radical actions over the next five years and beyond. Despite the challenge of achieving reductions, it is important for us to maintain the drive and ambition to do what's needed to make our fair contribution to tackling climate change.

Going further and closing the gap

As is shown above, to meet our carbon neutral targets we need to do much more than the “Ambitious Programme” pathway. This will require innovation in technology, delivery or financing/funding which could include:

- An increase in the efficiency of renewable energy generation technology such as in solar photovoltaic panels or onshore wind turbines
- A more significant scale up in delivery of deep retrofit homes reaching a higher standard i.e., Passivhaus standard or equivalent
- Greater reduction for heating demand in commercial buildings beyond that currently supported by evidence

Locally we must work with the GMCA, academic institutions and other enterprises to help stimulate the innovation and development we need to fill the gap to meet our carbon neutral targets.



Chapter 5: Priority Action Areas

Our 9 Priority Action Areas

1. Energy Supply
2. Homes, Workplaces & Public Buildings
3. Low Carbon Travel
4. Consumption & Waste
5. Food
6. Natural Environment
7. Green Economy
8. Environmental Justice
9. Climate Resilience & Adaptation

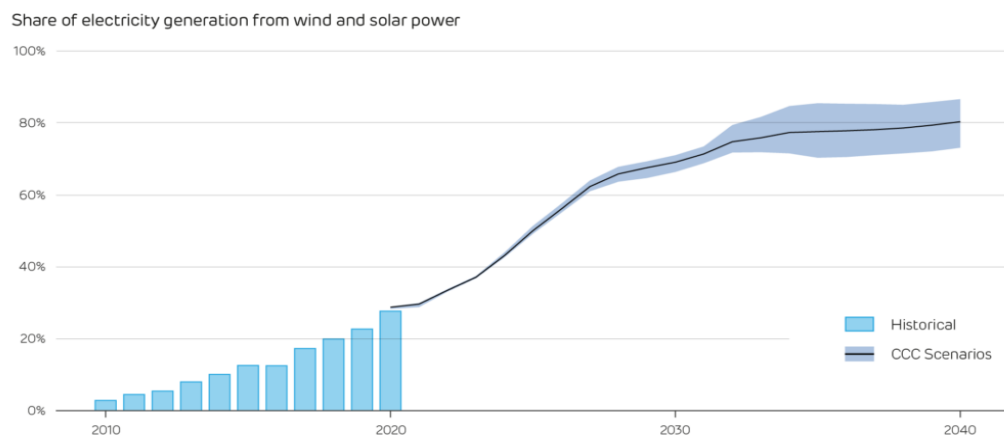
5.1 Energy Supply

Objective: To generate and source all our local energy needs from zero-carbon and renewable sources by 2038

In the UK, the carbon intensity involved in generating our electricity has fallen by 63% since 2012 and we expect it to continue its decline over the coming years ^[20].

Wind and solar are on a continual upward trend as coal and oil are increasingly phased out across the UK. The Climate Change Committee predict that by 2025 wind and solar will account for 50% of our electricity and this will continue to increase as technology improves ^[21].

As the technology improves, we can expect new fuels to be developed and we can anticipate a move away from a centralised grid and towards more local production of electricity, improving efficiency and reliability.



Share of electricity generation from wind and solar power ^[21]

While Bury Council has little influence over national energy suppliers, we can still lead by example and ensure our own assets are powered by zero-carbon sources whether that is through procuring green energy or renewable generation via our own land. We can also work with residents, businesses and action groups to explore how they can reduce their energy use, switch to more renewable methods of production and engage with local community energy projects.

2021 vs 2038

Renewable energy generation

15MW of renewable energy generated in Bury ^[22]	vs	47MW of renewable energy generated in Bury ^[22]
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Public building energy coming from renewable energy sources

30.7% of the Council's purchased electricity comes from renewable sources ^[23]	vs	100% of the Council's purchased electricity to come from renewable sources ^[22]
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What is Bury Council Doing? - Decarbonising Public Buildings

Bury Council has been awarded £8.5 million to install heat pumps and solar PV systems in several Council buildings across the borough. This is a fantastic opportunity for us to audit our buildings and make infrastructural improvements in order to reduce energy and save money ^[50]

To see what else Bury Council have planned check out the Climate Action Plan, our annually updated working document for a full list of actions.

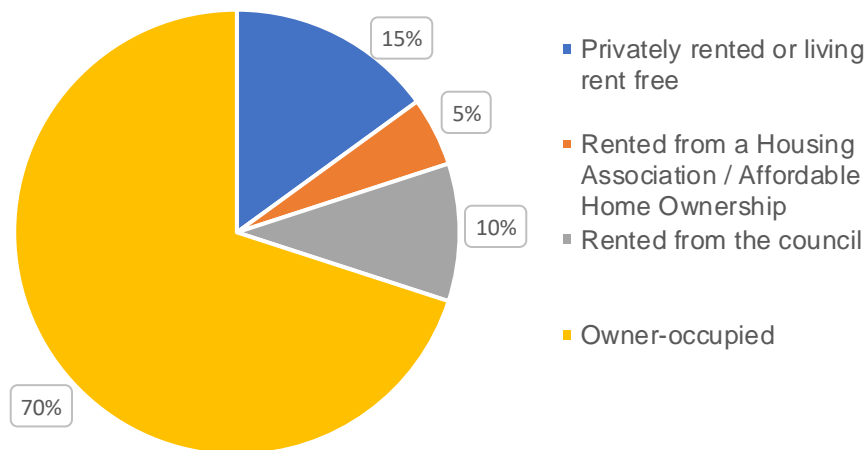
5.2 Homes, Workplaces and Public Buildings

Objective: To ensure all our buildings are carbon neutral by 2038

Energy use in buildings is a significant contributor to carbon emissions. Domestic energy use accounts for over 40% of the UK's total demand for energy ^[24]. To eliminate carbon emissions from our buildings we need to:

- Maximise the energy efficiency of buildings through insulation and retrofit of fittings like lighting
- Maximise on site renewables (see previous section)
- Purchase any remaining electricity needs from renewable sources
- Replace gas heating and cooking facilities with electric alternatives

34% of Bury's total emissions come from domestic households ^[19], however, only 10% of properties in Bury are directly controlled by the council ^[17].



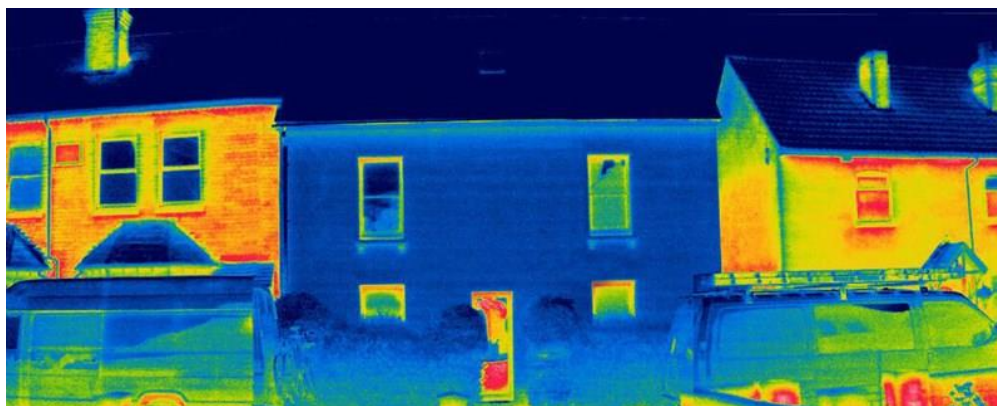
Tenure types in Bury

To be successful we will need to persuade homeowners and landlords to upgrade their insulation and to convert their heating to a renewable system such as ground or air source heat pumps. One way we can achieve this is through demonstrating the potential benefits by upgrading our own housing stock.

At present, there are very few retrofit upgrades taking place in Bury's domestic and non-domestic buildings, except for some registered housing providers and a handful of proactive homeowners. This is a result of lack of knowledge and awareness, low levels of funding available (including grants and low-cost loans), lack of available local skills, issues with supply chain, and a lack of financial incentives and business models making retrofitting a feasible option for homeowners and landlords.

Bury Council will push to ensure that new builds follow a nationally recognised carbon neutral standard such as the Passivhaus Standard and retrofits also follow a nationally recognised standard such as EnerPHit and the works are carried out in line with PAS2035. By making sure that developments are in line with these, we can be sure that Bury's buildings will be energy-efficient for years to come.

Our retrofit goals are formidable, and we must utilise our powers to have a positive influence on social housing developments including both new and existing. The Council will work with our partners across Greater Manchester to drive developers to produce carbon-neutral developments. We will also work with our local communities to push individual action and encourage domestic retrofitting, highlighting the benefits to be accrued and financial incentives as they become available.



Thermal image demonstrating energy efficiency

2021 vs 2038

Improved insulation

By 2021, 9782 households (12% of total households) had installed measures under ECO (2013-2019) ^[19]

vs

We need to upgrade the insulation in 52,730 (5,859 a year) homes by 2030 ^[22]

Estimated that only 30% of homes in Bury are well insulated ^[22]

The council have already delivered several projects to improve the energy performance of our domestic sector including £11million of Warm Front grants, Toasty Bury, and Local Energy Advice Programme (offering free advice).

Decarbonisation of heat

In 2021, 95% of houses were connected to the gas grid ^[19]

Renewable Heat Incentive had accredited 61 domestic installations for renewable heat systems within Bury ^[16]

The council have already delivered several projects to improve the energy performance of our domestic sector including £11million of Warm Front grants, Toasty Bury, and Local Energy Advice Programme (offering free advice).

According to the SCATTER work carried out by Anthesis, from 2021, 100% of new-build properties should be built to Passivhaus or equivalent standard ^[19] in order for Bury to be carbon neutral by 2038. However, our current Local Development Plan requires new builds to achieve carbon-neutrality by 2028.

By 2038, 94% of housing stock needs to have a new non-gas heating system ^[19]

Most of Bury's domestic heat needs to be provided by heat pumps (90%) with the rest taken up by district heating and resistive heating ^[19]

vs

Estimated that Bury needs to install 3353 eco-heating systems per year ^[22] (as of March 2021)

To see what Bury Council have planned check out the Climate Action Plan, our annually updated working document for a full list of actions.

5.3 Low-Carbon Travel

Objective: A complete transition to fossil fuel free local travel by 2038

We need to improve our air quality and reduce CO₂ emissions produced by the way we, and the goods we use, travel within our borough. Compared to emissions associated with the power sector, emissions from transport remain stubbornly high^[19].

Improvements in vehicle emissions standards have not delivered expected benefits in “real world” conditions and cars still dominate over public transport, walking and cycling.

Fossil fuel-based transport is preventing us from meeting our air quality targets for the pollutant nitrogen dioxide and as a result we have received a ministerial direction from the government to take action to meet these targets in the shortest time possible^[25]. In 2020 we consulted the public on the proposed Greater Manchester Clean Air Plan to gather thoughts on the proposed Clean Air Zone regarding more polluting commercial vehicles. To go alongside the Clean Air Zone, it has been proposed that there be accompanying funding to help support local businesses upgrade their vehicles.

Public transport in Greater Manchester is operated by Transport for Greater Manchester and we are in collaboration with them regarding our public and active travel networks. Over the coming months and years, we can expect to see vast improvements in cost, service and quality as our buses are franchised and the Bee Network improves our cycling infrastructure.

Alongside improvements to service, there are co-benefits to be accrued improvements to public and active travel, co-benefits relating to health and environment can be expected.

Although not in Bury, we recognise that Manchester International Airport is a significant source of emissions in our city region and provides a valuable service for our communities in relation to the movement of freight and for holidays and business travel. It is vital that we take any action we can to ensure that the emissions from our local airport are fully aligned with the Paris Agreement.

COVID-19 has forced us to embrace new patterns of living including working from home, shopping locally, reduced



Proposed Cycling Junction in Hulme as part of the Bee Network

car use and turning more to walking and cycling. There is an opportunity here to build upon these lifestyle changes and reinvent how we move around Bury with a greater focus on public and active travel. Bury Council have committed to improving our active travel infrastructure and promoting associated benefits and as the bus franchising and Bee Network are implemented, we can expect to see further improvements across all of Greater Manchester.

2021 vs 2038

Modal shift

In 2021, 13% of people commuted by public transport, 1% cycled and 9% walked (total 23%) ^[22]

By 2038, we need 60% of people to commute by public transport, cycling or walking ^[22]

vs

In 2017 in Greater Manchester 39% of all journeys are made by public transport and Active travel ^[54]

By 2040 50% of all journeys need to be made by public transport of active travel^[54]

Shift to zero emission cars

In 2021, 424 plug-in vehicles were registered in Bury ^[19]

By 2038, cars and buses need to be 100% electric ^[19]

There are 24 charge points within Bury ^[22]

vs

Bury needs a minimum of 108 charge points ^[19]

The majority of goods were moved by road (87%) in diesel HGVs and LGVs (vans) ^[19]

Carbon emission free freight would be ideal but at a minimum we need to see a 22% decrease in distance covered by freight and a 75% increase in efficiency ^[19]

To see what Bury Council have planned check out the Climate Action Plan, our annually updated working document for a full list of actions.

5.4 Consumption & Waste

Objective: To buy, use and dispose of goods in a sustainable way so that our collective decisions do not add indirectly to the burden of climate change, damaging pollution in Bury or elsewhere. This is called the Circular Economy as opposed to the Linear Economy.

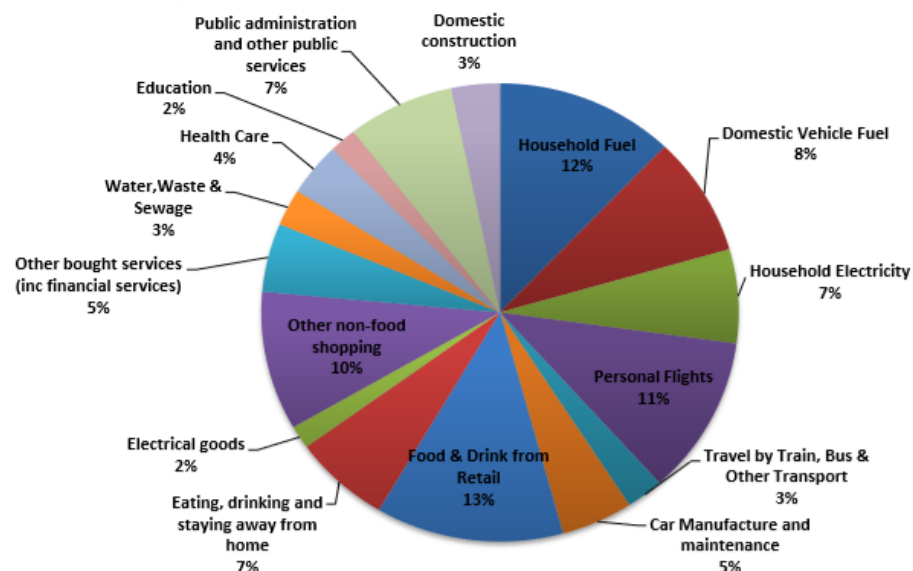


Diagram showing linear economy vs circular economy ^[55]

Whilst many of the things we buy are produced outside Bury we have a responsibility for the carbon footprint of the things we buy and throw away. These consumption-based emissions are very difficult to measure but research by Berners-Lee et al ^[27] are almost equivalent to the direct emissions that we measure for our targets and budget setting. This therefore is a largely unseen but nevertheless massively important source of greenhouse gases.

The damage done to our environment caused by waste products can be avoided if more sustainable decisions are made at the production stage. We need to change the way that we as consumers treat end of life products. As the figure below shows, our consumption habits form a large part of our carbon footprints and therefore there is a large scope of options in how we can improve.

GM resident's footprint breaks down as follows:



The greenhouse gas footprint of Greater Manchester residents broken down by consumption category (total 41.2 million tonnes CO₂e) ^[28]

As well as individual action we also need to work with industry to encourage a more circular, sustainable and resource-efficient business models. We need industry to use more sustainable materials and make sure that their manufacturing processes maximise both resource and energy efficiency. Fly-tipping is also a persistent issue, and we need local businesses as well as individuals to fully consider their waste processes.

The Council and the public sector should lead the way in terms of what we buy and throw away and incorporate sustainable methods and ideas into our procurement practices. This is a key opportunity to enable a fairer way of providing work in terms of our local community as well as the environment.

As we emerge from the COVID-19 related lockdowns; now is an excellent moment to reassess our current high levels of consumption and instead look towards re-use and recycling and repairing rather than throwing away.

Bury is part of the Greater Manchester Waste Disposal Contract arrangement, which is one of the largest Waste Disposal contracts in Europe. Our recycling rate has increased significantly from 27% in 2011 to 56% in 2019/20. However, we need to increase our recycling rate further and we are awaiting the publication of the government's English Waste Strategy to see if the Deposit Return Scheme, Plastic Tax and Extended producer Responsibility will come into effect and what this will mean for Bury and Greater Manchester.

In 2017 Bury Council was the first council in England to propose a Deposit Return Scheme for single use plastic bottles, cans and glass bottles. This was done with help from Surfers Against Sewage and the Campaign for the Protection of Rural England.

2021 vs 2038

Reduce our consumption-based emissions

These emissions are very difficult to assess with any accuracy. However, research estimates that consumption-based emissions represent about 54% of our total greenhouse gas emissions ^[28]. More work should be carried out to understand Bury's role in consumption-based emissions and what effective interventions should be taken.

Although we can't measure progress very easily, we must take action wherever we can to reduce waste and source food which is more sustainably produced.

Waste reduction

Bury council collected 60,913 tonnes of household residual waste and 34,111 tonnes of that amount was recycled (2019/20) ^[29]

vs

By 2038, we must reduce the total waste collected to 36,445 tonnes ^[19]

Increased recycling

Bury Council recycled 56% of household waste in 2019/20. If all appropriate waste was recycled in Bury, we would have achieved a rate of 70% ^[29].

vs

We need 85% of commercial and household waste to go to recycling ^[19]

5.5 Food

Objective: To reduce the impact of our diet on climate change

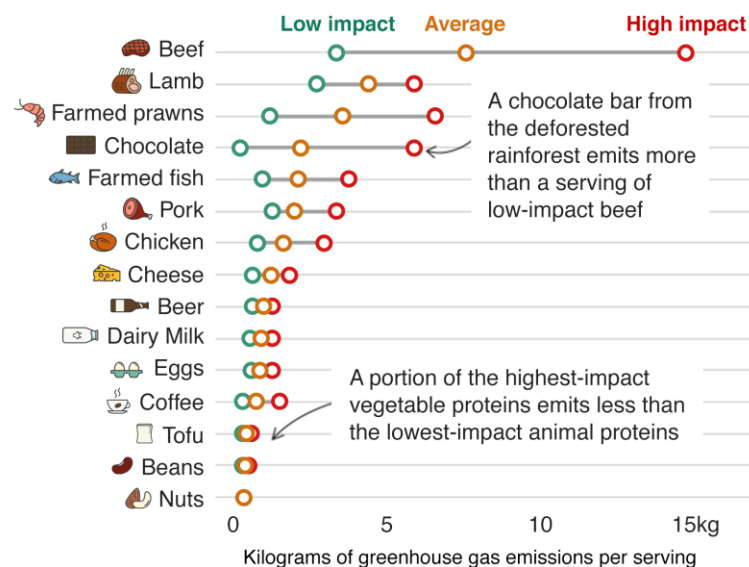
Bury is part of a complex global system whose climate and environmental impacts are vast. Our approach to tackling food related emissions must consider everything from the direct production of crops and livestock and the fuel and methods used in said production, through to food waste and consumption choices. There are many things to include but that also means there are many opportunities for positive change.

We need to reassess our consumption habits and look at where the food we buy comes from as well as what and how we are cooking. Within Bury we have many independent and local markets, producers and retailers and we need to work with these businesses to promote them and get more people engaging with them to reduce associated carbon with our diets.

By paying heed to these considerations there are benefits to be unlocked by supporting the local economy, improving diets and reducing associated illness, and reduce demands upon the environment caused by importing food.

Beef has the biggest carbon footprint - but the same food can have a range of impacts

Kilograms of greenhouse gas emissions per serving



Source: Poore & Nemecek (2018), Science

BBC

Impact of different food on the environment ^[53]

2021 vs 2038

Reduce emissions resulting from our consumption of food

These emissions are very difficult to assess with any accuracy. However, research estimates that food and drink represent about 20% of our total greenhouse gas emissions ^[28]

Although we can't measure progress very easily, we must take action wherever we can to reduce waste and source food which is more sustainably produced.

The Sustainable Food Places Framework brings together food partnerships from towns, cities, districts and counties across the UK that are driving innovation and best practice on all aspects of healthy and sustainable food. Bury Council is working towards the Award as it highlights the co-benefits around climate and nutrition.

Reduce food wastage and increase food recycling

62% of food waste was avoidable

43% of food waste was correctly captured in the recycling bins ^[52]

16,633t of biowaste (2019/20)

vs

Avoidable food waste needs to be reduced to as near 0% as possible. All unavoidable food waste needs to be recycled.

To see what Bury Council have planned check out the Climate Action Plan, our annually updated working document for a full list of actions.

5.6 Natural Environments

Objective: To capture more carbon naturally by increasing woodland cover and by protecting and enhancing soil environments and natural habitats

Our parks, gardens, woodlands, street trees and other elements of Bury's green infrastructure have an essential part to play in helping us meet our climate change objectives. Greenspace and green infrastructure can help us mitigate our changing climate by helping manage flood risk and heat stress as well as helping to reduce CO₂. To stay within our carbon budgets, we need our land to become a net remover of carbon. At the same time our green and blue spaces also deliver a myriad of other benefits such as improved physical and mental health, increased biodiversity, supporting jobs, creating attractive neighbourhoods, adding to an active travel network and many others.



Bury's Greenspace

Greater Manchester has been identified as the Urban Pioneer as part of the Government's 25 Year Environment Plan ^[6]. This means our city region is testing new tools and methods for investing in and managing the natural environment so that we can have better quality green infrastructure including green roofs, walls, paths, and cycle networks. Significant progress has been made in developing a natural capital approach and progressing our priorities.

As new developments are designed and created, we need to work with the developers to ensure sustainable methods and materials are utilised to reduce their impact on the local



Burrs Country Park

environment. Developments cannot be allowed to damage an area's biodiversity and we need to promote habitats so a variety of plants and animals can survive and thrive. This sustainable mentality will be bolstered by the Places for Everyone Strategy ^[30] as it ensures that we have a greater voice during the implementation.

Ash Die Back

Bury has approximately 108,064,000 trees of which 10% are Ash. Chalara or Ash Die Back will affect many of these trees and they will eventually have to be removed. Other diseases such as Acute Oak Decline and Chestnut Bleeding Canker are killing our trees. GM have approached Defra to ask for £360m to tackle Chalara. So, in effect we need to plant trees now just to keep pace with the loss of them through pests and disease. The good news is that in the last two years we've planted, working with City of Trees over 20,000 trees.

2021 vs 2038

Increase tree planting and tree cover

Government's National Forest Inventory (NFI) ^[31] suggests that 9% of Bury is woodland and Red Rose Forest/City of Trees ^[32] indicate 8%

vs

Friends of the Earth suggest we must double tree cover as soon as possible ^[22]

Biodiversity

Sites of Biological Importance (SBI)—
Total area 923ha (2015) ^[48]

vs

Continue to recognise and develop areas through the SBI mechanism

Ecological Enhancement Areas

Seven Ecological Enhancement Areas have been identified in the Council's Natural Environment Topic Paper (2018) ^[48]

vs

Continue to develop these areas to allow their biodiversity to flourish

What is Bury Council Doing? - Barnfield Park Regeneration

Bury Council is investing £100,000 into Barnfield Park in Prestwich with the hope to turn the former horticulture centre into a new centre to grow trees and wildflowers. In

conjunction with City of Trees, the regeneration will see the current infrastructure be restored to its previous use and allow the community to engage in practical learning and skill development while also providing a hub of coordination for tree-planting activities across Greater Manchester ^[49]

To see what Bury Council have planned check out the Climate Action Plan, our annually updated working document for a full list of actions.

5.7 Green Economy

Objective: To help our businesses to transition to carbon neutrality and to provide a suitable and sufficient green commercial sector to future proof our local economy and to enable us to meet our 2038 target

To retain a healthy economy and the businesses that provide the goods, services and employment opportunities we need, we have to move towards a low carbon more resource efficient economy that is kind to our environment and helps us to meet our carbon neutral target.

As well as existing businesses becoming greener, we need to support the creation and development of new businesses that will provide the technologies, innovations, goods and services of a low carbon future.

It is now recognised that an economic model built on perpetual growth in physical resource consumption presents significant challenges to our carbon neutral commitments. Growth and development have traditionally equated to more energy consuming buildings, increase in the movement of people and goods and associated transport infrastructure, the consumption of more materials and the generation of increased levels of waste. This approach must change to reflect a “net zero” way of running our economy.

Our recovery from COVID-19 brings an opportunity to reset society and move us more swiftly to a carbon-neutral future. Investment in renewable energy and zero carbon solutions could power our economic recovery internationally nationally and locally. In Bury it is vital that we “build back better” and direct our investment and priorities to growing local low carbon businesses.

We need to create a new generation of jobs in the industries and infrastructure that we need to tackle the climate crisis and a workforce that will be able to contribute and benefit from a new green economy.



Zero Waste Produce Section

Our businesses are privately owned, and many occupy premises as tenants relying on private landlords to carry out works on the energy efficiency and heating systems of their buildings. As with domestic properties we need the assistance of the Government to create the correct incentives and to work with us and the private sector to develop innovative business models that make zero carbon attractive financially.

2021 vs 2038

Reduce emissions from our commercial sector

Total emissions from the industrial and commercial sector in 2017 was 180ktCO₂e ^[14]

By 2038, commercial heating and cooling must reduce by 60% ^[19]

In 2021, 70% of Display Energy Certificates rated commercial buildings were D or lower ^[33]

50% of heating must come from air source heat pumps ^[19]

Consumption by non-domestic lighting computers and commercial motors fell 1.7% between 2015 and 2018 ^[20]

vs

30% of heating must come from ground source heat pumps and the remainder from community scale combined heat and power ^[19]

Greater Manchester's Green Growth Company has engaged with 170 local enterprises saving 44,591t CO₂e and produced cost savings of £9.3 million ^[34]

Commercial lighting and appliance energy demand must decrease by 25% ^[19]

Commercial cooking must be 100% electric ^[19]

Grow local green businesses

In 2021, there were 17 Bury based companies on the Growth Company's Low Carbon network of green businesses ^[34]

vs

We need a well-developed local green economy with a range of businesses and employment opportunities providing support for a zero-carbon lifestyle

We need local colleges and other academic institutions to provide our local workforce with the skills they need to deliver and maintain low-carbon solutions in our homes and businesses

What are our Local Businesses Doing? – an example Faith in Nature ^[51]

Faith in Nature, a locally based family-owned cosmetics manufacturer, are now saving more than £23,000 a year after installing several measures to reduce their consumption levels and therefore reduce emissions and costs. As they are an environmentally inclined enterprise, the company wanted to ensure its manufacturing processes were also as efficient as possible. With the help of the Business Growth Hub's Green Growth support team, the company has been able to identify and implement new ideas and strategies previously unknown to them ^[51]

To see what Bury Council have planned check out the Climate Action Plan, our annually updated working document for a full list of actions.

5.8 Environmental Justice

Objective: To eradicate fuel poverty and identify and action environmental injustices in our borough

Environmental justice is defined as the fair treatment and meaningful involvement of all people regardless of race, colour, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. In other words, your health should not suffer because of the environment where you live, work, play or learn ^[35].

Fuel poverty forms a large part of environmental justice, and the phrase is used to describe the situation where a household can't pay for its energy needs without compromising other basic needs like food, transport, or clothing.

The latest statistics indicate that in 2017 there were 9,563 households in Bury that were considered to be fuel poor. This represents nearly 12% of our households. However, it is worth noting that in some areas of the Borough we have levels of fuel poverty which reach between 15.2 and 16.9% ^[41-45].

People who live in cold homes and can't afford to heat them will experience direct health implications and these will particularly affect the most vulnerable such as infants and the elderly. Excess winter deaths, circulatory diseases, respiratory problems, and mental health issues are some of the more common consequences of living in a home that is not adequately heated.

Fuel poverty leads to poor thermal comfort and deepens health inequalities. Excess winter deaths in England and Wales in 2017/18 were the highest on record since 1975/76 with 190 excess winter deaths in Bury ^[36]. Furthermore nearly 17,000 of the 56,300 national deaths recorded in 2017/18 were preventable and the result of living in cold housing ^[47].



2021 vs 2038

Improve energy performance of houses to eradicate fuel poverty

In 2017/18, 9,563 households suffered fuel poverty representing 12% of household^[17]

There were 190 excess winter deaths in 2017/18 and a significant proportion of these would have been the result of living in cold homes^[36]

The council have carried out the following schemes to address this issue e.g., Kill the Chill, Toasty Bury (800 homes provided with improved insulation) Little Bill (£45,000 annual savings on residents' bills), National Energy Action Warm Homes Campaign Award 2016 – Grant funding Fuel Poverty Fund 2015/2017 and the Greater Manchester Big Clean Switch

vs

By 2038, we need to have eradicated all fuel poverty in our borough and ensure that 100% of homes of those on lower incomes are carbon neutral and achieving excellent standards of energy efficiency

To see what Bury Council have planned check out the Climate Action Plan, our annually updated working document for a full list of actions.

5.9 Climate Resilience & Adaptation

Objective: To adapt our borough's buildings, infrastructure, and natural environment to the changing climate and to increase the climate resilience of our residents and organisations

Bury's climate is changing, and we have already experienced impacts such as the Boxing Day Floods of 2015 and other extreme storms such as Ciara and Christoph in the last five years. The results can be devastating for our local communities. We need to adapt and build resilience to changing patterns of extreme weather events, focussing particularly on hazards such as floods which evidence suggests are a particular threat to Bury.

Climate change projections for Bury point towards us experiencing warmer and wetter winters, hotter, drier summers and more periods of extreme heat and heavy rainfall. Winter rainfall could increase by around 30% across Greater Manchester by 2065 and the warmest day could rise by 6°C at this point ^[37].

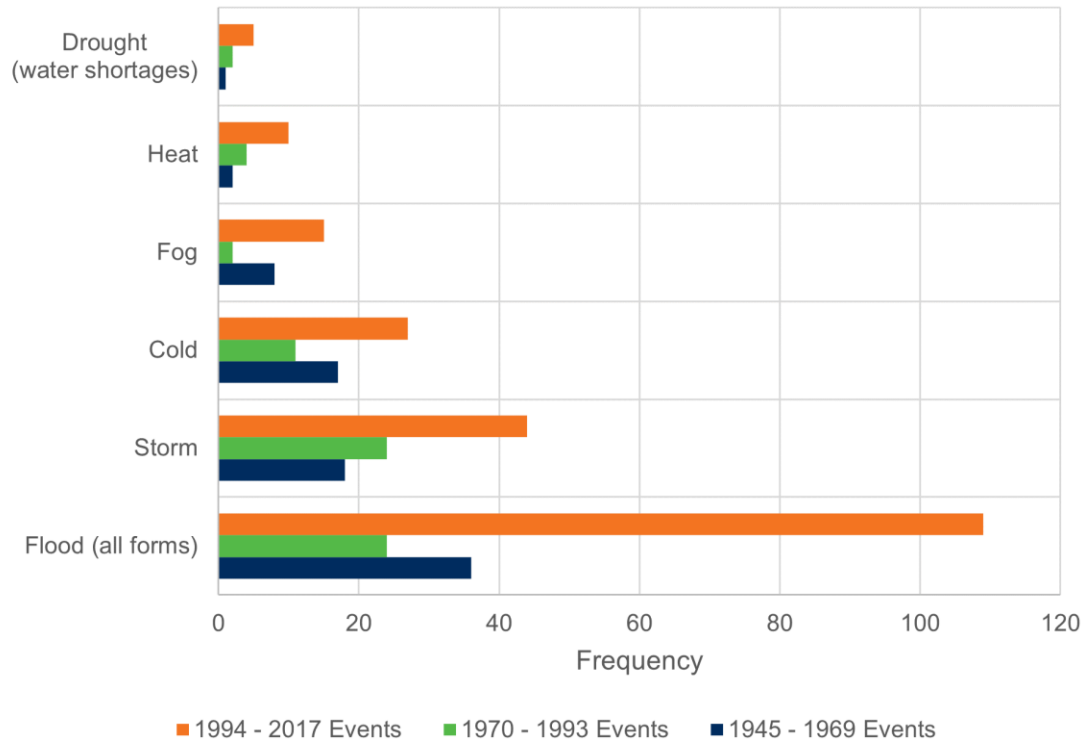
These changes will have a major effect on Bury's people, environments, buildings, and infrastructure. Recent research has identified climate change risks to Greater Manchester's critical infrastructure which is central to people's livelihoods and quality of life. Floods and storms account for the higher risks ^[38] and these events stand out as priorities for adaptation and resilience planning and action. There is also the risk that changing climate leads to new diseases and therefore more pandemics. Our recent experience with COVID-19 has highlighted the health inequalities present in our society and how these types of events can affect our communities.

Resilience will be about how our borough can meet its ambitions whilst ensuring:

- it is safe and secure.
- it is addressing its vulnerabilities; and
- it can meet expected or unexpected disruptive challenges.

These efforts need to be underpinned by robust action on climate change adaptation to protect the most vulnerable communities (see previous Environmental Justice section), our economy, key infrastructure, and our natural environment.

Much work has been completed to protect properties from flooding but there is still significant investment required to ensure that standards of protection to our residents is increased.



**Past occurrence of extreme weather and climate change
hazard events across Greater Manchester ^[38]**

As well as adapting to new climates we also need to adapt as new technology is developed and technologies associated with carbon offsetting need to be appropriately considered. Carbon offsetting is when emissions from other carbon sources are compensated for by another action including things such as tree planting or reducing greenhouse gases outside of Bury's boundaries.

As this Strategy has highlighted, eliminating emissions from every sector will be incredibly difficult due to logistical difficulties, lack of influence, awaiting government guidance, or required technology not being available yet.

In order to reach carbon-neutrality, we must begin to consider the role of carbon offsetting and ensure that it is incorporated into our decision-making at the most appropriate time in order to enable us to reach our 2038 target.

2021 vs 2038

Protect our communities from likely changes in climate

We have several key documents already in place helping us understand and manage local flood issues:

- National flood maps ^[39]
- An Emergency Plan ^[40]
- A Local Flood Risk Management Strategy ^[40]

vs

All potential impacts from a changing climate need to be understood and have actions in place to protect the resilience of our community

We need more natural flood management to reduce or slow run-off after heavy rain

Identify how green infrastructure can make improvements

Bury Council have already implemented several projects around climate resilience including Killelea Residential Care Home soak zone and soakaway tree-planting along Prestwich High Street

vs

We need more projects similar to those already completed and these need to be identified and actioned in cooperation with local communities

To see what Bury Council have planned check out the Climate Action Plan, our annually updated working document for a full list of actions.



Chapter 6: Taking the Lead

Climate action is being embedded within the very heart of Bury Council and we're moving towards ensuring all our processes and decisions take into consideration the climate emergency. We, as a Council though can only do so much. Many of the decisions we make are determined by national legislation and standards. To truly tackle climate change we need National Government to provide strong leadership and guidance as well as the resources to implement a transformative agenda. We work very closely with our partners at the GMCA and neighbouring Local Authorities and will continue to do so as we lobby and push for further action.

Despite restrictions, Bury Council can still do a lot and together, as a community, we can do even more. As a Council, we will demonstrate and lead a progressive climate action agenda by focusing on the outlined Key Action Areas. To achieve our targets, we must engage with all sectors of society including and involving local residents, commercial organisations and businesses, borough partner organisations including the voluntary sector, faith groups, local community groups, health and education partners, schools, the GMCA, neighbouring councils, Transport for Greater Manchester and National Government Department and agencies.

Climate Action Forums

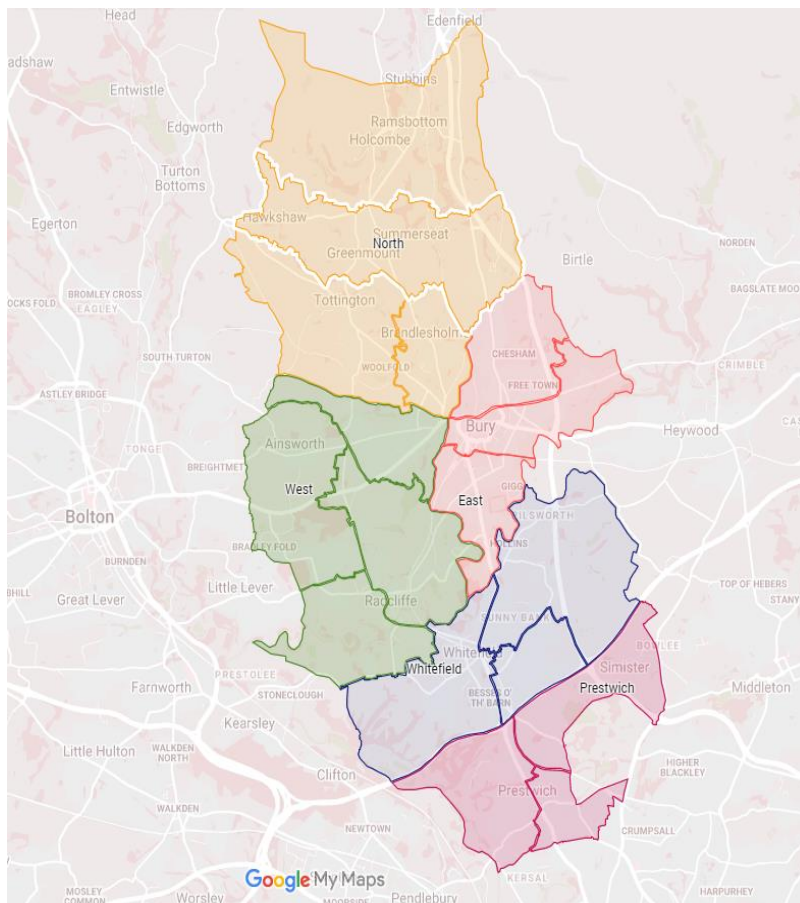
Climate change touches on every aspect of our lives and therefore, everyone should have the chance to have their say, ask questions, and get involved. We will be establishing Forums across Bury to communicate with communities. These regular meetings will be a way for the Council to provide updates and information about different actions and projects. We plan to establish a network of Climate Champions across the borough and these Champions and Forums will feed directly into the development, delivery, and monitoring of progress on our Climate Action Plan.

The neighbourhood approach

Bury consists of six Townships and these are organised into five different neighbourhoods: North (Tottington and Ramsbottom), East (Bury), West (Radcliffe), Prestwich and Whitefield. Each of these townships and neighbourhoods has its own identity and unique characteristics. To be effective it is important that our actions on climate change adopt a neighbourhood approach and develop and deliver plans that consider the needs and strengths of each neighbourhood.

This section of the Strategy includes data regarding our neighbourhoods and identify characteristics which will help them to develop their own approach to this climate emergency [41-46].

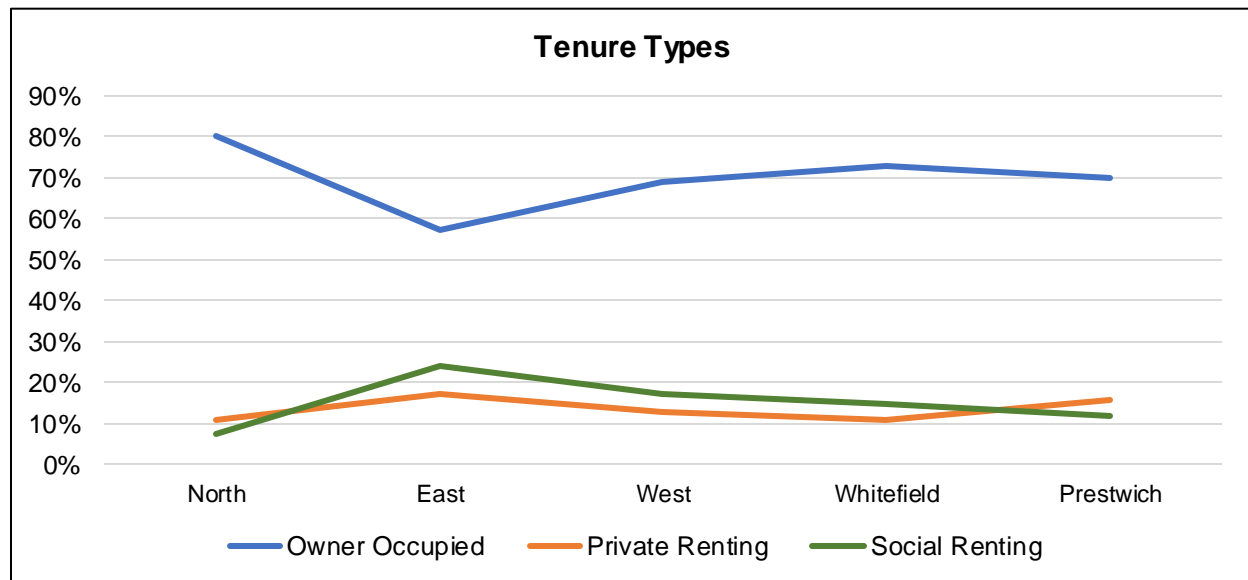
This section has been developed using the latest data from the neighbourhood profiles [41, 42, 43, 44, 45] that have been developed alongside findings from The Greater Manchester Clean Air Plan [46] and our Energy Path Network [47] project. The Energy Path Network project looked at how Bury could meet carbon neutral targets and what methods of heating may predominate in different areas.



Bury's Five Neighbourhoods

Demographics

Predominant Age Groups	
East	Under 40
Prestwich	33-44
West	20-29
	50-59
	65-79
North	Over 40
Whitefield	Over 45

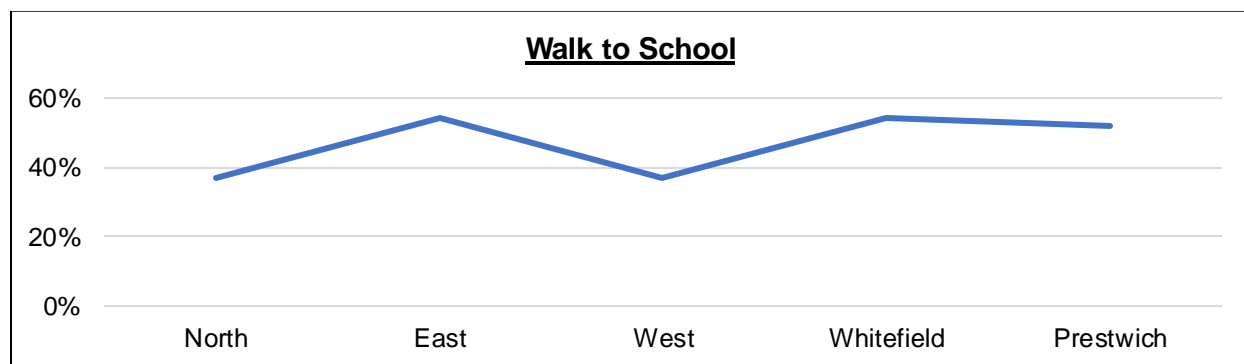


Health

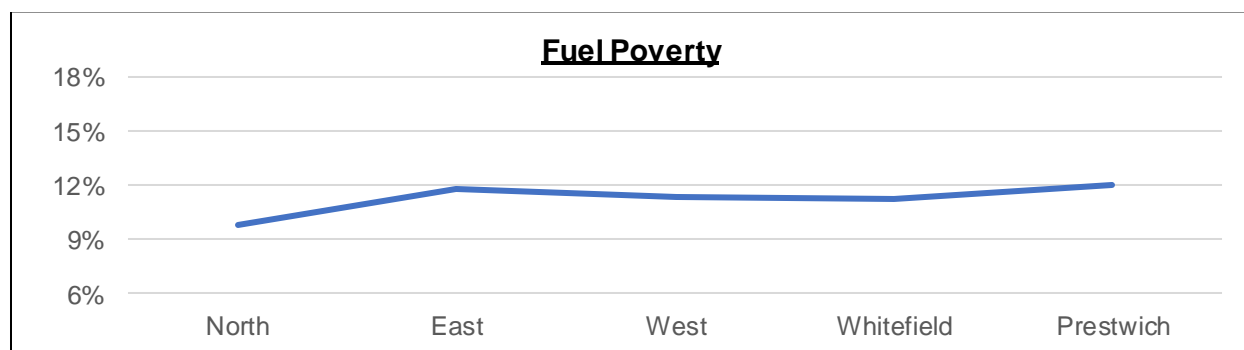
Healthy Life Expectancy	
North	High level
Whitefield	High levels
Prestwich	High levels
East	Amongst lowest in country
West	Amongst lowest in country

Premature Mortality and Highest Cause		
North	Better than Bury average and England average	Cancer
Prestwich	Better than Bury average but worse than England average	Cancer
Whitefield	Better than Bury average but worse than England average	Cancer
East	Worse than Bury average and England average	Cancer
West	Worse than Bury average and England average	Cancer

Highest Cause of Emergency Hospital Admissions	
North	Coronary heart disease COPD
East	Coronary heart disease COPD Stroke
West	Coronary heart disease COPD
Whitefield	Coronary heart disease COPD
Prestwich	Coronary heart disease COPD



Environmental Justice



Fuel Poverty	
North	Lower than Bury average and England average
West	Similar to Bury average and England average
Whitefield	Similar to Bury average and England average
East	Higher than Bury average and England average
Prestwich	Higher than Bury average and England average

Index of Multiple Deprivation	
North	Pockets of deprivation
West	Areas of high deprivation
Whitefield	Areas of high deprivation
Prestwich	Areas of high deprivation
East	One of the most deprived areas of the borough

Energy Path Network recommendations

	North	East	West	Whitefield	Prestwich
Heat pumps vs district heating	Suited to a mix	Suited to district heating	Suited to electric heat pumps	Suited to electric heat pumps	Suited to a mix
Basic insulation required	Clusters of houses		Clusters of houses in high fuel poverty areas		Clusters of houses in high fuel poverty areas
Solar PV and batteries		Clusters of houses suitable	Clusters of larger homes suitable	Clusters of homes suitable	Clusters of larger homes suitable
New developments	Explore opportunities around heat pumps and district heating	Significant number of opportunities for heat pumps & district heating	Explore opportunities around heat pumps and district heating	Explore opportunities around heat pumps and district heating	Explore opportunities around heat pumps and district heating

Suggested Areas for Priority Action

		North	East	West	Whitefield	Prestwich
Energy	Exemplar projects – solar PV					

Homes, Workplaces & Public Buildings	Exemplar projects – Domestic renewable heat and energy systems					
	Improve insulation amongst privately-owned housing					
	Push for carbon neutral properties in proposed new developments					
	Integrate carbon-neutrality into town centre regeneration					
Low Carbon Transport	Promote ULEVs					
	Improve cycling infrastructure on key commuter routes					
	Promote active travel with a focus on...	School-age children and adults (over-40)	Young adults (under 40)	Young & older people	Older adults (over 45)	Young adults (under 40)
	Road links with persistent nitrogen dioxide exceedances					
Environmental Justice	Tackle fuel poverty					
	Improve insulation in fuel poor homes					
Climate Resilience and Adaptation	Adaptation including flood resilience					



Chapter 7: Challenges and Risks

The following page includes some of the many challenges and risks that the Council faces in achieving a carbon neutral borough by 2038.

Despite the risks it is vital for the Council to take action and push a strong environmental agenda.

Challenge/Risk	Description	Mitigation
The expense of renewable energy heating systems discouraging uptake and worsening fuel poverty	<ul style="list-style-type: none"> Heat pump systems are more expensive than gas fired heating Market for delivery of electrical renewable energy systems is not well developed Houses need very good insulation levels for electrical renewable energy systems to be effective increasing cost and upheaval. Post COVID will bring a recession which will hit our local communities and reduce their ability to spend money on new heating systems etc. All above would have a larger impact on those in fuel poverty 	<ul style="list-style-type: none"> Lobby government to push society towards renewable heating by providing appropriate incentives Use example projects in Six Town Housing properties to stimulate local market to increase demand which will bring prices down Encourage our local green business sector to deliver the necessary heating systems Work with colleges to ensure that students are trained to deliver new heating systems.
Climate scepticism	<ul style="list-style-type: none"> Some members of the community question the science surrounding climate change and therefore question the importance of taking action to reduce our impact and reach carbon neutrality 	<ul style="list-style-type: none"> Increase community engagement and open dialogues with clear and comprehensive science Provide access to resources that detail potential future impacts caused by climate change
Finance	<ul style="list-style-type: none"> Scale of costs required and lack of available council funding Little funding available from regional or national, government Requirement of COVID-19 on budgets could restrict spending on this area of work Lack of funding from social housing landlords, private landlords, owner occupiers, businesses and third sector organisations 	<ul style="list-style-type: none"> Councils must work with GMCA to access any available external funding. Initially this could help with exemplar projects. Develop innovative business cases and models to allow us to work in partnership with the private sector to deliver zero carbon projects. Carbon neutral development must be seen as part of our “Build it back better” approach to COVID-19 recovery. Look at whole life costs when purchasing low energy equipment.

Challenge/Risk	Description	Mitigation
	<ul style="list-style-type: none"> Increased costs for council through procuring goods and services on a zero-carbon basis 	<ul style="list-style-type: none"> Develop systems to allocate a cost to carbon emissions so that low carbon products and services can be evaluated properly.
Lack of Direct Control	<ul style="list-style-type: none"> Majority of properties in the borough are owned by organisations or individuals over whom the council has no power to require them to switch to zero carbon heating or to insulate their properties Capacity of the local electricity grid will need to be upgraded to support new electric heating systems and electric vehicle charging 	<ul style="list-style-type: none"> Lobby government to push society towards renewable heating by providing appropriate incentives Use example projects in Six Town Housing properties to stimulate local market to increase demand which will bring prices down Encourage our local green business sector to deliver the necessary heating systems so that they are more accessible and visible to our communities. Work in partnership with Electricity North West to plan for the necessary grid upgrades to meet our targets
Council officer capacity	<ul style="list-style-type: none"> Scale of carbon neutral activities requires a significant increase in the numbers of officers involved in this activity at a time when resources are very tight. 	<ul style="list-style-type: none"> Plan ahead each year to ensure that we have sufficient officer resources to respond to the climate emergency.
Technology availability	<ul style="list-style-type: none"> To achieve carbon neutrality, we will need innovation and suitable viable alternatives to fossil fuel-based systems 	<ul style="list-style-type: none"> Encourage innovation in our academic and business sectors and assist development where possible by providing pilot study opportunities.
New and existing buildings	<ul style="list-style-type: none"> Current building regulations do not require carbon neutral development 	<ul style="list-style-type: none"> Ensure that all new council buildings are carbon neutral and major refurbishments take a building to carbon neutrality Use the council influence where we can to push developments to carbon neutrality. Encourage our partners to deliver carbon neutral developments

Challenge/Risk	Description	Mitigation
		<ul style="list-style-type: none"> • Include carbon neutral development in the Places for Everyone report or our Local Plan as soon as possible.
Equality considerations	<ul style="list-style-type: none"> • Fuel poor in privately rented properties could be left behind as we move our residents to newer forms of carbon neutral heating. 	<ul style="list-style-type: none"> • Ensure we work with private sector landlords to prioritise relevant houses for upgrades • Lobby government to provide financial incentives to help move fuel poor properties to carbon neutrality.
National policies	<ul style="list-style-type: none"> • Many of the policies that are essential for Bury to meet our target are set at national level and are beyond our direct control 	<ul style="list-style-type: none"> • Lobby government to provide attractive incentives to encourage our community to make the transition to zero carbon energy and transport • Work with government to help inform new regulation and guidance



Chapter 8: Conclusions

We have a long journey ahead of us and all of us will need to make changes to how we live, eat, shop, travel and work. As we move towards a low-carbon society we can expect to see so many benefits come to fruition such as improved air quality, healthier lifestyles, cheaper utilities, safer neighbourhoods, increased social cohesion and improvements in the quality of our town centres.

Bury Council are keen to do all we can to help the environment and that will involve us not only providing large borough-wide projects but also working with individual communities, groups and neighbourhoods to make sure that all of Bury can experience the benefits of a carbon-neutral future.

Let's do it ...

For our planet

For each other

For future generations

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Bury Council

Climate Action Plan 2021

We want Bury to be carbon neutral by 2038 to clean the air, protect our environment, and care for the health and wellbeing of our communities

Let's do it...

For our planet

For each other

For future generations

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What is a Climate Action Plan?

The Climate Action Strategy explains why we're doing, what we're doing and what we hope to achieve.

Our Climate Action Plan is a more fluid document that will be annually updated, tracking our progress, and highlighting where more work is needed.

All of us have a responsibility to get involved and there are things listed here that we can all do, not just the Council. As we all progress, the Action Plan will keep track of the different projects across different departments, groups, and organisations throughout the borough.

This document will help us stay on track towards our end goal of carbon neutrality and provide as much accountability and transparency as possible.



Community Engagement

Bury consists of six Townships which are then organised into five neighbourhoods: North (including Tottington and Ramsbottom), Bury East (including Bury), Bury West (including Radcliffe), Prestwich, and Whitefield.

Climate Action Forums

Climate Action Forums will be established in each of these five neighbourhoods and provide us with a way to engage with local communities. These Forums will enable us to disseminate updates and information relating to the climate agenda as efficiently as possible. They will also provide people with the chance to voice their thoughts, ideas, and opinions. Given the ubiquitous nature of climate change, it's important that everyone is engaged with, and no one is left behind.

We understand there are existing groups already doing great work to support the Climate Change Agenda. The Climate Action Forums are not designed to supersede them, but to work alongside them to progress climate action in the community.

Through these Forums we expect to see new grassroots projects and initiatives established and the Council will be better able to lend support where possible.

Community Climate Champions

Many of us are worried about climate change and the surrounding environmental issues. It is fantastic that so many are already involved in climate action, but we need to reach everyone, including those who are uninterested or unknowing.

Through a network of Community Climate Champions, we'll provide information and guidance to start having those conversations and be the voice in the room who speaks up for the planet.

Community Climate Action Fund

As part of the Council's 2021/22 budget, we have established a Community Climate Action Fund totalling £100,000 which will be used in conjunction with other community funds to promote local action groups and their projects.

Through this funding we plan to help residents and communities better engage with the issues and the solutions and get as many people involved and taking action towards a more sustainable future.

Opening later this year to bids, the Community Climate Action Fund will be distributed across the six townships in Bury and successful bids will need to demonstrate how they will help us move towards a carbon-neutral future while having a positive impact on our local communities.



The Aim of this Plan

Our end goal is reaching carbon neutrality by 2038, if possible, even sooner.

To get there, there is much we need to do. We need to engage with and encourage every part of the council as well as external stakeholders, local businesses, and the community, as we all have a part to play.

We believe that through this document and the new methods of engaging with our local communities we can open a new more-collaborative two-way dialogue that pushes you to make small changes while you push us to make big changes.

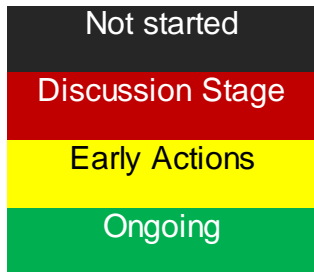
As we stressed in the Strategy, we as a Local Authority can only do so much with the resources we have, and many solutions are dependent upon national legislation or standards. In order to best communicate this, the Action Plan has been split into nine Priority Action Areas and these are further separated into:

- National Government actions we would support
- GMCA actions we would participate in
- Council actions we can lead on
- Individual actions we need you to do

We plan to use this document to keep track of the actions we can directly influence as well as actions relating to the GMCA. We plan to establish a Climate Action Board made up of Council Officers, Councillors, external stakeholders, community representatives and representatives of the Climate Action Forums to oversee the progress made against this action plan. The Board will meet on a quarterly basis and will offer strategic direction and

suggestions at a Council level that will promote climate action across a wide breadth of stakeholders.

In order for us to keep track of progress we will categorise actions using:



While the classifications will be subjective, we will be better equipped to see for ourselves and demonstrate to the public the progress we are making. As the Climate Action Plan progresses over the coming years the Council may look to alter the classification system to ensure we show where we may be off-track.

The next Action Plan reassessment will be in September 2022.



Priority Action Areas

1. Energy Supply
2. Homes, Workplaces & Public Buildings
3. Low-Carbon Travel
4. Consumption & Waste
5. Food
6. Natural Environment
7. Green Economy
8. Environmental Justice
9. Climate Resilience & Adaptation

Energy Supply

National actions the Council would support:

- Introducing policies requiring all new developments to be carbon-neutral, feature renewable heating systems and renewable energy generation
- Introducing policy and attractive incentives to encourage renewable energy generation
- Further investment in relevant technology
- UK-wide schemes increasing employment in relevant industries
- Further funding allowing Local Authorities to take stronger action
- Bringing forward the target date of a decarbonised electricity grid from 2050 to 2038

Action	Progress	September 2021
GMCA actions the Council would participate in:		
Working with the private sector to install future electrical infrastructure	Early Stages	<ul style="list-style-type: none"> • A Local Area Energy Network Plan has been developed showing initial data on what our transition to carbon neutrality will look like
Working with all relevant partners to develop business models that make renewable energy more attractive	Early Stages	<ul style="list-style-type: none"> • A Local Area Energy Network Plan has been developed showing initial data on what our transition to carbon neutrality will look like. This will facilitate future decision making • GMCA developing a “Retrofit Accelerator” scheme to make renewable energy systems more accessible and financially attractive
Working with our educational facilities to grow the technical skillset required to deliver	Not started	<ul style="list-style-type: none"> • n/a

renewable heat and energy systems		
Developing the Go Neutral project to better understand our options around renewable energy generation	Early Stages	Ongoing work with the GMCA to identify locations most suitable for our future energy needs
Council actions that we can lead on:		
Delivering local exemplar projects demonstrating renewable heat and energy systems in Six Town Housing properties	Early Stages	<ul style="list-style-type: none"> 90 Six Town Housing properties retrofitted with air source heat pumps Six Town Housing to work with Bury Council to submit bids to the Social housing Decarbonisation Fund
Retrofitting Council-owned assets with renewable heat and energy systems	Early Stages	<ul style="list-style-type: none"> Awarded £8.5 million under the Public Sector Decarbonisation Scheme to decarbonise 14 public buildings
Procuring the Council's electricity from renewable sources	Discussion Stage	<ul style="list-style-type: none"> Business case being investigated
Working with our business community to develop a robust network of service providers that can deliver new renewable heat and energy systems	Early Stages	<ul style="list-style-type: none"> GM Green Growth Company provides support to companies, but we need to do more work to support businesses
Incorporating considerations around carbon-neutrality into Council decision-making processes	Early Stages	<ul style="list-style-type: none"> Currently a consideration for all Cabinet reports
Producing an annual greenhouse gas report on	Ongoing	<ul style="list-style-type: none"> Annual report produced and reported on the website

emissions relating to Council operations		
Setting measurable indicators to monitor progress towards our 2038 carbon-neutral target	Early Stages	<ul style="list-style-type: none"> CAP includes indicators relating to the 9 Priority Action Areas
Aligning all Council plans and policies with our 2038 carbon-neutral target	Early Stages	<ul style="list-style-type: none"> Bury 2030 Strategy commits to carbon-neutrality by 2038 Housing Strategy aligns with these carbon targets
Investigating the feasibility of renewable energy systems (hydro, solar, wind) generation within Bury	Early Stages	<ul style="list-style-type: none"> Drawing up a list of council assets that could support renewable or smart energy solutions as part of the Go Neutral project
Working with local communities to provide more information on options available relating to renewable heat and energy systems	Early Stages	<ul style="list-style-type: none"> GMCA developing a “Retrofit Accelerator” scheme to help communities to switch to renewable heat Lots of information already available but more needs to be done at the Bury Council level to promote these materials and encourage action

Individual actions that we need you to do:

- Switching your energy supplier to a renewable supply
- Upgrading your appliances to energy efficient products
- Turning off appliances/lights and avoiding standby
- Working with your community to develop community energy generation
- Installing renewable energy systems at home
- Installing smart meters to better understand energy use

For more info visit:

- [Energy Savings Trust](#)
- [Ofgem – Domestic Renewable Heat Incentive](#)

- [Carbon Trust - Renewable Energy Guide](#)
- [CSE – Renewable Energy](#)
- [Home Building – Renewable Energy](#)

Homes, Workplaces and Public Buildings

National actions the Council would support:

- Regularly reviewing and upgrading minimum energy efficiency standards for commercial and domestic properties and providing Local Councils with adequate resources to enforce
- Providing direct funding to Local Councils allowing them to design and deliver a strategic approach around carbon-neutral properties
- Establishing a national “zero-carbon” definition and methodology for its implementation which can be quickly implemented through our planning and building control system

Action	Progress	September 2021
GMCA actions the Council would participate in:		
Developing across Greater Manchester innovative ways of financing and delivering domestic retrofiting	Early stages	GMCA have started to develop a Local Energy Market
Promoting the financial benefits of energy-efficient domestic retrofitting to increase buyer demand	Not started	<ul style="list-style-type: none"> • n/a
Developing incentives that will encourage private social landlords to retrofit their	Discussion Stage	<ul style="list-style-type: none"> • Work continues through Registered Providers and affordable housing

properties with renewable heat and energy systems		
Requiring all new developments to be carbon-neutral by using technologies such as Air Source Heat Pumps, Solar Panels, Sustainable Urban Drainage methods and Electric Vehicle Charging Points.	Discussion Stage	<ul style="list-style-type: none"> To be achieved through the implementation of the Places for Everyone Strategy
Council actions that we can lead on:		
Explore utilising a nationally recognised carbon-neutral housing standard such as Passivhaus	Not started	<ul style="list-style-type: none"> n/a
Engaging with social-housing providers to explore how they could speed up the transition to carbon-neutral housing	Early Stages	<ul style="list-style-type: none"> Established a Joint Commissioning Partnership with Registered Providers across the borough to ensure carbon neutrality is front and centre of new Council homes
Ensuring that all new Council built homes are to a carbon-neutral standard	Discussion Stage	<ul style="list-style-type: none"> Discussions with Business Growth and Infrastructure Department
Gathering data on the state of Bury's private and public sector housing stock to establish a baseline position	Early Stages	<ul style="list-style-type: none"> Energy Systems Catapult have completed a GM-wide stock survey on behalf of the GMCA Six Town Housing to complete a stock survey on Bury Council housing
Upgrading Local Authority housing stock to carbon-neutral standard as part of pilot schemes	Early stages	<ul style="list-style-type: none"> Plans to bid for Social Housing Decarbonisation Fund, which if successful would progress the decarbonisation of a significant number of Six Town Homes.

Improving the carbon literacy of our residents, businesses, and council employees	Discussion Stage	<ul style="list-style-type: none"> Beginning to look at implementing an internal carbon literacy programme
Collaborating with and encouraging all relevant partners to move towards carbon-neutrality	Early Stages	<ul style="list-style-type: none"> Working with Fire & Rescue and Police Service as part of the Public Sector Decarbonisation Scheme Collaboration as part of the One Public Estate project Potential for GMCA project to look at renewable energy across public sector assets Working with the Fire Service regarding carbon literacy
Developing a Scheme Delivery Framework so that when funding opportunities arise, we can be bid-ready in a timely manner	Early Stages	<ul style="list-style-type: none"> Stock condition audit is now complete which should help us to identify potential for future bids
Designing and implementing a planned programme to energy audit and decarbonise all Bury Council's corporate buildings and local schools	Early Stages	<ul style="list-style-type: none"> Awarded £8.5 million under the Public Sector Decarbonisation Scheme to decarbonise 16 public buildings
Working with Six Town Housing to implement Greater Manchester's Landlords Combined Climate Strategy	Early Stages	<ul style="list-style-type: none"> Operational gas supplied should be by green energy. Small scale projects in the pipeline to demonstrate deep energy retrofitting Projects under development to improve carbon literacy of staff and tenants Proposed bid for Social Housing Decarbonisation Fund to decarbonise a significant number of Six Town Homes

Developing a plan to bring all currently built public and privately-owned housing into carbon-neutrality by 2038 and SAP C rating by 2025	Early Stages	<ul style="list-style-type: none"> • Work is being factored into Six Town Housings programme around repairs and upgrades • Energy Systems Catapult – Local Area Energy Plan will provide a starting point for this • Stock condition survey has now been completed
Working with our business community to develop a robust network of service providers that can deliver energy-efficiency upgrades	Early Stages	<ul style="list-style-type: none"> • GMCA developing a “Retrofit Accelerator” scheme to identify local providers to deliver zero carbon upgrades for our communities. • More needs to be done at a Bury Council local level
Providing more information to residents regarding energy efficiency, grants and schemes as they become available and planned Council initiatives	Discussion Stages	<ul style="list-style-type: none"> • Lots of information is already available but more work needs to be done by the Council to highlight what is available

Individual actions that we need you to do:

- Insulating your loft and cavity walls
- Fitting double glazing
- Changing habits and reducing energy usage
- Reducing water and energy consumption

For more information:

- [Energy Savings Trust – Home Improvement Projects](#)
- [Quick Tips to Save Energy](#)
- [Carbon Co-op](#)

Low-Carbon Travel

National actions the Council would support:

- Providing more powers and longer-term funding to deal effectively with air quality, congestion, and improving public transport
- Delivering the £1.5billion investment in walking and cycling infrastructure across GM to deliver the “Made to Move” vision
- Developing a fully devolved long-term infrastructure budget for GM as recommended in the National Infrastructure Assessment
- Facilitating tram-train trials to enable substantial expansion of the rapid transit network
- Piloting low-carbon alternatives such as hydrogen for HGVs and heavier vehicles
- Tackling emissions from aviation
- Funding national pilot schemes to encourage use of shared transport schemes such as car clubs
- Requiring developers to fully consider active and public transport instead of prioritising personal cars when designing new developments

Action	Progress	September 2021
GMCA/TfGM actions the Council would participate in:		
Improving the connections between different modes of sustainable travel	Early Stages	<ul style="list-style-type: none"> • TfGM submitted proposals to upgrade cycle parking at every metro link station using the Mayors Challenge Fund
Using the licensing regime to require all taxis and private hire vehicles to be electric by 2029	Early Stages	<ul style="list-style-type: none"> • Under Minimum Licencing Standards, requirements proposed for all licensed taxis to be Ultra-Low Emission Vehicles (ULEVs) by 2029
Ensuring all buses become ULEVs	Early Stages	<ul style="list-style-type: none"> • Retrofit funding is in place to help providers to reduce bus emissions and 1.5% of buses across GM are now low-carbon emission buses
Where feasible, giving priority to public transport over other motor traffic to promote sustainable orbital inter-town travel	Discussion Stage	<ul style="list-style-type: none"> • There are existing bus lanes on several of Bury's roads. TfGM are pushing to give greater priority to buses

Providing more flexible and affordable payment and ticketing options	Ongoing	<ul style="list-style-type: none"> TfGM plans to franchise the bus service in Greater Manchester have been approved which will improve service and better regulate ticket prices
Replacing Bury's Bus Rail interchange to provide a modern and user-friendly facility	Discussion Stage	<ul style="list-style-type: none"> Discussions have recently begun
Implementing the GM Clean Air Plan and associated Clean Air Zone (CAZ)	Ongoing	<ul style="list-style-type: none"> Clean Air Zone to begin in May 2022
Developing a plan to reduce freight emissions and support a modal shift toward increased efficiency and alternative fuels for HGVs	Discussion Stage	<ul style="list-style-type: none"> GM is reviewing its freight strategy to ensure it meets future environmental requirements. This includes measures within the Clean Air Plan and planning for a long-term roadmap to zero emissions
Promoting the implementation of the GM wide bike-sharing programme which will include e-bikes	Early Stages	<ul style="list-style-type: none"> The Bee Network is under-development and Bury will be a part of the docked bike rental scheme
Aiming to reduce associated emissions from aviation at Manchester Airport	Not started	<ul style="list-style-type: none"> n/a
Council actions that we can lead on:		
Developing and promoting active travel and the 15-minute neighbourhood concept as part of the proposed neighbourhood and town-centre regeneration schemes to create thriving and sustainable spaces	Early Stages	<ul style="list-style-type: none"> Bury, Radcliffe and Prestwich town centres are currently drawing up redevelopment plans which include the 15-min neighbourhood concept TfGM submitted bid to central Government regarding Active Travel Revenue Funding which will look at travel methods into town centres
Developing exemplar projects where priority is given to cyclists and pedestrians rather than to motor vehicles	Ongoing	<ul style="list-style-type: none"> Trial LTN implemented at Garside Hey More LTNs planned at Fishpool, Heaton Park and Pimhole

Developing and improving walking and cycling infrastructure and provide routes for people to feel safe whilst walking and cycling	Early Stages	<ul style="list-style-type: none"> Construction of Cyclops Junction at Angouleme Way/Market Street begins summer 2021 Mayor's Challenge Fund Scheme to develop the Bee Network
Developing an e-car club across Bury	Ongoing	<ul style="list-style-type: none"> Proposed e-car pilot project working with TfGM and Manchester City Council
Developing the electric vehicle charging infrastructure to support large scale rollout of electric vehicles	Ongoing	<ul style="list-style-type: none"> Two rapid chargers installed in Bury town centre Funding in place for widening the EV charging infrastructure including TfGM funding acquired for taxi rapid charging hubs and a TfGM bid being submitted for chargers aimed at residents without access to off-street parking. GM Electric Vehicle Charging Infrastructure Strategy currently drafted likely to be released this, Autumn.
Decarbonising the council fleet	Early Stages	<ul style="list-style-type: none"> Installing electric vehicle charging infrastructure at Bradley Fold depot and converting where possible to electric vehicles as part of the £10 million fleet upgrade project.
Work with employers to encourage home working, where possible, continuing patterns established during the pandemic lockdown	Early Stages	<ul style="list-style-type: none"> Council have adopted an agile working environment.
Working with schools to increase active travel and reduce travel-associated carbon emissions	Ongoing	<ul style="list-style-type: none"> Project being implemented that will directly measure air quality outside schools providing them with data around the school run Move More Officers have been hired by the Council to work

		with schools to drive forward this agenda
Working with our NHS and health partners to better communicate the health-related issues of climate change	Early Stages	<ul style="list-style-type: none"> More research is coming out about the health impacts of climate change but more needs to be done in terms of further collaboration across departments
Encourage businesses to reduce business travel. e.g., by the use of video conferencing	Discussion Stage	<ul style="list-style-type: none"> More work to be done in collaboration with our local businesses but the Council are leading the way by implementing an agile work model
Reduce Council staff and Councillor use of cars and reduce travel where possible	Early Stages	<ul style="list-style-type: none"> The introduction of agile working and Microsoft Teams meetings has reduced staff travel More work to be done to encourage Council officers and Councillors to use active travel methods and public transport to attend meetings
Work with businesses to discourage employee use of private vehicles	Discussion Stage	<ul style="list-style-type: none"> More work to be done in collaboration with our local businesses

Individual actions that we need you to do:

- Leave the car at home
 - Use public transport
 - Walk or cycle
 - Car share
- Look into the feasibility of an electric vehicle
- Join in with local community groups to promote active travel
- Encourage friends and family to take up active travel

For more information:

- [TfGM Active Travel](#)
- [Road Safety and Traffic Calming – Bury Council](#)
- [Cycling – Visit Bury](#)
- [Walk Ride GM](#)
- [National Cycle Network - Sustrans](#)
- [Zapmap – Electric vehicle charging points](#)

Consumption & Waste

National actions the Council would support:

- Reducing waste and increasing recycling within public sector organisations such as the NHS
- Encouraging a more sustainable approach to consumption which incorporates greater re-use, recycling and repairing rather than throwing away, moving from a linear economy to a circular economy
- Demanding supermarkets to reduce packaging
- Improving resource efficiency across the commercial sector
- Publishing an updated Waste Strategy

Action	Progress	September 2021
GMCA actions the Council would participate in:		
Increasing the life of products by facilitating more outlets for servicing and repair	Early Stages	<ul style="list-style-type: none"> • Products suitable for re-use collected at the Household Waste Recycling Centres in Bury will be available at three re-use shops across GM
Encouraging re-manufacturing - where items are returned to the original manufacturer to be restored	Not started	<ul style="list-style-type: none"> • n/a
Council actions that we can lead on:		
Increasing recycling rates with a wider range of materials collected for recycling	Ongoing	<ul style="list-style-type: none"> • Recycling rate currently at 58% Continual outreach and comms work required
Aiming for no biodegradable waste to landfill by 2030	Ongoing	<ul style="list-style-type: none"> • 98.3% of municipal waste is not sent to landfill. The majority of the residual waste goes to an Energy from Waste site

Working within the Council and with our communities to avoid single use plastic	Early Stages	<ul style="list-style-type: none"> Target of being single-use plastic free by 2022 identified in the 2030 Strategy
Increasing the number of sustainable businesses in Bury	Early Stages	<ul style="list-style-type: none"> Green Growth Co now lists over a dozen sustainable businesses throughout the borough Green Business event planned for later in the year
Working with local businesses to improve waste reduction	Early Stages	<ul style="list-style-type: none"> Continuing work across Bury and wider-GM to reduce local business waste and provide options regarding waste Green Growth CO have diverted 167,851t of waste from landfill
Tackling the issue of fly tipping within our local communities	Discussion Stage	<ul style="list-style-type: none"> Further enforcement regulations being considered
Incorporating sustainability into all key decisions, plans, policies, and procurement at the Council	Discussion Stage	<ul style="list-style-type: none"> Procurement strategy will be updated to reflect the Bury 2030 objectives and explain how corporate priorities will be embedded into procurement procedures and activity. Climate change and carbon reduction will be included within the process
Encouraging local procurement where possible in Council decisions	Early Stages	<ul style="list-style-type: none"> Council procurement includes a requirement to invite bids from local businesses. Council actively engages with the local construction industry via the Bolton, Bury & Wigan Construction Network
Improving the public's awareness of zero-waste choices	Discussion Stage	<ul style="list-style-type: none"> Participate in GM wide zero waste campaigns

Encouraging people to consider the "whole-life impact" of products	Early Stages	<ul style="list-style-type: none"> • Whole life costing is already incorporated into tender evaluation advice but will be strengthened as new procurement guidance is produced • Using local suppliers and environmental considerations will be further incorporated
Communicating with the public more about recycling and the options around waste reduction	Early Stages	<ul style="list-style-type: none"> • Lots of information is already provided but more to be done with helping people understand how their waste is processed
Promoting local businesses that are demonstrating good environmental practices	Discussion Stage	<ul style="list-style-type: none"> • More work to be done with our local businesses
Working with local schools to reduce waste	Discussion Stage	<ul style="list-style-type: none"> • Plans to liaise more with local schools to help improve waste reduction

Individual actions that we need you to do:

- Avoid producing waste in the first place i.e. reusable bottles for water, buy better quality where possible, etc
- Avoid fast fashion
- Use all available recycling streams
- Get involved with local action groups to promote recycling and waste reduction such as The Big Fandango.
- Write to your local supermarket asking them to reduce their plastic use
- Prioritise buying second-hand clothing over new clothing
- Look to buy second-hand where possible for example by using the Greater Manchester Re-Use shops.
- Aim to avoid plastic when shopping

For more information:

- [Recycle for Greater Manchester](#)
- [Household Waste Recycling Centres](#)
- [Recycling – Bury Council](#)
- [Taking Action - WRAP](#)

Food

National actions the Council would support:

- Requiring reductions in food packaging
- Working with farmers and crop producers on a national scale to encourage uptake of sustainable methods that do not cause financial burden
- Normalising and improving communication around alternative diets

Action	Progress	September 2021
GMCA actions the Council would participate in:		
Carrying out research into the role of consumption related emissions and establishing priorities to reduce these	Discussion Stage	<ul style="list-style-type: none"> • Bury Food Strategy has been developed and further internal work will promote action and drive research
Council actions that we can lead on:		
Promoting a plant rich diet which will reduce overall meat and dairy consumption	Discussion Stage	<ul style="list-style-type: none"> • Partnerships around the Bury Food Strategy are looking at how best to incorporate plant rich diets more
Promoting diets with lower-energy intensity e.g., buying local produce and seasonal goods or buying from more sustainable farms	Early Stages	<ul style="list-style-type: none"> • Requirement for businesses aiming to achieve the Healthy Catering Award Council is currently aiming for the Food for Life Award which includes localism and increased sustainability
Working with communities and businesses to reduce food waste	Discussion Stage	<ul style="list-style-type: none"> • One aim of the Bury Food Strategy is to reduce food waste
Developing our community's knowledge of healthy food	Early Stages	<ul style="list-style-type: none"> • Identified as a Key Action in the Bury Food Strategy

		School and Bury Adult Learning Services continue to promote work around healthy nutrition
Encouraging people to drink tap water and avoid bottled water	Discussion Stage	<ul style="list-style-type: none"> • Refill.org have identified several water fountains across the borough but more work is needed • Move away from bottled water in all council operations
Encouraging diets that include fish from sustainable sources	Discussion Stage	<ul style="list-style-type: none"> • Part of the Food for Life Award criteria
Enabling new local “Grow your own” projects	Early Stages	<ul style="list-style-type: none"> • Incredible Edible are established in Bury and the Council are keen to support where possible • Several nurseries and schools incorporate small-scale food growing
Providing more allotments to grow local food	Discussion Stage	<ul style="list-style-type: none"> • Identified as a Key Action in the Bury Food Strategy
Supporting local independent food outlets	Early Stages	<ul style="list-style-type: none"> • Plans to develop a local food charter and identify a local food lead in Bury Council • Supporting local business will be incorporated into Council procurement decision making
Implementing a sustainable procurement catering plan across the Council	Discussion Stage	<ul style="list-style-type: none"> • See Bury Food Strategy and procurement policies will be reviewed later this year
Working with schools to increase awareness of food sources and sustainability	Early Stages	<ul style="list-style-type: none"> • Lots of work is already taking place to improve sustainability and low-carbon food options in school but more to be done
Liaising with established food bank/pantry networks to ensure food waste is used appropriately	Early Stages	<ul style="list-style-type: none"> • Bury Food Partnership Board brings together a variety of stakeholders and encourages a

		network of people to reduce food waste and support food banks/pantries
Working with our local agricultural sector to help reduce impacts upon the planet	Not started	<ul style="list-style-type: none"> n/a

Individual actions that we need you to do:

- Consider the food miles associated with your shopping
- Start growing vegetables in your garden
- Adopt a diet with reduced meat and dairy consumption
- Get involved with local community gardens and orchards

For more information:

- [Climate change food calculator – BBC News](#)
- [Eating for the Planet - WWF](#)
- [Bury Food Strategy](#)

Natural Environment

National actions the Council would support:

- Providing new sources of funding to increase investment in our natural environment
- Placing requirements on developers to incorporate biodiversity net gain
- Placing requirements on developers to include sustainable blue and green infrastructure within new developments

Action	Progress	September 2021
GMCA actions the Council would participate in:		
Planting 3 million trees within 5 years	Discussion Stage	<ul style="list-style-type: none"> • Ongoing work with Cities of Trees to increase tree-planting within the borough
Council actions that we can lead on:		
Having bid-ready projects relating to urban-greening initiatives	Discussion Stage	<ul style="list-style-type: none"> • As town-centre strategies are redeveloped, new projects are likely to be identified
Reducing water and energy use associated with the green spaces	Early Stages	<ul style="list-style-type: none"> • Water reduction techniques implemented
Doubling tree cover on council owned land	Discussion Stage	<ul style="list-style-type: none"> • Ongoing work with Cities of Trees to increase tree-planting within the borough
Protect existing trees, hedgerows and peatlands throughout the borough	Discussion Stage	<ul style="list-style-type: none"> • While generic protections are in place around these, specific work has yet to take place in Bury • No healthy tree in Bury can be felled by the council without consultation with the Cabinet

		Member for the Environment and Climate Change.
Producing a Green and Blue Infrastructure Strategy that will demonstrate how we will protect, enhance, and develop our existing natural environment and greenspace	Discussion Stage	<ul style="list-style-type: none"> Policy in place already to protect green infrastructure (see below) but needs updating
Protecting existing public open space, sport and recreational facilities and enhance natural capital	Early Stages	<ul style="list-style-type: none"> Green Space Strategy and Unitary Development Plan in place to protect green spaces Many green spaces are now not cut, but grow naturally, promoting biodiversity, and reducing maintenance-related emissions
Maintaining our Green Flag parks	Ongoing	<ul style="list-style-type: none"> 12 Green Flag parks currently being maintained. Improvements are being actioned where required
Encouraging beekeeping where appropriate within the borough and implementing practices to support	Early Stages	<ul style="list-style-type: none"> Beekeeping programme in Philips Park. To be further encouraged but only in a sustainable and appropriate manner
Encouraging local communities to further connect with our natural environments	Ongoing	<ul style="list-style-type: none"> Parks Department support Local Action groups where possible City of Trees projects are on-going as well as development of community orchards
Developing new high-quality green spaces in areas where there currently are none	Discussion Stage	<ul style="list-style-type: none"> Government and Natural England are establishing standards around accessible green spaces
Managing Council owned land and road verges to increase biodiversity and draw down carbon pollution, including pesticide reduction and	Ongoing	<ul style="list-style-type: none"> Trialling using steam to treat weeds in green spaces and some areas of the highway network

increased planting of wildflowers		<ul style="list-style-type: none"> • Ceased using glyphosate in schools and parks except for the treatment of invasive weeds • Highway weed spraying using glyphosate has been reduced • Identified four trial sites for wildflower seeding/re-wilding
Working with the Places for Everyone Strategy so that our new developments encourage progress towards carbon neutrality	Early Stages	<ul style="list-style-type: none"> • Places for Everyone will enable sustainability to be embedded within new developments and we will continue to work with the GMCA on its development
Engaging with the public more around local decisions relating to green spaces	Discussion Stage	<ul style="list-style-type: none"> • Climate Action Forums will provide more spaces to discuss these issues
Investigating the potential of rewilding and how best to incorporate	Not started	<ul style="list-style-type: none"> • n/a
Working with schools to better use green spaces to promote biodiversity	Not started	<ul style="list-style-type: none"> • n/a
Investigating how best to promote and improve our blue infrastructure	Not started	<ul style="list-style-type: none"> • n/a

Individual actions that we need you to do:

- Utilising your garden to encourage wildflowers and biodiversity
- Consider joining one of the local community groups within your local park to help us maintain them to a high standard
- Check out local projects that are ongoing and get involved with them
- Adopting environmentally friendly ways to get rid of weeds and stop using weedkiller

For more information:

- [Places for Everyone](#)

- [Encourage Wildlife to Your Garden - RHS](#)
- [The Bury Directory – Local Community Groups](#)

Green Economy

National actions the Council would support:

- Providing sufficient funding and incentives for businesses to transition to carbon neutrality
- Incentivising the education sector to provide the necessary skills to enable localities to become carbon neutral
- Stimulating the development of local quality green business such as renewable energy installers to provide the necessary skills and services required to drive carbon neutrality

Action	Progress	September 2021
GMCA actions the Council would participate in:		
Supporting and promoting the Green Growth Company to support local businesses to decarbonise	Discussion Stage	<ul style="list-style-type: none"> • Exploring options to support further activity of Green Growth Company in Bury
Developing a Skills Strategy Audit to identify priority areas for green jobs as well as where technical skills need further developing	Discussion Stage	<ul style="list-style-type: none"> • GMCA Local Skills Report and Labour Market Plan (2021) identifies the green economy and the skills surrounding it as vital for development • Further Bury specific work required
Working closely with universities and local industry to promote innovation	Ongoing	<ul style="list-style-type: none"> • GMCA have collaborated with Academic institutions on a number of innovative carbon reduction projects • The Greater Manchester Hydrogen and Fuel Cell Strategy 2021 – 2025 was produced in partnership with academia and local industry

Further exploring collaborative actions with the public sector such as the NHS, Fire and Police to reduce carbon emissions through commissioning and procurement	Discussion Stage	<ul style="list-style-type: none"> Wider engagement around Public Sector Decarbonisation Scheme
Stimulating local demand for renewable energy and other green solutions within the business sector	Early Stages	<ul style="list-style-type: none"> Green Growth Co have assisted 170 businesses with low-carbon sector support
Promoting the decarbonisation of the Council's pension	Not started	<ul style="list-style-type: none"> n/a
Actions the Council can lead on:		
Working with our local schools and colleges to fill the technical skills gap	Not started	<ul style="list-style-type: none"> n/a
Increasing awareness of a circular/sharing economy by working with voluntary, community and social enterprise organisations	Not started	<ul style="list-style-type: none"> n/a
Using procurement powers to encourage low- and zero-carbon measures	Discussion Stage	<ul style="list-style-type: none"> Procurement strategy will be updated to reflect the Bury 2030 objectives and explain how corporate priorities will be embedded into procurement procedures and activity. Climate change and carbon reduction will be included within the process
Promoting energy efficiency and carbon neutrality to local businesses	Early Stages	<ul style="list-style-type: none"> Green Growth Co have helped saved 44,591t CO₂e

Providing guidance to businesses and assisting with the development of business cases relating to carbon-neutrality	Early Stages	<ul style="list-style-type: none"> Green Growth Co have helped businesses in Bury save over £9.3 million by improving environmental performance and provide guidance regarding funding
Promoting businesses that address the climate emergency to create and expand “green collar” jobs	Early Stages	<ul style="list-style-type: none"> Green Growth Co have established an accessible database of local businesses working with them
Better understanding how the local commercial and industrial sectors use energy in order to better help them transition to carbon-neutrality	Early Stages	<ul style="list-style-type: none"> GM Green Growth Company assisting with companies across the borough understand their energy more and make reductions where possible The Local Area Energy Plan produced by Energy Systems Catapult will help with this.
Developing pilot projects that showcase energy efficient retrofitting and renewable heating systems to grow our low carbon business sector	Discussion Stage	<ul style="list-style-type: none"> Siddall Street eco-scheme is currently under construction and has been shortlisted for an award due to their work around zero-carbon homes which include lots of carbon efficient measures
Divesting Council operations away from fossil fuels and investing in renewable energy projects	Not started	<ul style="list-style-type: none"> n/a

Individual actions that we need you to do:

- Try buying groceries from local independent stores rather than larger chains
- Shop locally
- Support businesses that are trying to improve their carbon footprint
- Engage with Council services to improve decision making

For more information:

- [Bury Means Business](#)

- [Green Growth Company](#)
- [Green Business Directory – Carbon Trust](#)

Environmental Justice

National actions the Council would support:

- Promoting the use of smart meters
- Increasing Local Council resources to tackle fuel poverty and carbon-neutrality in tandem
- Providing regulations and adequate funding resources for enforcement to drive privately rented properties to carbon-neutrality by 2038

Action	Progress	September 2021
GMCA actions the Council would participate in:		
Designing and delivering effective schemes to remove fuel poverty	Early Stages	<ul style="list-style-type: none"> £4.7million award for Green Homes Grant Local Authority Delivery scheme aimed at improving energy efficiency and decarbonising the homes of those on low incomes
Working with the NHS to address health inequalities and working towards reducing the potential impacts of climate change on those already suffering	Discussion Stage	<ul style="list-style-type: none"> Neighbourhood profiles have been created to better inform our work and the Council is actively pursuing further collaboration with the health care service to reduce environmental impacts and inequality
Actions the Council can lead on:		
Working closely with partners to improve identification of fuel poor households	Early Stages	<ul style="list-style-type: none"> Work is ongoing to identify issues around fuel poverty and provide guidance and assistance where possible
Developing new partnerships in order to reach out to more fuel poor residents	Early Stages	<ul style="list-style-type: none"> Partnerships have been developed with several action groups including Citizen Advice Bureau, Groundwork and GM Fire Services. Capacity has been restricted recently due to staffing

Utilising our township and neighbourhood structures to help identify fuel poverty issues	Early Stages	<ul style="list-style-type: none"> Assists existing partners and signposts residents towards the advice and funding that is on offer by charities and action groups
Raising Council frontline officers' awareness to help them identify signs of fuel poverty and the systems for referring these	Ongoing	<ul style="list-style-type: none"> Lots of engagement work has taken place internally to ensure frontline officers are aware of the issue and know how to action issues when raise
Targeting energy efficiency schemes to reduce fuel bills of vulnerable people or the fuel poor	Discussion Stage	<ul style="list-style-type: none"> Implemented an Affordable Warmth Strategy (2016) and a Fuel Poverty Strategy (2016) which has delivered an annual action plan
Continuously reviewing and improving how we involve citizens in our existing decision-making processes and ensure that voices of the most vulnerable communities are represented	Discussion Stage	<ul style="list-style-type: none"> Production of the CAS and CAP will better enable and incorporate this Community Champion initiative set up to increase engagement The Council's Let's Do It Strategy focuses strongly on incorporating community action and engagement.
Ensuring that all residents have access to well-maintained green spaces	Not started	<ul style="list-style-type: none"> n/a
Providing residents with a place to voice their concerns and help them improve their local community	Ongoing	<ul style="list-style-type: none"> Climate Action Forums will provide new opportunities for local communities to voice their opinions and ideas
Better educating our residents and local communities around the risks posed from flooding, overheating and other climate-related issues	Discussion Stage	<ul style="list-style-type: none"> Emergency Plans are in place, and these are communicated and available to the public but more work is required to embed these in peoples' minds and ensure they are prepared

Individual actions that we need you to do:

- Work with your local communities to help us identify individuals at risk or requiring further support
- Work with the Council to help us implement new plans and processes

For more information:

- [What is fuel poverty?](#)
- [Environmental Justice Foundation](#)
- [ClientEarth – What is environmental justice?](#)

Climate Resilience and Adaptation

National actions the Council would support:

- Further understanding the current and future impacts of extreme weather events and climate change
- Further funding to help develop resilience projects
- Setting up a framework providing Local Authorities with further guidance
- Requiring new developments to incorporate run-off attenuation measures
- Providing further funding into research of carbon offsetting

Action	Progress	September 2021
GMCA actions the Council would participate in:		
Working with utility providers to better understand our critical infrastructure and how we can protect it against the risks of climate change	Early Stages	<ul style="list-style-type: none"> • Work has been conducted around Bury Wastewater Treatment Works to protect critical infrastructure from flooding
Continue developing the Strategic Flood Risk Assessment (SFRA) to identify critical gaps and solution	Early Stages	<ul style="list-style-type: none"> • SFRA has recently been updated and will form part of the Places for Everyone (PfE)
Actions the Council will lead on:		
Gaining a better understanding of extreme weather impacts in Bury	Discussion Stage	<ul style="list-style-type: none"> • Defra and GM-wide studies and maps have been conducted. Further local research required though
Incorporating adaptation within our plans and strategies and making necessary changes to our building's infrastructure and our green and blue infrastructure	Early Stages	<ul style="list-style-type: none"> • Decarbonisation Fund is being used to improve infrastructure across several public buildings

		<ul style="list-style-type: none"> Redevelopment of town centres will also include work around public buildings
Identifying the most vulnerable people in the areas most at risk of environmental issues and targeting adaptation policies actions and spending to those areas	Discussion Stage	<ul style="list-style-type: none"> Environment Agency has produced maps and property lists regarding flooding and GM has produced Urban Heat Island Maps. Bury is continuing its work around household suffering fuel poverty.
Investigating potential SuDS (sustainable drainage systems) projects to reduce runoff and therefore potential flooding in the borough	Early Stages	<ul style="list-style-type: none"> Tree planting on the A56 in Prestwich
Progressing the building of the Radcliffe and Redvales flood defence scheme that will remove over 800 properties from Flood Risk Zone 3	Early Stages	<ul style="list-style-type: none"> To be completed by end of 2021
Educating and preparing our residents, businesses, and public sector partners, encouraging change in behaviours, operations and services that can support adaptation and resilience to climate change	Early Stages	<ul style="list-style-type: none"> EA has conducted engagement work around flooding to highlight risks and prepare people should flooding occur
Ensuring that all council services are adaptable to a changing climate	Early Stages	<ul style="list-style-type: none"> Bury Emergency Plans in place Regularly reviewed
Keeping up to date with carbon offsetting opportunities and consider the practicality and reliability of using these means to meet our target	Discussion Stage	<ul style="list-style-type: none"> Greater Manchester Environment Fund has been proposed as a way of managing funding for biodiversity and carbon offsetting projects

Require that any impacts on carbon targets are identified in all formal reports to senior management and cabinet members	Early Stages	<ul style="list-style-type: none"> Carbon impacts must now be identified in all Cabinet reports
Working with rural land owners in Bury to reduce flood risk further down stream	Not started	<ul style="list-style-type: none"> n/a
Working with local action groups to deliver community action and resilience	Discussion Stage	<ul style="list-style-type: none"> More work to be done with our local community groups to better embed community action and resilience
Where necessary, acknowledging and incorporating carbon offsetting in a timely manner to ensure the 2038 target is reached	Not started	<ul style="list-style-type: none"> n/a

Individual actions that we need you to do:

- Familiarise yourself with flood evacuation plans via the Bury Council website
- Consider the potential impact of flooding upon your property
- Incorporate climate friendly measures into your gardens to alleviate pressure on drainage systems

For more information:

- [Climate Change – Met office](#)
- [Flood Map - FoE](#)
- [The Flood Hub](#)



Key Performance Indicators

The Key Performance Indicators (KPIs) listed below will be a way for us to monitor progress annually and track how well we are moving towards our 2038 carbon neutrality target. The KPIs have a greater focus upon quantitative facts and using these statistics will help us clearly quantify progress.

The baseline data included here represents the most up to date data available and progress will be assessed annually in comparison to the baseline.

The next Climate Action Plan reassessment will be September 2022.

General	Baseline Data	Progress
General CO ₂ emissions produced within our borough	844,500t CO ₂ e (2018) ^[1]	
CO ₂ emissions resulting from council operations	15,650t CO ₂ e (2019/20) ^[2]	
Measured concentrations of nitrogen dioxide (NO ₂) and fine particles (PM ₁₀)	Whitefield: 19µg/m ³ (2020); 16µg/m ³ (2020) Prestwich: 38µg/m ³ (2020); Radcliffe: 20µg/m ³ (2020); 18µg/m ³ (2020) ^[3]	

Energy Supply	Baseline Data	Progress
Total Council-related renewable energy generated	202,682kWh (2019/20) ^[2]	
Total renewable energy generation in the borough	51,000MWh per annum (April 2021) ^[4]	
Electricity consumption (incl' domestic and non-domestic)	620,000MWh per annum (2019) ^[11]	
Council energy purchased from renewable energy sources	30.7% ^[5]	

Homes, Workplaces and Public Buildings	Baseline Data	Progress
Number of homes improved across Bury with sustainability measures	78 leads generated (2021)	
Carbon emissions from the domestic sector	284,700t CO ₂ e (2018) ^[6]	
Homes in the private rented sector that have and F or G rating	552 (504 have the potential to improve above an F rating) ^[8]	
Commercial buildings with a Display Energy Certificate of C or above	30% ^[5]	
Carbon emissions from council buildings	11,581t CO ₂ e (2019/2020) ^[2]	

Low Carbon Travel	Baseline Data	Progress
Proportion of journeys made by walking and cycling	10% of journeys (2021) ^[4]	
Number of plug-in vehicles registered in Bury	424 plug-in vehicles registered (2021) ^[7]	
Number of charge points installed	24 charge points (2021) ^[4]	
Proportion of total bus fleet that is low carbon	1.5% of buses in GM are now low carbon (2021)	
Emissions from council transport activity	1,565t CO ₂ e (2019/2020) ^[2]	
Number of private cars registered in Bury	109,600 (2021)	

Consumption and Waste	Baseline Data	Progress
Tonnage of household waste collected	60,913t (2019/2020)	
Recycling rates (kerbside collected)	56% average (2019/20) ^[8]	
Municipal waste diverted from landfill	98.3% (2021) ^[5]	

Food	Baseline Data	Progress
Recycled food waste	43% of food waste is correctly captured in the organic recycling bin (2021—data not available annually) ^[8]	

Food waste levels (kerbside)	62% classified as avoidable (2021—data not available annually) ^[8]	
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Our Natural Environment	Baseline Data	Progress
Average number of parks, playing fields or public gardens within a 1km radius	5.1 (2020) ^[9]	
Tree canopy cover	12.4% (2016) ^[10]	

Green Economy	Baseline Data	Progress
Number of businesses in Bury that have implemented carbon-reduction measures (as listed on the Green Growth Co)	17 (2020) ^[13]	
Total emissions for the industrial and commercial sector	18kt CO ₂ e (2017) ^[14]	

Environmental Justice	Baseline Data	Progress
Percentage of households in fuel poverty	11.6% ^[2]	

References

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4. Friends of the Earth (2021). How climate friendly is your community? See: <https://friendsoftheearth.uk/climate-friendly-communities>
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7. SCATTER (2021)
8. Bury Council (2021)
9. ONS (2020). Access to gardens and public green space in Great Britain. See: <https://www.ons.gov.uk/economy/environmentalaccounts/datasets/accesstogardensandpublicgreenspaceingreatbritain>
10. Forest Research (2021). Tree Canopy Cover Leaflet. See: <https://www.forestresearch.gov.uk/tools-and-resources/fthr/tree-canopy-cover-leaflet/>
11. Department for BEIS (2020). Regional and local authority electricity consumption statistics. See: <https://www.gov.uk/government/statistical-data-sets/regional-and-local-authority-electricity-consumption-statistics>
12. Department for Transport (2020). All vehicles. See: <https://www.gov.uk/government/statistical-data-sets/all-vehicles-veh01>
13. Green Growth Co. See: green-growth.org.uk
14. Department for BEIS (2020). UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2018. See: <https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2018>

Appendix 4: May Cabinet Report



Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	26 May 2021
Title of report:	Public Consultation on the Draft Climate Strategy and Climate Action Plan
Report by:	Cabinet Member for Environment and Climate Change
Decision Type:	Key Decision
Ward(s) to which report relates	All

1.0 Executive Summary:

- 1.1 In 2019 Bury council declared a climate emergency and set an ambitious target to be carbon neutral by 2038. This is reflected as a commitment in the Council Let's Do It Strategy.
- 1.2 The Council has produced a draft Climate Action Strategy and Climate Action Plan for Bury to set out what needs to be done to achieve the target and it is proposed to consult residents and other stakeholders on the draft documents.
- 1.3 The draft Climate Action Strategy sets out the background information, the scale of the challenge facing the Borough and the need to work together and take action now.
- 1.4 The Climate Action Plan is a more fluid document that will be updated each year and will be used to monitor progress across the community, partners and the council to ensure delivery and keep things on track.

- 1.5 Climate change is a long lasting and universal problem that will affect everyone and those most impacted will be our most vulnerable residents. It will be the young people who will have to deal with our legacy into the future and we owe it to them to take the drastic action required.

2.0 Recommendation(s)

That the Cabinet:

- 2.1 Acknowledge the work to date on developing the draft Climate Action Strategy and Climate Action Plan.
- 2.2 Approve the draft Climate Action Strategy and Climate Action Plan for public consultation for a period of ten weeks.
- 2.3 Note that a further report will be presented to Cabinet for adoption, with the final Climate Action Strategy and Climate Action Plan, that takes into account the results and feedback from the consultation.

3.0 Background

- 3.1 The "Lets Do It" Strategy approved by Cabinet on 23 February 2021 included a commitment for the whole borough to be carbon neutral by 2038, which responds to the Council's declaration of a Climate Emergency in 2019. This carbon neutral target aligns with the Greater Manchester target included in the 5 Year Environment Plan for Greater Manchester.
- 3.2 Achieving this carbon neutral commitment will require a step change in the way our communities live. This represents a huge challenge, but one that we must face to protect the health and wellbeing of our residents.
- 3.3 To help achieve this change the Council must provide leadership for all individuals and organisations in the borough and enable anyone and everyone to take climate action.
- 3.4 The draft Climate Action Strategy (See Appendix 1) sets out the background information, the scale of the challenge facing the Borough and the need to work together and take action now. It breaks down the change needed into 11 Key Action areas:
 1. Our Energy Supply
 2. Our Homes, Workplaces and Public Buildings
 3. Low-Carbon Travel
 4. The Things we Buy and Throw Away
 5. Food

6. Our Natural Environment
7. The Green Economy
8. Environmental Justice
9. Climate Resilience and Adaptation
10. Putting Climate Change at the Heart of Council Action
11. Carbon Offsetting

- 3.5 The Climate Action Plan (See Appendix 2) sets out individual actions that need to take place across the 11 Priority Action Areas. The actions listed will provide organisations across Bury the opportunity to take part in our drive towards carbon neutrality, through the commencement of local projects and initiatives. This will be a more fluid document that will be updated each year in conjunction with the community and will be used to monitor progress / delivery and keep things on track
- 3.6 We have listed the progress against actions to date that the Council are aware of, but there will be much more taking place within communities, businesses and other public sector organisations across the borough that we have not yet captured. This can be added to the progress as we move forward, to give a true picture of all the action taking place in Bury.

4.0 Consultation

- 4.1 The Council has produced a draft Climate Action Strategy and Climate Action Plan, but to deliver the ambitious target by 2038 will require communities across Bury to work together and support the delivery. The Climate Action Strategy and Action Plan needs to be owned by the Council, residents and stakeholders and the consultation will seek the views of the wider community to ensure feedback is considered and the importance of different aspects of the strategy are understood across the different neighbourhoods.
- 4.2 A set of consultation questions have been developed to capture the feedback from the community and a copy of the consultation document is attached as Appendix 3.
- 4.3 The Council plans to undertake a 10-week consultation, which will commence on the 3rd June 2021.
- 4.4 With the current restrictions due to Covid and the impact on social gatherings, the consultation will have a strong emphasis on online and digital engagement and the Council Web site will be used as the main point of contact for 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.

- 4.5 To ensure the responses captured are reflective of the diverse nature of the community in Bury, a communications plan is also attached with further details of the engagement that will take place (See Appendix 4).
- 4.6 Following the consultation, a supplementary report outlining the results and feedback will be produced and will be submitted alongside the final draft Climate Action Strategy and Climate Action Plan.
- 4.7 Post-consultation, the Council will have a better understanding of the community and local action groups and actions can then start to be distributed and delegated. The Climate Action Plan will then be used to keep track of these actions through annual updating and revision.

Other options considered

The Council did consider having one document that included both the Strategy and Action Plan. However, it was felt that some people may not be interested in the background and detail of the Strategy but may still be keen to get involved and take action. By having a separate and fluid Climate Action Plan the community and stakeholders can commit to helping to deliver one or a number of actions and see how these fit into the wider strategy.

Community impact/links with Community Strategy

The proposals are designed to protect the climate and safeguard the health and wellbeing of our communities in line with Section 4.2 re "Place" in the Bury 2030 Strategy.

Equality Impact and considerations:

An Equality Impact Assessment has been carried out and is attached at Appendix 5.

The Climate Action Strategy will promote equality by actively encouraging and engaging all members of society to participate and take action. Those who suffer societal injustices and discrimination are those most likely to suffer environmental injustices and be worst hit by changes in climate. It is therefore imperative that these people are not left behind. As we look towards carbon neutrality and begin to lay the groundwork by setting actions that will get us there; we must remember that many protected characteristics will require certain considerations not only to avoid being negatively impacted but also to ensure they can fully engage with the process.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
--------------------	------------

That the target to be carbon neutral by 2038 is not met.	By producing a Climate Action Strategy and Climate Action Plan and consulting on the documents we hope that everyone will understand the need for change and the role they can play in helping to deliver action. The Climate Action Plan will be a fluid document that will be reviewed annually so progress is tracked and monitored.
The community is not engaged in the delivery of the actions required to meet the 2038 target.	The consultation will seek to understand the priorities of the community and their preferred delivery methods.
Lack of engagement in the consultation and responses not representative of the communities in Bury.	Engagement plan in place to detail varied methods of engagement with different communities. Equality Impact Assessment carried out.

Consultation:

Discussions have taken place with Council Officers and Members in relation to specific sections of the strategy that relate to their services.

The 10-week consultation period will provide an opportunity for the wider views of the community and key stakeholders to be considered so their feedback can be incorporated into the Strategy and Action plan.

Legal Implications:

There are no legal implications for this report, the consultation to be carried out will be used to inform the next steps in the development of the strategy. A full suite of consultation documents are appended to this report.

Financial Implications:

There are no financial implications at this stage however implementing the strategy will have costs that will need to be funded. The extent and timing of these cannot yet be quantified and it is anticipated that funding from central government will be made available. All implementation plans will be subject to robust business cases and the identification of funding and financing options.

Report Author and Contact Details:

Laura Swann – Assistant Director Operations Strategy

Background papers:

N/A

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Appendix 5: Community Climate Action Fund Application Form

The Community Climate Action Fund has been created to specifically enable community projects which will support Bury and its residents take positive steps towards tackling the global climate emergency as well as support Bury Council achieve its goal of carbon-neutrality by 2038.

Climate Action Strategy

This Climate Action Strategy and the adjoining Climate Action Plan outline that we must achieve the following:

- Deep fast cuts in carbon to achieve our target of carbon neutrality by 2038
- Recognise that climate change is happening, and the impacts are with us now
- Make changes now before we are hit with greater extremes of weather
- Be better adapted to extreme weather patterns

To make progress we must see:

- A swift reduction in demand for energy across all sectors, businesses, and households
- A complete switch to clean zero carbon energy sources by 2038
- A complete shift to fossil fuel free local travel by 2038
- Effective action from Government to enable the scale of change required; we can only go so far at the local level
- Wiser decisions in our lifestyles so we don't add to national and global carbon emissions. This will mean changes in our diets, a reduction in waste and more careful choices about what we buy and how we live and work
- More trees and woodland to collect carbon naturally
- A better understanding of climate risks and the actions we must take
- Increased investment to meet the scale of our challenge
- Strong partnerships with our community to help us meet this challenge and drive progress

Objectives of the Climate Action Strategy

- To generate and source all our local energy needs from zero-carbon and renewable sources by 2038
- To ensure all our buildings are carbon neutral by 2038
- A complete transition to fossil fuel free local travel by 2038
- To buy, use and dispose of goods in a sustainable way so that our collective decisions do not add indirectly to the burden of climate change, damaging pollution in Bury or elsewhere
- To reduce the impact of our diet on climate change
- To capture more carbon naturally by increasing woodland cover and by protecting and enhancing soil environments and natural habitats

- To help our businesses to transition to carbon neutrality and to provide a suitable and sufficient green commercial sector to future proof our local economy and to enable us to meet our 2038 target
- To eradicate fuel poverty and identify and action environmental injustices in our borough
- To adapt our borough's buildings, infrastructure, and natural environment to the changing climate and to increase the climate resilience of our residents and organisations

Who can apply?

Applications to the fund are welcomed from any community/local groups and voluntary organisations based in Bury. The projects could include starting or continuing a project that will benefit the environment in some way, having a positive impact on the climate, raising awareness of environmental issues, or supporting our goal to reach carbon-neutrality.

Please see Appendix 1 for the necessary information we require relating to your group/organisation as well as the commitments we would require from you regarding the fund.

Please note we cannot direct funds to personal bank accounts, therefore if your group does not have a group bank account, we would recommend collaborating with another community group. If you have any further questions, contact us via climate@bury.gov.uk

How much can be applied for?

The maximum funding request that will be considered is £15,000.

To note, given the Council's desire to ensure as many communities benefit as possible, the higher the funding request, the more residents, and neighbourhoods we'd expect to see benefit from the project, if you hope to be successful. Where possible please include alternatives for lower funding requests.

What could be funded?

Applications are welcomed for projects that align with the Council's Climate Action Plan <<incl link to website>>. Some examples include:

- | | |
|--|---|
| • Renewable energy generation | • A shift to zero waste |
| • Developing technical skills around the green economy | • More sustainable consumption habits |
| • Improving knowledge around the climate agenda / increasing carbon literacy | • A shift to a low-carbon diet (incl' things like buying local or promoting plant-rich diets) |
| • Carbon neutral housing | • Reducing waste food |
| • Active travel initiatives | • Avoiding single use plastic |
| • Low-carbon travel initiatives | • Increasing tree planting |

- Enhancing Bury's natural environment
- Affordable energy / fuel poverty
- Climate resilience

If awarded, the funds must be utilised on projects within the borough of Bury.

If awarded, funds allocated must be fully spent by 31st December 2022.

What cannot be funded

- Organisations and projects based outside the borough of Bury
- Individuals (applicants must be part of a local community group or voluntary organisations)
- Organisations trading for profit or intending to redistribute grant awards
- Requests that will replace or enhance statutory provision
- Academic or medical research & equipment
- Overseas travel
- If the primary purpose of the request is to promote religious or political beliefs
- Retrospective grants (i.e., projects / activities that have already taken place or have already been paid for)
- Sponsorship or fundraising events
- Contributions to larger / major appeals
- Local branches of national charities unless locally managed and financially autonomous
- More than one application at any one time for the same project

Key to Success

A successful application needs to demonstrate an understanding and awareness of the Climate Action Strategy and Action Plan and link back to the points made above. Applications which specifically link to actions listed in the Climate Action Plan will more likely be successful.

Applications need to demonstrate locality and understanding of Bury's townships and communities. An application which demonstrates inclusion and equality will more likely be successful.

What is the application process?

The application form in Appendix A must be fully completed and returned to: climate@bury.gov.uk

Application submission will open 1st November 2021

The deadline for applications is 30th November 2021

Please contact us via climate@bury.gov.uk for any further information and/or advice.

Decision-Making Process

Following the application deadline, the Climate Action Team will conduct an initial sifting of applications removing any that run contrary to the provided guidance within this document.

Afterwards, the remaining applications will then go to a Councillor-led panel chaired by the Portfolio Holder for the Environment, Climate Change and Operations, with support from the Assistant Director of Operations, who will make the final decisions.

Successful applicants will then be contacted, and money distributed accordingly. We will aim to fund as many projects as possible and will actively liaise with groups to discuss flexibility if it will allow us to fund more projects across Bury.

The schedule for the Fund is as follows:

- 1st November 2021: Application submission will open
- 30th November 2021: Deadline for applications
- By 10th December 2021: Initial sifting of applications completed
- By 20th December 2021: Board chosen successful applicants
- By 14th January 2022: Applicants followed up with and any further information is requested
- By 31st January 2022: All applicants will have been informed of outcome
- By 28th February 2022: Funds will have been disseminated to successful applicants
- By 31st December 2022: All funds must have been spent

(subject to change)

Appendix A: Community Climate Fund – Application Form

About your community group/voluntary organisation								
Name and address								
Email Address								
Main Contact Person (for correspondence purposes)				Second Contact Person (Chair or Treasurer)				
Title				Title				
Name				Name				
Role				Role				
Daytime Tel Number				Daytime Tel Number				
Mobile Number				Mobile Number				
Email address				Email address				
Address Details (if different to main organisation address)				Address Details (if different to main organisation address)				
Please describe the main activities of your group:								
Does your group have a set of rules/terms of reference or constitution?								
Yes		If yes, please attach / send a copy						
No		If no, does your group have its OWN bank account?			Yes		No	
About your project Please describe your project and outline how it will support the borough of Bury and its residents take positive steps towards tackling the global climate								

emergency, and / or support Bury Council achieve its aim to be carbon neutral by 2038 (500 words).
Please describe the expected outcomes of the project (250 words)
Please describe how your project will link to the Climate Action Plan. Where possible include direct references to actions (250 words)
Please describe what would happen when funding ceases? How will the projects aims continue? (250 words)

Please provide a start and end date for your project.			
Start date: -		End date: -	
Finances and project budget			
Have you ever received Grant funding before from Bury Council or any other funder?			
Yes		No	If yes, please provide details below: -
What is the total cost of your project?			
How much money have you raised so far?			
How much money are you requesting?			
Breakdown of costs – please outline how you intend to use the money			
Amount (£)	Description of how the money is to be used		
Your groups / organisation's finances			
Please provide your bank details and submit a copy of the last 2 months bank statements.			
Bank / Building Society name			
Account number			
Sort code			
Commitments and declaration			
It is essential you understand and agree to sign up to the following statements. Failure to do so may have an impact on funding.			

1	We confirm that the information contained in this application is correct and that we are authorised by the group to accept these conditions on their behalf		
2	If the main contact leaves the group or can no longer fulfil their responsibilities, or someone takes over responsibility for the grant on behalf of the group, we will inform Bury Council via climate@bury.gov.uk		
3	If the information in the application changes in any way, we will inform Bury Council via climate@bury.gov.uk		
4	If our application is successful, we will not use the grant for any purpose other than as specified in this application form without first contacting Bury Council to seek authorisation via climate@bury.gov.uk		
5	We accept that we may be asked to return this grant should Bury Council discover that money has been spent on items not specified in the original application form and grant offer		
6	We shall ensure financial records are kept to evidence how the grant was spent		
7	We will provide all relevant information / updates / data / success stories / visuals to Bury Council when requested via climate@bury.gov.uk		
8	We will highlight the support of Bury Council in all our publicity materials		
9	We agree for Bury Council to utilise information / visuals provided by us in their publicity, and internal and external communications.		
10	We adhere to safeguarding practices and safe systems of work		
11	We will work with Bury Council to provide feedback on the outcomes of the project		
Main Contact Person (Person completing this application)		Second Contact Person (as listed above)	
Signature		Signature	
Full Name		Full Name	
Position		Position	
Date		Date	
Referee details Please ask your referee to read your application and complete the section below. A referee needs to know your group and be aware of the project/activity detailed in this application. They must also be independent from you and your group, i.e. not a relative, friend, member of the management committee or a group member, and they must not benefit from your group receiving this grant. We may contact the referee for further information once we have received your application.			

Name of referee	
Profession	
Address	
Telephone number	
Email address	
How long have you known the group / organisation	
Please describe the nature of your relationship with the group or project?	
Please tell us in your own words why you wish to support this application	
Referee signature	
Date	

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Appendix 6: Equality Analysis

SECTION 1 – RESPONSIBILITY AND ACCOUNTABILITY <i>Refer to Equality Analysis guidance page 4</i>	
1.1 Name of policy/ project/ decision	Climate Action Strategy and Climate Action Plan
1.2 Lead for policy/ project/ decision	Chris Horth
1.3 Committee/Board signing off policy/ project/ decision	Cabinet
1.4 Author of Equality Analysis	Name: Chad McDowell Role: Graduate Climate Action Officer Contact details: c.mcdowell@bury.gov.uk
1.5 Date EA completed	Updated 16/09/2021
1.6 Quality Assurance	Name: Chris Woodhouse Role: Strategic Partnerships Manager Contact details: c.woodhouse@bury.gov.uk Comments:
1.7 Date QA completed	16/09/2021
1.8 Departmental recording	Reference: 001 Date: 30/9/21
1.9 Next review date	January 2022

SECTION 2 – AIMS AND OUTCOMES OF POLICY / PROJECT <i>Refer to Equality Analysis guidance page 5</i>	
2.1 Detail of policy/ decision being sought	<p>The purpose of the Climate Action Strategy (CAS) and its associated Climate Action Plan (CAP) is to provide a framework that indicates a clear direction of travel regarding climate and environmental action within Bury.</p> <p>The CAS will help ensure that climate action is embedded at the heart of the Council and provide guidance on how best to engage with our local communities. Our changing climate dictates that strong and decisive action is required to protect not only the vulnerable of today but future generations of tomorrow.</p> <p>Given the pervasive nature of climate change, the CAS needs to include all departments across the Council as well as all parts of society. Many environmental issues propagate societal inequalities and to tackle our changing climate, we must also acknowledge these wider issues.</p>
2.2 What are the intended outcomes of this?	<p>This Climate Action Strategy seeks to achieve the following outcomes:</p> <ul style="list-style-type: none"> • Enable the borough of Bury to reach carbon neutrality by 2038

	<ul style="list-style-type: none"> • Eliminate our use of fossil fuels in all sectors • Upgrade the entire building stock to be carbon neutral • Improve infrastructure to enable our communities to take advantage of electric vehicles, active travel, and public transport • Encourage residents to take individual actions to reduce their personal emissions related to consumption • Ensure the borough is equipped to deal with likely changes in weather patterns and climatic extremes • Embed climate action and environmental awareness at the heart of the Council.
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SECTION 3 – ESTABLISHING RELEVANCE TO EQUALITY & HUMAN RIGHTS

Refer to Equality Analysis guidance pages 5-8 and 11

Please outline the relevance of the activity/ policy to the Public Sector Equality Duty

General Public Sector Equality Duties	Relevance (Yes/No)	Rationale behind relevance decision
3.1 To eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by Equality Act 2010	Yes	<p>Given the nature of climate change, all of society need to be engaged and enabled to act and move towards a low/zero carbon lifestyle. In order to achieve this, we must acknowledge that some people may require more help than others i.e. to understand the issues or to take climate-positive steps.</p> <p>Environmental Justice has been specifically acknowledged within the CAS due to the identification that those who are currently suffering will be the worst hit by our changing environment and we must help them to prepare, where they may not have the means to do so on their own.</p>
3.2 To advance equality of opportunity between people who share a protected characteristic and those who do not.	Yes	<p>Climate change is expected to affect all of us to varying degrees. It is estimated to disproportionately affect our poorest and most marginalised communities.</p> <p>To ensure that no one is left behind in Bury, this Strategy/Plan and the accompanying Consultation acknowledge and work with the wider community as a whole, to make sure everyone has a voice and that our actions do not make situations worse for anyone.</p>
3.3 To foster good relations between	Yes	The CAS aims to help people understand and take action towards a carbon neutral future. Promoting community involvement and

people who share a protected characteristic and those who do not		collaboration is an important consideration in disseminating information and promoting action.
3.4 Please outline the considerations taken, including any mitigations, to ensure activity is not detrimental to the Human Rights of any individual affected by the decision being sought.		
<p>None of the 15 articles stated in the Human Rights Act 1998 are expected to be negatively affected by the CAS or CAP. In fact, the Strategy produces positive affects in relation to the HRA 1998, including:</p> <ul style="list-style-type: none"> Improving climate resilience and adaptation reducing the risk to life and reducing the impact of climate change related events, such as flooding; and heat waves. 		

SECTION 4 – EQUALITIES DATA <i>Refer to Equality Analysis guidance page 8</i>			
Protected characteristic	Outcome sought	Base data	Data gaps (to include in Section 8 log)
4.1 Age	Outcomes of this Climate Action Strategy are not against any particular characteristics and all characteristics are expected to be unaffected or benefit from the outcomes set out in Section 2.2	Bury has a slightly higher proportion of those over 65 and slightly less between 16 – 64. The neighbourhoods of Bury North, Whitefield and Bury West have higher proportions of over 40 age groups than overall Bury figures. Bury East has higher proportions of the under 40s.	
4.2 Disability		All neighbourhoods except Bury North have significant areas with high concentrations of Bury residents living with long term conditions or disability.	
4.3 Gender		Bury's demographics are similar to GM-wide; gender is split more or less evenly between male and females. Female life expectancy is consistently	

		above male life expectancy	
4.4 Pregnancy or Maternity		Bury's demographics are similar to GM-wide; it is estimated that 2.46% of the female population had a live birth. This is slightly higher than the England average of 2.21%	
4.5 Race		Bury's non-white British population is around 10.8%. Bury East neighbourhood has by far the highest percentage of non-white British residents at 23%. Prestwich is next highest with 14%	
4.6 Religion and belief		The majority of Bury's residents are Christian at 52%; 30% recorded no religion; 17% are Muslim and 13% are Jewish	
4.7 Sexual Orientation		LGB estimates for Bury are 3.1% which is slightly less than the GM average of 3.6%	
4.8 Marriage or Civil Partnership		In England, marriage rates have fallen to 21.2 per 1,000 (2017). Less than a quarter were religious ceremonies and there were. 2.8% of these marriages were between same-sex couples	Data unavailable at a Bury scale
4.9 Gender Reassignment		Data is not available at Bury or GM scale	Data is not available at Bury or GM scale
4.10 Carers		It is estimated that 20,000 people in Bury are carers, supporting their friends and family. 88% of adults with a learning disability live in their own home or with their family.	
4.11 Looked After Children and Care Leavers		362 children cared for by Bury Local Authority (19/20)	

4.12 Armed Forces personnel including veterans		Data is not available at Bury or GM scale	Data is not available at Bury or GM scale
4.13 Socio-economically vulnerable	The CAS aims to reduce the impacts of fuel poverty and help those who are suffering financial hardship through improved domestic efficiency and therefore reduced utility bills.	12% of residents in Bury currently live-in fuel poverty. Wards vary greatly in terms of deprivation with some areas suffering considerably more than others.	

SECTION 5 – STAKEHOLDERS AND ENGAGEMENT

Refer to Equality Analysis guidance page 8 and 9

	Internal Stakeholders	External Stakeholders
5.1 Identify stakeholders	Workforce, Executive Team, Elected Members, internal service users	Residents, external service users, neighbouring Councils, GMCA, local businesses, the wider community and volunteering sector
5.2 Engagement undertaken	Multiple departments engaged with (including wellness, street scene, engineering, waste and transport, and strategic projects) regarding different sections of the Strategy. Public consultation on the Strategy has been carried out following Cabinet approval to consult in May.	A 10-week public consultation took place from 3 June to 12 August 2021. This included a public webinar that was held on 27 July 2021 and drop-in sessions were held at Radcliffe Library on 6 August 2021 and Bury Market on 13 August 2021
5.3 Outcomes of engagement	All feedback and comments have been considered and a revised version of the Strategy and Action Plan have been produced. Comments and suggestions have been considered from the public consultation and the CAS and CAP have been updated accordingly.	Appendix 1 of the October Cabinet report outlines the feedback received during the consultation and the subsequent changes made to the CAP and CAS.

5.4 Outstanding actions following engagement (include in Section 8 log)	Annual update of the CAP will also consider the equality impacts.	Annual update of the CAP will also consider the equality impacts.
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SECTION 6 – CONCLUSION OF IMPACT

Refer to Equality Analysis guidance page 9

Please outline whether the activity/ policy has a positive or negative effect on any groups of people with protected inclusion characteristics

Protected Characteristic	Positive/ Neutral Negative/	Impact (include reference to data/ engagement)
6.1 Age	Neutral	<p>Age related charities have been engaged with during the consultation and will be part of an ongoing dialogue to continue improving awareness and understanding and ensure the CAS is fit for purpose.</p> <p>We will continue to engage with Schools capture the thoughts of the younger generation and promote greener lifestyles from a young age.</p> <p>Age related characteristics may be impacted by the different patterns of car ownership, public transport use and physical ability to engage with active travel</p> <p>Younger generations while more engaged may lack the financial resources to retrofit homes or purchase electric vehicles or low-carbon alternatives in shops</p> <p>Funding opportunities will be explored to enable those who are financially struggling to access the benefits regarding domestic retrofitting, low carbon travel and/or more sustainable lifestyles.</p>
6.2 Disability	Neutral	<p>We will continue to engage with the Highways section at Bury Council to ensure any changes to infrastructure are compliant and accessible by all. Through the work of the CAS, active travel infrastructure i.e. cycle lanes and walking routes can expected to be improved. These will be improved in line with the Bee Network standards.</p>
6.3 Gender	Neutral	<p>Research demonstrates that globally women are disproportionately affected by adverse</p>

		climate effects. Climate change 'impacts women more than men' - BBC News
6.4 Pregnancy or Maternity	Neutral	The expectation of different patterns of car ownership, public transport use and active travel could impact this characteristic.
6.5 Race	Neutral	<p>There is a high proportion of people who identify as non-white British in Bury East (23%), which highlights the need to focus on BAME groups in that neighbourhood.</p> <p>Acknowledging climate resilience will allow us to better prepare for future emergencies and include various languages and delivery methods available.</p> <p>We will consider race to ensure that we manage to have maximum impact with communications via different languages and appropriate methods used. Including people of different races within this societal-wide issue helps improve societal collaboration.</p> <p>Neighbourhood forums will be used to gauge the thoughts and views of our local communities in relation to their neighbourhoods and on specific themes from summer 2021 onwards. These new forums will be used to assess views and impacts of the Climate Action Plan throughout our borough.</p>
6.6 Religion and belief	Neutral	<p>Majority of Bury identify as Christian, followed by "no religion", Muslim and Jewish. This highlights the necessity to engage with different religious groups across the borough</p> <p>The impact on this characteristic could be influenced by cultural differences around consumption habits and lifestyles.</p> <p>Acknowledging climate resilience will allow us to better prepare for future emergencies and include various languages and delivery methods available.</p> <p>Considering religion/belief will also ensure that we manage to have maximum impact</p>

		with communications via different languages and appropriate methods used.
6.7 Sexual Orientation	Neutral	No perceived considerations or effects in relation to this community of interest.
6.8 Marriage or Civil Partnership	Neutral	No perceived considerations or effects in relation to this community of interest.
6.9 Gender Reassignment	Neutral	No perceived considerations or effects in relation to this community of interest.
6.10 Carers	Neutral	No perceived considerations or effects in relation to this community of interest.
6.11 Looked After Children and Care Leavers	Neutral	No perceived considerations or effects in relation to this community of interest.
6.12 Armed Forces personnel including veterans	Neutral	No perceived considerations or effects in relation to this community of interest.
6.13 Socio-economically vulnerable	Positive	<p>This characteristic will be impacted as the knock-on effects of climate change which will worsen hardships already being felt. There are identified links between deprivation and environmental injustices such as poor air quality, flooding, lack of accessible green spaces, and lack of amenity.</p> <p>There is also an issue with the ability to engage with carbon-neutral activities such as retrofitting or alternative consumption patterns due to financial restrictions. This is the same for purchasing lower-emission vehicles</p> <p>As part of the work associated with the CAS, we will be working to reduce fuel-poverty via retrofitting and sustainable renewable methods, which will help to reduce fuel poverty. The high proportion of fuel poverty in Bury and the disparities between deprived wards and those which are less deprived indicates that a nuanced and appropriate method will be required to engage with the community</p> <p>Environmental Justice which includes reducing fuel poverty is directly acknowledged and included in the CAS and CAP.</p> <p>Improving the local environment and reducing climate-risk will have a positive</p>

	impact on the socio-economically most vulnerable
6.14 Overall impact - What will the likely overall effect of your activity be on equality, including consideration on intersectionality?	<p>The CAS is likely to produce a neutral/positive effect on equality due to the fact it actively considers and includes all members of society and acknowledges that those suffering the most require the most assistance to reap the same benefits as the rest of society. Potential impacts have been considered during the Consultation and throughout the roll out of the CAS; mitigative measures will be sought out where possible and actively encouraged where feasible.</p> <p>Given the need for everyone to engage with the issue, one can expect an increase in community engagement and collaboration across different sections of society as we learn and grow together. This increased community engagement will help us to identify any equality impacts and to provide suitable solutions.</p>

SECTION 7 – ACTION LOG

Refer to Equality Analysis guidance page 10

Action Identified	Lead	Due Date	Comments and Sign off (when complete)
7.1 Actions to address gaps identified in section 4			
Conduct an inclusive consultation around the CAS and CAP that includes all voices and allows for all members of our society to be involved	Chris Horth	End of July 2021	10-week consultation completed from 3 June to 12 August 2021. A Comms plan was created to actively engage with the different people in the borough who possess protected characteristics. Data is unavailable for certain characteristics; however, the CAS is not expected to affect these people.
7.2 Actions to address gaps identified in section 5			
Conduct an inclusive consultation around the CAS and CAP that includes all voices and allows for all members of our society to be involved	Chris Horth	Early September 2021	Following the Consultation, comments have been incorporated and the updated CAS will be presented to Cabinet for approval.
7.3 Mitigations to address negative impacts identified in section 6			
Conduct an inclusive consultation around the CAS and CAP that includes all voices and allows for all members of our society to be involved	Chris Horth	End of July 2021	10-week consultation completed from 3 June to 12 August 2021. Consultation adapted part way through to include a simpler version of the questionnaire in response to feedback received.

			Communications plan produced and followed to ensure everyone had the opportunity to be involved.
7.4 Opportunities to further inclusion (equality, diversity and human rights) including to advance opportunities and engagements across protected characteristics			
Conduct an inclusive consultation around the CAS and CAP that includes all voices and allows for all members of our society to be involved	Chris Horth	September 2022	Climate issues are societal issues and many of the injustices faced by our society can be relieved by addressing climate change and helping people to take action. Through improved community engagement and collaboration, the CAS and CAP has the opportunity to make improvements. As we expect to update the CAP at regular annual intervals, we will be able to hear feedback and update the CAP where opportunities may arise to better incorporate further inclusion.

SECTION 8 - REVIEW			
<i>Refer to Equality Analysis guidance page 10</i>			
Review Milestone	Lead	Due Date	Comments (and sign off when complete)
EQIA submitted and approved via QA	CH	22/04/21	Comments from the QA have been incorporated into the EQIA Completed
CAS Submission to Exec Team	CH	22/04/21	Completed
CAS Submission to Cabinet	CH	27/05/21	Completed
CAS Consultation Commences	CH	03/06/21	Completed
CAS Consultation Ends	CH	27/07/21	
Comments from Consultation Incorporated into CAS	CH	September 2021	Completed and EQIA updated to reflect.
CAS Resubmission to Cabinet	CH	September 2021	
CAS Approved	CH	October 2021	
EQIA reviewed and updated	CH	January 2022	

First Annual Update	CH	September 2022	Throughout the year the Climate Action Officers will regularly work with the public and local groups to ensure all of society is engaged with the work of the Council and that the CAS does not leave anyone behind. The annual review will include leaders of the local Environmental Forums, giving them a chance to have their voice heard and they can express any formal concerns then
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Please make sure that every section of the Equality Analysis has been fully completed. The author of the EA should then seek Quality Assurance sign off and departmental recording.

SECTION 9 – QUALITY ASSURANCE

Refer to Equality Analysis guidance page x

Consideration	Yes/No	Rationale and details of further actions required
Have all section been completed fully?	Yes	Good level of completion of all sections of the EA
Has the duty to eliminate unlawful discrimination, harassment, victimization and other conducted prohibited by the PSED and Equalities Act been considered and acted upon?	Yes	Due regard has been made across sections 3 to 6.
Has the duty to advance equality of opportunity between people who share a protected characteristic and those who do not been considered and acted upon	Yes	Due regard has been made across sections 3 to 6.
Has the duty to foster good relations between people who share a protected characteristic and those who do not, been consider and acted upon	Yes	Due regard has been made across sections 3 to 6.
Has the action log fully detailed any required activity to address gaps in data, insight and/or engagement in relation to inclusion impact?	Yes	Good use of action log to track progress of the EA during the life course of the project

Have clear and robust reviewing arrangements been set out?	Yes	Positive that reviewing arrangements include check post implementation to mitigate against any unintended consequences.
Are there any further comments to be made in relation to this EA	No further comment	

Appendix 7: Bury Climate Action Forums Terms of Reference

1. General

These Terms of Reference (ToR) set out the membership, remit, responsibilities and reporting arrangements of the Climate Action Forums, known as the 'Forums'.

2. Purpose

The purpose of these Forums will be to engage with the five neighbourhoods across Bury. The Forums will provide a space for two-way dialogue with the public to discuss ideas and projects and highlight environmental issues to the Council. The Council can also use these spaces to provide information and updates about what the Council is doing, answer questions around climate action and inspire our local communities to act.

Following on from the Climate Action Strategy consultation, it has become apparent that the public want more chances to engage with the Council and work with us to move towards a carbon-neutral future.

We need to work more effectively with residents and businesses to spur forward action which will result in more awareness, more environmental choices, and more climate action.

Key strategic objectives of the Forums are defined as below:

- To hold quarterly public meetings in each of the five neighbourhoods across Bury to promote climate action locally
- To open a two-way dialogue with local communities and existing organisations in a safe space where people can voice their ideas and issues and the Council can disseminate information and updates
- To develop a local network of Community Climate Champions that will work with the Forums to promote them as well as climate engagement and awareness
- To embed the Climate Action Forums within the framework of the neighbourhood hub model to work efficiently with the preconceived networks across Bury
- To increase carbon literacy across Bury and engage with and incorporate experts in fields across Greater Manchester
- To use the Forums as a method of gathering updates and feedback regarding the Climate Action Plan
- To have a robust comms plan that runs alongside the Forums to promote and further engagement

The focus of the Forums directly supports the five themes outlined in the Let's Do It Strategy:

- Healthy People

The Forums will enable us to work with local communities and help them tackle climate change which will reduce risk and ensure people can live healthy and safe lives

- Thriving, green places

The Forums will help develop thriving and sustainable Townships and ensure that climate action is embedded within the very heart of our places

- Co-designed ideas

The Forums will give people the chance to have their voice heard and allow for new partnerships between the Council and communities to develop as we work together to tackle the issues at hand

- Future-proofed Infrastructure

The Forums will give us the opportunity to highlight and discuss the inevitable changes that we will need to introduce as part of the climate agenda. As work begins to accelerate it will be vital to have a network that will allow us to disseminate information rapidly

- Inclusive Business Growth

The Forums will increase our ability to liaise with businesses and highlight the importance of action to local businesses as more people demand action

3. Aims

The pre-commencement aims of the Forums are:

- Establish the Forums and embed within the established Community Hubs
- Create a sign-up mailing list on the Council website
- Outline the role of the Community Climate Champions
- Promote the Forums to a wide audience considering how we can encourage a diverse participation.
- Schedule dates for the first meetings

The short-term aims of the Forums (0-3 months) will be:

- Host the first round of forums
- Create a monthly newsletter which can be disseminated to the mailing list
- Recruit individuals to be Champions
- Continue to promote the Forums across our communities
- Produce a summary report post quarterly round of meetings

The medium-term aims of the Forums (3-12 months) will be:

- Continue hosting the quarterly Forums
- Monitor attendance and feedback and reassess implementation if necessary
- Recruit external speakers who can talk on interesting and novel topics at the meetings
- Use the meetings to provide updates on the Community Climate Action Fund
- Gather feedback regarding the Climate Action Plan and use this data to update the document on an annual basis

The long-term aims of the Forums (12+ months) will be:

- Continue to host interesting meetings that evoke dialogue and discussion
- Provide communities with a place to come together and share ideas
- Drive forward climate action within local communities
- Continually grow the Forums and engage with a wide range of people
- Continue to amalgamate data from the Forums into the Climate Action Plan and report back on progress and updates

4. Structure

The Climate Action Forums will form part of the wider Community Hubs. The Neighbourhood Forums will be established over the next couple of months and be managed by the new Community Hub Managers. The Climate Action Forums will feed into the Neighbourhood Forums and provide updates around the work and outcomes but will not be directly managed by the Neighbourhood Forums or the Community Hubs instead working symbiotically.

The Forums will feed in directly to the newly established Climate Action Board on a quarterly basis which will provide guidance and agenda setting for the Forums.

5. Responsibilities

The Forums will be chaired and deputy-chaired by elected members from two different political parties, but Climate Action and Neighbourhood Officers will assist with the management of the Forums and agenda-setting.

The Forums will form an integral part of Bury Council's Climate Action Strategy and be used to gather data on action within local communities to update the annual Climate Action Plan.

The Climate Action Strategy consultation highlighted the importance of embedding climate action at the heart of the Council and the establishment of these Forums are just one way of doing that. Through a regular network and set of meetings we will be able to regularly provide updates to the community about what we are doing and answer questions regarding progress.

6. Forum Roles

- Chair and Deputy-Chair: Elected members from the Neighbourhood
- Guidance on Climate Change: Climate Action Officers
- Guidance of Neighbourhood Engagement: Neighbourhood Engagement Officers
- Community Leader: Chosen member of the local community who will represent the Forum at the Climate Action Board on a quarterly basis

7. Frequency & Format of Meetings

Forums will be held on a quarterly basis in each of the five neighbourhoods

A typical Forum could include engaging discussions, workshops, or presentations; updates from local community action groups; updates from the Council; a space for residents to voice thoughts, ideas and concerns.

Whether these Forums are in person or digital will be determined by COVID-19 requirements, however the preference is for them to be held in-person.

The dates and venues of the Forums meetings will be provided a month prior, however, if regular locations can be secured these Forums could be diarised at the preceding Forum.

Agendas for each of the five quarterly Forums will be tailored to the individual areas and minutes, actions and associated papers will be summarised post Forums. These documents can then be disseminated via the climate action mailing list.

Further methods of communication can be explored at a later date, especially with the Community Climate Champions who will require further information and details to keep them engaged and abreast of regular updates.

Appendix 8: Bury Climate Action Board Terms of Reference

1. General

These Terms of Reference (ToR) set out the membership, remit, responsibilities and reporting arrangements of the Climate Action Board, known as the 'Board'.

2. Purpose

The purpose of this Board will be to provide coordination and direction to the Climate Action Forums; direction and guidance to the Council; and suggestions to further promote climate action across Bury's five neighbourhoods. The Board will bring together a diverse range of stakeholders and provide a space for high level discussions that will help us fully tackle climate change.

As part of the Council's drive to better engage with local communities, Climate Action Forums will be established to provide the public more opportunity to have their thoughts and ideas heard. The Board will be a necessary feature of this governance to keep the Forums on track and provide a space that information can be fed into.

Key strategic objectives of the Board are defined as below:

- To champion and provide leadership on climate action in Bury.
- To monitor progress towards objectives and targets.
- To report on progress to the Cabinet.
- Facilitate progress and where possible remove obstacles to successful completion of projects.
- Set and review the strategic direction of climate action.
- Own the scope of the Climate Action Strategy and Plan and prioritise actions when required.
- To hold quarterly meetings that will bring together key stakeholders and partners along with representatives from the five Climate Action Forums.
- To provide a space where stakeholders can provide updates about various actions, projects and events and encourage further action.
- To encourage community involvement and cross-party collaboration on climate action across the Council and wider-Bury.
- Review and champion the release of financial support for climate action projects.
- Oversee any specific budgets and maximise external funding for climate action activities.
- Engage with businesses and industry to identify best practices and explore how they could be implemented in Bury.
- To facilitate the sharing of good practice at the council and with other partners.
- To increase carbon literacy across Bury and engage with and incorporate experts in fields across Greater Manchester.
- To provide guidance to the Forums and encourage local action and collaborations.
- To encourage action across the Council and wider-Bury by coordinating through various networks.

- Oversee the work of the Climate Action Team.
- Ensure that Bury is contributing effectively to GMCA / TfGM led work streams on Climate Action and to maximise benefits of GM work for Bury.
- Regularly feed into Team Bury to report the progress of the Climate Action Strategy and Action Plan

The focus of the Board directly supports the five themes outlined in the Let's Do It Strategy:

- Healthy People

The Board will involve a diverse network that will create connections, enabling us to work with a variety of people helping them tackle climate change which will reduce risk and ensure people can live healthy and safe lives.

- Thriving, green places

The Board will help drive thriving and sustainable Townships and ensure that climate action is embedded within the very heart of our Council, Townships and neighbourhoods.

- Co-designed ideas

The Board will bring together people that will enable new partnerships and ideas to be produced.

- Future-proofed Infrastructure

The Board will give us the opportunity to highlight and discuss the inevitable changes that we will need to introduce as part of the climate agenda. As work begins to accelerate it will be vital to have a network that will allow us to disseminate information rapidly.

- Inclusive Business Growth

The Board will include representatives from Bury Means Business and keep in mind the importance of including our thriving business community when making suggestions.

3. Aims

The pre-commencement aims of the Board are:

- Clearly outline the Board's Terms of Reference
- Establish the Board including membership from a wide range of stakeholders
- Establish a mechanism that will enable Forums to feed into the Board
- Schedule dates for the first meetings

The short-term aims of the Board (0-3 months) will be:

- Host the first quarterly meeting
- Create a briefing note highlighting the outcomes, actions and feedback relating to the Forums and the Board
- Schedule the second quarterly meeting

The medium-term aims of the Board (3-12 months) will be:

- Continue hosting the quarterly Board meetings

- Monitor attendance and feedback and reassess implementation if necessary
- Use the meetings to provide updates on the Community Climate Action Fund
- Gather feedback regarding the Climate Action Plan and use this data to update the document on an annual basis
- Identify any areas of slow progress and make recommendations to the Council.

The long-term aims of the Board (12+ months) will be:

- Continue to host interesting meetings that evoke dialogue and discussion
- Demonstrate to Bury that climate action is a key topic that is being prioritised with discernible outcomes
- Assess after 12 months to ensure that the Board is achieving its purpose and where necessary re-evaluate. We want it to be an iterative process.
- Drive forward climate action within Bury Council as well as our local communities and various stakeholders
- Continue to amalgamate data from the Forums into the Climate Action Plan and report back on progress and updates

4. Structure

The Climate Action Board will be fed into by the Climate Action Forums that will be located within each of Bury's five neighbourhoods.

The Board will bring together many stakeholders including both internal Council Officers, Councillors, external stakeholders, community representatives and representatives of the five Forums.

The Board will offer strategic direction and suggestions at a Council level that will promote climate action across a wide breadth of stakeholders.

5. Responsibilities

The Board will be chaired by the Portfolio Holder for Environment, Climate Change and Operations and deputy-chaired by the Deputy Cabinet Members for Environment, Climate Change and Operations. The chair will be reviewed annually.

The Board will form an integral part of Bury Council's Climate Action Strategy and be used to provide guidance and suggestions to the Council and local communities on climate action.

The Board will help coordinate the annual update of the Climate Action Plan.

The Climate Action Strategy consultation highlighted the importance of embedding climate action at the heart of the Council and the establishment of the Board is just one way of doing that. Through a regular network and set of meetings we will be able to regularly provide updates to the community about what we are doing and answer questions regarding progress.

6. Board Roles

- Chair: Portfolio Holder for the Environmental, Climate Change and Operations
- Deputy-Chairs: Deputy Cabinet Members – Environment, Climate Change and Operations

- Guidance on Climate Change: Council officers including, Climate Action Officers
- Key Stakeholders: Public Health, Transport, Planning, Operations, Six Town Housing, NHS, VCFA, Faith Groups, Business representation, Charities, Education, Faith Groups
- Cross-Party Political Representatives
- Climate Action Forum Representatives

7. Frequency & Format of Meetings

Board meetings will be held on a quarterly basis.

The Board meetings will include updates from the Climate Action Forums as well as climate-related updates from the Council. Time will be set aside for Board members to voice their opinions and views.

Whether these meetings are in person or digital will be determined by COVID-19 requirements.

The venues of the Board meetings will be provided no later than a month before the meeting and dates will be scheduled as far in advance as possible.

**MINUTES OF THE MEETING OF THE
GREATER MANCHESTER COMBINED AUTHORITY
HELD ON FRIDAY 10 SEPTEMBER 2021 AT MANCHESTER TOWN HALL**

PRESENT:

Greater Manchester Mayor
Greater Manchester Deputy Mayor
Police, Crime & Fire
Bolton
Bury
Manchester
Oldham
Rochdale
Salford
Stockport
Tameside
Trafford
Wigan

Andy Burnham (In the Chair)
Baroness Bev Hughes

Councillor Martin Cox
Councillor Eamonn O'Brien
Councillor Bev Craig
Councillor Arooj Shah
Councillor Neil Emmott
Councillor Paul Dennett
Councillor Elise Wilson
Councillor Brenda Warrington
Councillor Andrew Western
Councillor David Molyneux

OFFICERS IN ATTENDANCE:

GMCA - Deputy Chief Executive
GMCA Deputy Monitoring Officer
GMCA Treasurer
Bolton
Bury
Manchester
Oldham
Rochdale
Salford
Stockport
Tameside
Wigan
Office of the GM Mayor
GMCA
GMCA
GMCA
TfGM
TfGM
GMP - Chief Constable
GMP – Asst Chief Constable

Andrew Lightfoot
Gwynne Williams
Steve Wilson
Sue Johnson
Paul Lakin
James Binks
Harry Catherall
Neil Thornton
Charlotte Ramsden
Pam Smith
Sandra Stewart
Alison McKenzie-Folan
Kevin Lee
Steve Wilson
Sylvia Welsh
Nicola Ward
Simon Warburton
Steve Warrener
Stephen Watson
Terry Woods

GMCA 131/21 APOLOGIES**RESOLVED /-**

That apologies be received and noted from Sir Richard Leese - Manchester (Cllr Bev Craig attending), Eamonn Boylan - GMCA, Joanne Roney - Manchester (James Binks attending),

Steven Pleasant - Tameside (Sandra Stewart attending), Geoff Little - Bury (Paul Lakin attending), Steve Rumbelow – Rochdale, (Neil Thornton attending) and Tony Oakman - Bolton (Sue Johnson attending).

GMCA 132/21 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The GM Mayor, Andy Burnham, on behalf of the GMCA recognised the significant loss to Greater Manchester following the death of the former Leader of Wigan Council, Lord Peter Smith. He was an individual who had been at the heart of building GM over the past 30 years as an architect for devolution and his legacy would be felt for many years to come.

Since the last meeting of the GMCA, Bolton had appointed its new Leader, and Councillor Martyn Cox was welcomed to the Greater Manchester family. Harry Catherall had also been appointed as the new Chief Executive for Bolton Council and thanks were expressed to the outgoing Chief Executive Carolyn Wilkins for all her work for Greater Manchester, specifically in relation to the Counter Terrorism Strategy and the recent Covid-19 pandemic.

Finally, Sir Richard Leese had also made a public statement announcing that he would no longer be leader of Manchester City Council after 25 years of service. His 'leading from the front' style of leadership was clearly evident in how Manchester had hugely transformed over this period and it was acknowledged that the whole of Greater Manchester had grown significantly because of the strong foundation he has provided.

RESOLVED /-

1. That the GMCA expressed their condolences following the sad passing of Lord Peter Smith, recognising his significant contribution to the growth of Greater Manchester, especially in relation to brokering conversations with Government regarding Devolution.
2. That Councillor Martyn Cox be welcomed as the new Leader of Bolton and subsequently Bolton's representative on the GMCA.
3. That Harry Catherall be welcomed to the GMCA, as the new Chief Executive for Oldham, and that the work undertaken by the previous Chief Executive, Carolyn Wilkins, for her contributions to GM over her term of office be recognised.
4. That the recent announcement by Sir Richard Leese advising that he would be standing down as the Leader of Manchester City Council after 25 years be noted, recognising his incredible record of service and 'leadership from the front' that had made Manchester the place that it was today.

GMCA 133/21 DECLARATIONS OF INTEREST

RESOLVED /-

Andy Burnham declared a disclosable pecuniary interest in relation to item 25 on the agenda.

GMCA 134/21 MINUTES OF THE GMCA MEETING HELD ON 25 JUNE 2021

RESOLVED /-

That the minutes of the GMCA meeting held on 25 June 2021 be approved.

GMCA 135/21 MINUTES OF THE GMCA OVERVIEW AND SCRUTINY COMMITTEES – JULY 2021

RESOLVED /-

That the minutes of the meetings of the GMCA Overview and Scrutiny Committees held in July 2021 be noted as follows:

- Corporate Issues and Reform – 6 July 2021
- Economy, Business Growth and Skills – 9 July

GMCA 136/21 MINUTES OF THE GMCA WASTE AND RECYCLING COMMITTEE HELD 13 JULY 2021

RESOLVED /-

1. That the minutes of the GMCA Waste and Recycling Committee meeting held 13 July 2021 be noted.
2. That the appointment of Councillor Allison Gwynne as the Chair of the Waste & Recycling Committee for 2021/22 be agreed.

GMCA 137/21 MINUTES OF THE GMCA AUDIT COMMITTEE HELD 27 AUGUST 2021

RESOLVED /-

That the minutes of the GMCA Audit Committee held 27 August 2021 be noted.

GMCA 138/21 MINUTES OF THE GM TRANSPORT COMMITTEE HELD 18 JUNE & 20 AUGUST 2021

RESOLVED /-

1. That the minutes of the GM Transport Committee meetings held 18 June and 20 August 2021 be noted.
2. That the decision of the GM Mayor to approve the appointment of Councillor Mark Aldred, as Chair of the GM Transport Committee, for 2021/22 be noted.

GMCA 139/21 GMCA APPOINTMENTS AND NOMINATIONS

Gwynne Williams, Deputy Monitoring Officer to the GMCA took members through a report which updated a number of appointment changes received from GM Local Authorities in relation to GMCA Committees.

RESOLVED /-

1. That the appointment of Cllr Martyn Cox, Bolton, as a member of the GMCA be noted.

2. That the appointment of Cllr Martyn Cox to the GMCA Standards Committee be agreed.
3. That the appointment of Cllr Martyn Cox to the GMCA Resources Committee be agreed.
4. That the appointment of Councillor Christine Roberts (Wigan) to replace Councillor Joanne Marshall (Wigan) on the GMCA Audit Committee be agreed.
5. That the following appointments, by the GM Mayor and District Councils to the GM Transport Committee, be noted as follows:
 - Cllr Tom McGee to replace Cllr Elise Wilson (Stockport), who remains his substitute, by the GM Mayor.
 - Cllr Dzidra Noor, to replace Cllr Julie Connolly (Manchester) as the substitute member.
 - Cllr Barrie Holland (Tameside) as the substitute member.
6. That the appointment of Cllr Jude Wells (Stockport) to the GM Joint Commissioning Board to replace of Cllr Tom McGee, who remains the substitute member, be noted.
7. That the appointment of Cllr Jude Wells and Cllr Tom McGee (substitute member) (Stockport) to the GM Health & Care Board be noted.
8. That the following appointments to the Air Quality Administration Committee be noted as follows:
 - Stockport Council - Cllr Tom McGee and Cllr Jude Wells (substitute member)
 - Salford City Council, Cllr Mike McCusker and Cllr Sophia Linden (substitute member)
9. That the following appointments to the Air Quality Charging Authorities Committee be noted as follows:
 - Salford City Council - Cllr Mike McCusker and Cllr Roger Jones (substitute member)
 - Stockport Council - Cllr Tom McGee and Cllr Jude Wells (substitute member)
10. That the appointment of Cllr Amanda Peers (Stockport) to the GM Work & Skills Executive be noted.
11. That the appointment, by Salford City Council, of City Mayor Paul Dennett and Cllr Mike McCusker (substitute member) to the Joint Development Plan - Places for Everyone Committee be noted.
12. That the following appointments to the GM Culture & Social Impact Fund Committee be noted as follows:

- Stockport Council - Cllr David Sedgwick and Cllr Tom McGee (substitute member)
- Manchester City Council - Cllr Tim Whiston

13. That the appointment of Cllr Amanda Chadderton (Oldham) to the Growth Co Board replacing Cllr Arooj Shah be agreed.

**GMCA 140/21 DECISIONS TAKEN UNDER DELEGATED POWERS BETWEEN
THE 30 JULY AND 10 SEPTEMBER 2021**

Gwynne Williams, Deputy Monitoring Officer to the GMCA introduced a report which informed the GMCA of the decisions taken following the cancellation of the GMCA meeting on 30 July 2021.

RESOLVED /-

That the decisions taken under delegated powers as detailed in the report be noted.

GMCA 141/21 GREATER MANCHESTER POLICE IMPLEMENTATION PLAN

Stephen Watson, the Chief Constable for Greater Manchester Police advised the GMCA that now was time for change for GMP and the publication of the Implementation Plan was a key milestone in their recovery journey providing a clear forward direction.

The first section of the document reflected historically on the force and showed that there were a number of issues to be tackled head on, including strategic leadership, strategic clarity, use of data, the absence of a performance management framework, significant pressure on staff, loss of talent, low morale, technological issues, dissatisfied victims, unacceptable outcomes and the need to move to a more place-based operational model. There had been significant work undertaken to understand the root cause analysis of these issues and as a result there was confidence that they were all fixable, and now formed the core of the Implementation Plan.

The second section of the document highlighted surge activities which would be undertaken rapidly in order to address the recommendations of the latest HMIC report, areas including measures to address the under recording of crime and ways by which victims could be given a higher quality of service.

Section three described a reformed operational model that would address the integral issues starting with strategic leadership. A number of high level appointments had been made recently including Deputy Chief Constable Terry Woods, who would have responsibility for overseeing the appointment of a number of Chief Superintendents for every GM area, ensuring that the calibre of officers was of the highest level and could lead change.

The Plan itself had been distilled down to one page, allowing everyone to locate themselves within it, and enabling it to guide every action of GMP. The series of promises included in the Plan clearly defined what the public would be able to see/feel differently as the Plan embeds itself including, rapid response rates, a commitment to investigate all crime and to pursue all lines of enquiry. The re-opening of the custody facility in Bolton, was one of the initiatives introduced which would contribute to the delivery of the ambition to double the number of arrests over the next year. Serious organised crime would be one area in which

GMP would be increasing its presence, as it was recognised as a key driver for many associated crimes. Police visibility would also be increased, through an allocated District Commander for each area of GM who was accountable and contactable and would have the ability to build knowledge about their communities in order to deliver a truly neighbourhood based model.

Addressing the spirit of the force would be another area of key focus, as it was recognised that although morale had been damaged, it had not been destroyed and officers were ready for the challenge of delivering the Forward Plan alongside the surge activity that had already begun at pace.

The GM Mayor added that this presentation was exactly what the people of Greater Manchester needed to hear, with the promise that more crimes would be investigated, that the surge activities to address those actions which required an immediate response were already underway and that there would be stronger arrangements to hold the Chief Constable to account.

Through the last four years of office, the GM Mayor had discovered that there were a number of cultural issues within GMP that prevented officers from being as transparent as possible, and finally the recent HMIC report into the force gave enough evidence for action to be taken to change the strategic leadership. The Mayor gave further assurances that there would be significant counterbalancing to ensure that the Plan was delivered and the Police Force remained strong in this new direction.

To actively hold the Chief Constable to account, there would be a series of measures put in place beginning with regular performance reporting to the Police and Crime Panel which would act as an early warning system if any of the objectives were off balance. Secondly, the ongoing independent enquiries into child sexual exploitation in Oldham and Rochdale would be completed as soon as possible. The outcomes of the Kerslake review and the Arena enquiry would be cross referenced to understand any relationships between the recommendations and ensure answers could be provided to those families affected. A team of GMCA officers had been tasked to undertake an internal review into the IOPS system and provide further evidence in relation to the findings of the HMIC report, which had highlighted that despite the broad system being effective, the Police Works element was not fit for purpose and therefore a decision to repair or replace would be taken imminently, supported by an external validation process. The final element to increased transparency would be a programme of Police Accountability meetings with local councillors and MPs in the public domain.

The Deputy Mayor, Baroness Bev Hughes added that this new era for GMP was a marked change because the Force's strategic leaders were now of the same opinion as the GM political leaders that accountability should be done in the public domain, ensuring they were accountable to not only elected representatives but also to the public. There was a sense of confidence that they could rise to the challenge now that they were working in the same direction and shared these same values.

Members of the GMCA were encouraged by the presentation from the Chief Constable and expressed their desire that the Forward Plan was implemented successfully. It was recognised that ensuring the Force was delivering was the responsibility of all Leaders and that strong effective partnerships would be the key.

Local Authorities reported recurrent levels of 'low-level' which impacted greatly on residents, crime including traffic related incidents, antisocial behaviour and brazen drug dealing in

public spaces had not being taken seriously by GMP, it was felt that clear and swift responses were needed in order to send out a message to criminals that this would no longer be tolerated. The Chief Constable added that there was no such thing as 'low-level crime', and that crimes should not be categorised, moreover the impact to the victim was of the highest importance. He was clear that it remained the fact that all crime was crime.

Members of the GMCA wished to recognise the hard work of the frontline policing staff, who had continued to persevere through broken systems and processes. The scale of the challenge was significant, and it was noted that building public trust and confidence would take time. Greater levels of public accountability would be one way in which to begin this process. The Chief Constable agreed that confidence and trust were not malleable commodities, and they had to be preserved and built upon. The asks of the public were often easily accomplishable, in that they wanted a force that was decent, professional, caring and respectful. All of which underpinned confidence in a police force, and through greater public accountability tracking progress against public confidence would be ongoing through regular dialogue about their experiences.

In relation to the reviews into cases of child sexual exploitation, members of the GMCA were pleased to see GMP and the Deputy GM Mayor continuing to prioritise this work, as it was a difficult and sensitive matter to address, often plagued by historical issues and barriers and required complete honesty from strategic leaders and a willingness to make significant institutional changes.

Members of the GMCA reiterated the importance of diversity to Greater Manchester, and that this vibrancy should also be reflected in GMP's strategic leadership. The Chief Constable recognised the diversity of the City Region and how its makeup underpinned the Force's promise for fair and proportionate policing to all communities with the same high standard of professionalism. Each of the Chief Superintendents would be held to account for the actions of their teams, as would the District Commanders whose appointments had been made in line with GMP's diversity and equality commitments whilst ensuring they shared the ambition to see Greater Manchester Police be transformed.

Austerity on the force had played some role in its issues along with significant population growth in GM, and members recognised the need for long term financial support in order to support the delivery of the Forward Plan. It would be crucial to continue to lobby and influence Central Government to provide funding and resources. The Chief Constable added that better leverage of current resources was also needed, however it was imperative that Government recognised that as a whole, the force was under capacitated and under resourced following the loss of 2000 officers. This would take time to rebuild and would require strong recruitment and comprehensive training to address the knowledge deficit, however it was achievable. The support of the GM Mayor and Deputy Mayor was welcomed in providing the platform for the required negotiations with Central Government to ensure the aspirations of the Forward Plan could be delivered.

RESOLVED /-

1. That the presentation from the Chief Constable Stephen Watson be noted.
2. That the further measures to improve the Force's accountability and transparency as outlined by the GM Mayor, specifically the commitment to regular reporting to the GMCA and the Police & Crime Panel, be noted.

GMCA 142/21 GREATER MANCHESTER ARMED FORCES COVENANT DELIVERY

The GM Mayor, Andy Burnham introduced a report which sought to prepare the city region to move to the next level of support for those that are serving, have served, and their families through the re-signing of the Armed Forces Covenant.

Since the initial signing in June 2017 there had been a number of practical and tangible initiatives further developing Greater Manchester's commitment to a gold standard of support. A number of GM Local Authorities had already achieved gold standard including Manchester and Salford, and this included some credible examples of projects which addressed some of the wider issues faced by veterans including homelessness, isolation and work issues. Although there was a lot to be proud of, it was recognised that there was still a lot to do to improve Greater Manchester's offer even further.

RESOLVED /-

1. That the update on progress made to deliver against the Armed Forces Covenant coherently across GM be noted.
2. That the forthcoming developments with regards to forthcoming legislation, which will provide the impetus to further enhance delivery of Greater Manchester's Armed Forces Covenant, be noted.
3. That the proposal to re-sign the Greater Manchester's Armed Forces Covenant in accordance with the GM Mayor's Manifesto pledge be approved.

GMCA 143/21 GREATER MANCHESTERS EQUALITY PANELS

Councillor Brenda Warrington, Portfolio Leader for Equalities took the Combined Authority through a cover report which presented the 2020-21 Annual Reports and updates from Greater Manchester Equality Panels for consideration. There were now seven equality panels, all at various stages of development, but each being highly significant to the delivery of the recommendations outlined in the Independent Equalities Commission report. Based on the activities and outcomes presented, the report sought support to secure funding for 2022/23 to continue their positive impact.

The GM Mayor added that there had been a quickening of pace on GM's equality ambitions since the establishment of the equality portfolio and panels. The recent report from the Northern Health Science Alliance further reinforced the required determination of GM to address inequalities, especially post pandemic and the importance of hearing all voices in relation to public service reform.

RESOLVED /-

1. That the Annual Reports provided by the Disabled People's Panel, LGBTQ+ Panel and the Youth Combined Authority, and updates from the Race Equality Panel, Women and Girls Panel, and Faith and Belief Panel be noted.
2. That it be noted that recurrent funding of £350,000 would be required from the Mayoral Budget from 2022/23 to continue the work of the Equality Panels.

**GMCA 144/21 GREATER MANCHESTER HOMELESSNESS PREVENTION
STRATEGY**

City Mayor Paul Dennett, Portfolio Leader for Housing, Homelessness and Infrastructure introduced a report which outlined that a commitment to a Greater Manchester Homelessness Prevention Strategy was made in 2017 by the incumbent Mayor of Greater Manchester. The Strategy had now been through extensive co-production and public consultation and now sought approval from the Greater Manchester Combined Authority.

It provided a city region framework for activity to prevent homelessness through a 5-year lens, recognising that the determinants were complex and included issues related to housing, employment, debt, austerity, drugs, alcohol, mental health, welfare reform and benefit cuts. Furthermore, it was anticipated that as a result of Government's planned reduction in Universal Credit, there would be an additional 1.2 million people across the UK forced to skip meals.

The Strategy had three principles for delivery including being person-centric, building inclusive participation and embedding prevention in reformed public services. It built on learning from previous schemes and work that has already been undertaken in GM such as the GM Housing Strategy and aimed to further influence Government on this agenda. By October 2021 there would be a set of actions to deliver the Strategy which had been coproduced through a range of engagement with partner agencies. The level of engagement was welcomed by the GM Mayor and the continued support of Local Authorities and partners was acknowledged, as without which programmes such as 'a bed every night' would not have been able to continue to support as many people.

There was a shared understanding across partner organisations that homelessness support needed to move to a more preventative approach, and the measures within the Strategy would allow for more comprehensive thinking as to how we can support people through their recovery from trauma, reducing any risk of homelessness as a consequence. The Housing First pilot had helped to illustrate the importance of time to recover allowing trauma to be addressed effectively and as a result GM was clearer as to the type of approach that would work going forward.

RESOLVED /-

1. That the missions set within the Homelessness Prevention Strategy in Greater Manchester be approved.
2. That the principles set to guide homelessness prevention activity in Greater Manchester be approved.
3. That the commitment to the development of an accompanying Greater Manchester Homelessness Prevention Action Plan, by October 2021, that sets out regional commitments, deliverables and indicators be approved.
4. That it be noted that Greater Manchester's target for 50,000 affordable homes will be at the heart of the forthcoming Comprehensive Spending Review bid.

GMCA 145/21 GM MINIMUM LICENSING STANDARDS FOR TAXIS AND PRIVATE HIRE

The GM Mayor introduced a report which updated the GMCA on the progress made on the development of a set of minimum licensing standards relating to taxi and private hire in Greater Manchester. There were two phases to the proposal, the first to address standards for drivers, operators and local authorities and the second to address standards across all vehicles.

The consultation on phase one had been completed, and as a result the proposals had been revised and now contained 17 recommendations to be approved by each GM Local Authority.

Members of the GMCA reported that there were strong and clear views from the public regarding the potential for a set of standards to increase their feeling of safety. This would also inherently increase the confidence of the trade that they were not at risk of being undercut by other drivers. A GM wide approach was fully endorsed to ensure there was a consistent approach to the quality of taxis and private hire vehicles.

RESOLVED /-

That the progress of the Minimum Licensing Standards workstream be noted and the proposals at Stage 1 of the recommendations be endorsed.

GMCA 146/21 HS2 AND NORTHERN POWERHOUSE RAIL (NPR)

The GM Mayor took members through a report which provided an update on the HS2 and Northern Powerhouse Rail Programme and the significant work being undertaken by GM Partners to inform it in anticipation of a hybrid bill in early 2022. It was noted that GM retained their clear ambition to improve Piccadilly Rail Station and it was hoped that this work would be a key enabler for delivery of these improvements.

Members of the GMCA echoed the importance of both the north-south and east-west rail links as well as a focus on both intra-city and inter-city rail schemes. However, in order to see the desired changes, it was vital that Government remained committed to the improvement of the public transport network in and out of Greater Manchester, and the publication of the Integrated Rail Plan was needed as soon as possible to address the current gaps in the system. It was frustrating that the industry still remained in project silos, resulting in negative impacts in other areas of the network and continued barriers to the delivery of more strategic aspirations for the industry.

The GM Mayor added his disappointment that Greater Manchester had been the only area in the UK that had been asked to contribute financially to HS2, which seemed unequitable.

RESOLVED /-

1. That the unique opportunity that the HS2/NPR Programme presents for Greater Manchester, in achieving the GMCA objectives for economic rebalancing and growth be noted.

2. That the critical issues that require a resolution for HS2 and NPR delivery in Greater Manchester be noted.
3. That the scale of activity and investment that will be required over the coming years to secure the full potential of HS2 and NPR impact in Greater Manchester through the programmes for station development/renewal, local connectivity provision, place-based regeneration and local skills/supply chain development, as set out in the Greater Manchester HS2/NPR Growth Strategy be noted.
4. That in addition to the issues surrounding the principal HS2/NPR stations at Manchester Airport and Piccadilly, the importance of HS2 development stages for Wigan North Western and Stockport Stations be recognised.
5. That the HS2 Phase 2b Western Leg (Crewe to Manchester) Bill process; the opportunities for GMCA to engage and influence the Bill; and the importance of ensuring that the final scheme is brought forward in a manner that is sensitive to local planning conditions, be noted.
6. That the update on the development of Northern Powerhouse Rail (NPR) be noted.
7. That the work programme underway to continue to develop, engage with and inform the HS2 and Northern Powerhouse Rail Programme be endorsed.
8. That the importance of Inter-city and Intra-city rail services to the success of HS2 and NPR be endorsed.

GMCA 147/21 THE MAYOR'S CYCLING AND WALKING CHALLENGE FUND AND ACTIVE TRAVEL FUND

The GM Mayor introduced the latest report on the Mayor's Cycling and Walking Challenge Fund and Active Travel Fund which sought approval for the funding requirements to ensure the continued delivery of the GM Active Travel Capital and Revenue Programmes.

RESOLVED /-

1. That the release of up to £1.656 million of development cost funding for the 4 MCF schemes, as set out in section 2 of the report, be approved.
2. That the proposed update to the previously agreed governance process and scheme of delegation for the Greater Manchester Active Travel Fund (ATF) programme, in respect of the GM-wide complementary measures package, be approved.

GMCA 148/21 GMCA CAPITAL UPDATE 2021/2022 - QUARTER 1

Councillor David Molyneux, Portfolio Leader for Resources introduced a report which presented an update in relation to the Greater Manchester Combined Authority 2021/22 capital expenditure programme.

RESOLVED /-

1. That the current 2021/22 forecast, of £681m million, compared to the 2021/22 capital budget of £439m, be noted.

2. That the addition to the Capital Programme of the GM Clean Air Zone (part of the Greater Manchester Clean Air Plan), as outlined in section 9 of the report, with a current forecast expenditure of £18.4 million in 2021/22, £18.8 million in 2022/23 and £9.5 million in 2023/24 be approved.
3. That the addition to the Capital Programme of the Clean Funds Scheme (part of the Greater Manchester Clean Air Plan), as outlined in section 9 of the report, with a current forecast expenditure of £5.1 million in 2021/22, £73.2 million in 2022/23 and £31.3 million in 2023/24, be approved.
4. That the addition of Bus Franchising to the Capital Programme be noted and the additional capital expenditure of £24.6 million in 2021/22, as outlined in section 10 of the report, be approved.
5. That, in line with the financial strategy, incremental prudential borrowings of up to £15.7 million in 2021/22 to finance depot and land acquisition capital expenditure for Bus Franchising, be approved.
6. That it be noted that Bus Franchising capital expenditure, and the related interest and repayment costs, be, as appropriate, funded from the overall financial strategy as previously approved by the GMCA.
7. That authority be delegated to the GMCA Treasurer and the TfGM Finance and Corporate Services Director to determine the optimum funding mix between Earnback Capital grant and Prudential Borrowings for Bus Franchising capital expenditure.
8. That the addition to the capital programme of the Affordable Homes, Public Sector Decarbonisation, Homelessness Rough Sleeper Programme and Green Homes Grant schemes, outlined in section 14 of the report, be approved.

GMCA 149/21

GMCA REVENUE UPDATE QUARTER 1 – 2021/22

Councillor David Molyneux, Portfolio Leader for Resources introduced a report which informed the GMCA of the 2021/22 financial position at the end of June 2021 (quarter 1) and the forecasted revenue outturn position for the 2021/22 financial year. The report also provided an update on reserves and balances held by GMCA at 31st March 2021 and approved use of reserves in the 2021/22 budget.

RESOLVED /-

1. That an increase to Mayoral budget of £283k, to be funded from reserves, as set out in Section 2 of the report, be approved.
2. That an increase to the GMCA General budget of £21.381m, fully funded from additional income and use of reserves, as set out in Section 3 of the report, be approved.
3. That the use of reserves and revenue grants unapplied for GMFRS of £1.077m, as set out in Section 4 of the report, be approved.
4. That the award of £8.6 million of funding from Department for Transport, with respect to the Intra-City Transport Settlement Resource funding for financial year 2021-22,

be noted, and that the inclusion of this funding and associated costs in the 2021/22 budget, which will be used alongside the previously approved funding from TCF, for expenditure on the development of a pipeline of infrastructure schemes in Greater Manchester by TfGM and the ten Local Authorities, be approved.

5. That the updated budget prepared for implementation of the GM Bus Franchising Scheme in 2021/22 be noted and the inclusion of this expenditure and funding in the 2021/22 budget be approved in line with the funding arrangements for Bus Franchising previously approved by GMCA in November 2020 and originally approved in October 2019.

GMCA 150/21 CRICKET IN GREATER MANCHESTER

The GM Mayor took members through a report which provided an update on the progress of the Cricket Strategy for Greater Manchester and sought views on a variation to the GMCA's original agreement for providing funding for the Action Plan that sits beneath it. Its vision was to see a number of urban cricket centres across GM, reaching all communities, especially those where there were currently no facilities, in order to increase the opportunity to play cricket and for talent to be highlighted.

Members of the GMCA were enthused by the potential of this project to grow and explore local talent, and felt that the value of such a scheme was likely to be immeasurable in some of the most deprived wards in GM. Such opportunities for young people were vital to increasing their aspirations and awareness of the sport and thanks were also expressed to Lancashire Cricket Ground for providing free tickets to live cricket as part of the Our Pass scheme. In turn this would also increase awareness, diversity and see a range of benefits for the sport as a whole, members were pleased to see GM leading on this agenda.

RESOLVED /-

1. That the progress report on the Action Plan within the Cricket Strategy be noted.
2. That it be agreed to vary the original terms of the grant to support activity within the Strategy, requiring the in-principle agreement of an Urban Cricket Centre in order to release the GMCA's funding for each year of the strategy, as described in Section 3 of the report.

GMCA 151/21 RESPONSE TO FLOOD RISK MANAGEMENT ISSUES

City Mayor Paul Dennett, Portfolio Leader for Housing, Homelessness and Infrastructure presented a report which sought agreement on a proposed approach to addressing strategic issues relating to flood risk and water management in Greater Manchester. Since the last report to the GMCA in April, climate change continued accelerated the risk of flooding which had already been evidenced through a number of major incidents over the past few years.

It was imperative to have a collective approach to this agenda, increasing the resilience of current assets, mitigating risks and ensuring a single coordinated approach across the GMCA and GM Local Authorities. The report made it clear that engineering solutions alone would not be enough, but that these should be delivered in conjunction with green infrastructure projects, drainage system works and nature-based solutions. The latest analysis from the Environment Agency had highlighted that over 63,000 properties were at risk of damage from river flooding alone, and that surface water also proved a significant

risk as precipitation was anticipated to rise by 59% by 2050. Therefore, aligned strategic thinking was needed to assess catchment areas that impact GM and to plan a pipeline of future projects whilst actively lobbying Government at the same time to influence national policy direction.

Members of the GMCA shared their concerning experiences of flooding and reported that current resources were at a stretched capacity. Therefore Government must do more to provide resources for flooding policies, especially in relation to prevention through improved and regularly maintained infrastructure. The urgency of this work was noted as was the key role of the Local Authority in overseeing flood management, as well as clear asks for developers to ensure this agenda was delivered.

RESOLVED /-

1. That the issues raised in the report be noted.
2. That the short-term actions, as set out in section 7 of the report, be agreed.

GMCA 152/21 HYDROGEN AND FUEL CELL STRATEGY

Councillor Neil Emmott, portfolio leader for the Green City Region introduced a report which sought approval to adopt the GM Hydrogen and Fuel Cell Strategy 2021-2025, that had been produced by Manchester Metropolitan University on behalf of the city region. Following the commitments made within the Green Summit Strategy in 2020, this work further supported GM's economic and environmental goals and carbon neutrality target for 2038. It was clear that hydrogen offered a strong alternative to fossil fuels that should be considered carefully as its technology advanced.

Members of the GMCA were in support of the strategy and its fit with the wider GM economic development vision, as hydrogen fuel cell technology was a frontier sector further supporting Greater Manchester's green city region ambitions.

RESOLVED /-

1. That the Hydrogen and Fuel Cell Strategy and its contents be noted.
2. That it be agreed that GMCA adopt the GM Hydrogen and Fuel Cell Strategy (draft attached at Annex 1 of the report).

GMCA 153/21 GM HOUSING INVESTMENT LOAN APPROVALS

City Mayor Paul Dennett, Portfolio Leader for Housing, Homelessness and Infrastructure took members through the latest loan requests to the Housing Investment Loan Fund.

RESOLVED /-

1. That the GM Housing Investment Loans Fund loans detailed in the table below, be approved.

BORROWER	SCHEME	DISTRICT	LOAN
Cityheart Limited & Rise Homes Ltd	Stockport Interchange	Stockport	£21.500m

Northstone Development (Pemberton) Limited	Pemberton, Wigan	Wigan	£10.800m
Northstone Development (Pemberton) Limited	Garnet Fold, Bolton	Bolton	£6.800m

2. That authority be delegated to the GMCA Treasurer acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.

GMCA 154/21 CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT

The GM Mayor introduced a report which outlined Greater Manchester's submission to the City Region Sustainable Transport Fund (CRSTF) and was appended by a set of compelling proposals within the draft prospectus. There had been significant work in the background since Government had announced its commitment to a transport infrastructure fund and it was felt that the CRSTF would help to deliver many of the transport ambitions for GM through a proportion of £1.19b of funding over the next 5 years.

Greater Manchester were in a unique position as the Local Transport Spatial Development Plan was already underway and work to reform bus services had already begun. Therefore using these levers, GM could make a clear commitment to Government and demonstrate what could be actively delivered through this fund, putting the prospectus in a strong position.

In parallel there were ongoing conversations regarding the Bus Service Improvement Plan revenue funding bid, both of which would retain active travel at the heart. The Streets for All work to reallocate road space across all modes was also underway, and conversations regarding Government's key route network consultation would begin in due course. All of which contributed to GMs strong position to bid for the maximum funding available through the CRSTF, ensuring benefits could be experienced across the sub region.

The prospectus would also become a key foundation for conversations with Government on a wider levelling up deal, enabling the 2.8 million people in Greater Manchester to become better connected to jobs, education and opportunities.

Members of the GMCA welcomed the reference to the levelling up agenda and recognised the importance of infrastructure improvements that were often dependant on Transport Act status in order to allow land acquisition. This often proved a barrier to developing complex projects on budget and on time and it needed to be addressed in Government's Levelling Up White Paper.

Reference to the expansion of the Metrolink system was also welcomed, as was GM's continued ambition for a London-style bus system, capped fares and multi-modal ticketing. Joined up towns and cities would lend itself to economic growth through an increase in job opportunities and retention of talent. Another element would include brownfield regeneration alongside zero carbon homes and zero carbon transport, all of which highlighted what levelling up could really look like and the potential breadth of its impact.

RESOLVED /-

1. That it be noted that GMCA was requested on 20 July 2021 to prepare a submission to the Government's new City Region Sustainable Transport Fund by as soon as possible after the end of August, so as to secure up to £1.19 billion of capital funding for the period 2022/23 to 2026/27.
2. That the conditions for this submission, as set out in section 1 of the report, be noted.
3. That the draft Prospectus, summarising the GM submission in accordance with the Fund guidance, for submission to Government be approved.
4. That it be noted that further draft background documents for the submission are contained in Part B of the agenda, to be released as they are finalised through review with Government.

**GMCA 155/21 GREATER MANCHESTER ELECTRIC VEHICLE CHARGING
INFRASTRUCTURE STRATEGY**

RESOLVED /-

That this item be deferred to the meeting of the GMCA to be held on 24 September 2021.

GMCA 156/21 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED /-

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

GMCA 157/21 CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT

RESOLVED /-

That subsequent to the Part A report, which considers the draft CRSTS Prospectus to be submitted to Government, the additional supplementary material to be included in GM's submission, in particular the detailed list of schemes that underpin the Prospectus proposals and a description of some additional annex materials to be provided to Government, be noted.

GMCA 158/21 GM HOUSING INVESTMENT FUND APPROVALS

Clerk's note: This item was considered in support of the report considered in Part A of the agenda (Minute GMCA 153/21 above refers).

RESOLVED /-

That the report be noted.

GMCA 159/21 DATE AND TIME OF FUTURE MEETINGS

RESOLVED /-

That the GMCA would next meet on 24 September 2021.

Signed by the Chair:

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