

AGENDA FOR

OVERVIEW AND SCRUTINY COMMITTEE

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To: All Members of Overview and Scrutiny Committee

Councillors: R Bernstein (Chair), C Birchmore,
N Boroda, L Dean, U Farooq, G McGill, K Peel, M Powell,
L Smith, D.Vernon and C Walsh

Dear Member/Colleague

Overview and Scrutiny Committee

You are invited to attend a meeting of the Overview and Scrutiny Committee which will be held as follows:-

Date:	Tuesday, 14 September 2021
Place:	Council Chamber, Bury Town Hall
Time:	7.00 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:	The itinerary for the site visit is as follows: Members meet at the Town Hall at 5.15 - depart at 5.20 Travel to Radcliffe via minibus and visit School Street, the High School, town centre, east Lancs paper mill Return to the Town Hall by 6.30pm Sandwiches/light refreshments available for members

AGENDA

1 SITE VISIT (RADCLIFFE)

2 APOLOGIES

3 DECLARATIONS OF INTEREST

Members of the Overview and Scrutiny Committee are asked to consider whether they have an interest in any matters on the agenda and, if so, to formally declare that interest.

4 MINUTES *(Pages 5 - 24)*

Minutes of the meeting held on 20th July and 29th July are attached.

5 MATTERS ARISING

- The Chair will update the Committee following the Cabinet meeting on 1st September and consideration of the Overview and Scrutiny recommendation in relation to the Accelerated Land Sale Phase Two Report.
- Sub Group update

6 PUBLIC QUESTION TIME *(Pages 25 - 26)*

A period of 30 minutes has been set aside for members of the public to ask questions on matters considered at the last meeting and set out in the minutes or on the agenda for tonight's meeting.

7 MEMBER QUESTION TIME *(Pages 27 - 30)*

A period of up to 15 minutes will be allocated for questions and supplementary questions from members of the Council who are not members of the committee. This period may be varied at the discretion of the chair.

8 MEETING THEME * REGENERATION** *(Pages 31 - 86)*

A report from the leader of the Council is attached, also in attendance will be Paul Lakin, Executive Director.

9 THE COUNCIL'S FINANCIAL POSITION 2021/22 QUARTER 1 *(Pages 87 - 134)*

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

a TREASURY MANAGEMENT OUTTURN 2020/21 *(Pages 135 - 152)*

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

10 UPDATE REPORT ON CHANGES TO REFUSE COLLECTIONS *(Pages*

153 - 160)

A report from Cabinet Member Councillor Quinn, is attached.

11 WORK PROGRAMME

Date of Meeting	Deadline for reports to DS	Agenda Publication Date	Deadline for submission of advance questions from Members	Items for the Meeting	Office Member
20.07.2021	08.07.2021	12.07.2021	19.07.2021 (10am)	Climate Change Action Plan Decarbonisation Fund Clean Air Plan	Donna Cllr
14.09.2021	03.09.2021	06.09.2021	13.09.2021 (10am)	Town Centre Regeneration (focus on one particular town centre) Item to potentially include: - Site Visits - Links to skills for employment and neighbourhood working model.	Paul Lyn Cllr O'Brien
18.11.2021	08.11.2021	10.11.2021	17.11.2021 (10am)	Possibly Housing Themed Meeting to include Housing Strategy	
11.01.2022	30.12.2021	03.01.2022	10.01.2022 (10am)	TBC	
08.02.2022 (BUDGET)	28.01.2021	31.01.2021	07.02.2022 (10am)	Budgetary Items	Sam Cllr
23.03.2022	11.03.2022	15.03.2022	22.03.2022 (10am)	Corporate Plan (Annual Outcomes)	Lynn Cllr

12 URGENT BUSINESS

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

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Minutes of: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 20 July 2021

Present: Councillor R Bernstein (in the Chair)
Councillors C Birchmore, N Boroda, LJ Dean, G McGill, M Powell, L Smith, D Vernon, C Walsh

Also in Attendance: Councillor O'Brien – Leader of the Council and Cabinet Member for Finance and Growth
Councillor Quinn – Cabinet Member, Environment, Climate Change and Operations
Jacqui Dennis – Council Solicitor and Monitoring Officer
Donna Ball – Executive Director, Operations
Crispian Logue – Assistant Director, Strategy Planning and Regulation
Simon Warburton – TfGM Representative
Chad McDowell – Climate Change Officer
Julie Gallagher – Democratic Services Officer

Public Attendance: There were three members of the public present at the meeting.

Apologies for Absence:
Councillor Peel and Farooq

OSC.01 DECLARATIONS OF INTEREST

Councillor C Birchmore declared a personal interest in item OSC.6, Submission of the places for everyone plan as a member of the group Bury Folk Keep it Green.

OSC.02 MINUTES

Responding to a query from Councillor Bernstein, the Monitoring Officer reported that she had ruled out a request for a Call-in in relation to Cabinet Minute CA.100 Future of the Civics Venues reporting that call in should not be used as a mechanism for voicing objections or dislike for a particular decision and should only be used in exceptional circumstances.

It was agreed:

That the minutes of the last meeting, held on 25 March 2021, be approved as a correct record.

OSC.03 PUBLIC QUESTION TIME

The following questions from members of the public were received in advance of the meeting:

Question one: Taken the Places For Everyone plan is before the council, over the next 3 years exactly how many social and affordable to rent homes will the council be building on brownfield land/sites owned by the council, either as the master developer or under a joint venture with an external social and affordable to rent housing developer?

Supplementary question: As the leader of the council has previously stated that the council would enter into joint ventures for the development of social and affordable to rent homes in the borough, exactly how many joint ventures regarding social and affordable to rent homes are the council exploring as of today, and will these new social and affordable to rent homes be constructed to the Passivhaus Standard?

In response Councillor O'Brien, Leader of the Council reported there are a number of Council owned brownfield sites coming forward for development, including land at School Street in Radcliffe, the Wheatfield site in Whitefield and William Kemp Heaton and Fletcher Fold Road in Bury, all of which will be expected to provide at least 25% affordable housing, and some of these are likely to be developed for 100% affordable housing, including affordable rent and shared ownership.

The Leader reported we are also exploring opportunities

- to provide specialist accommodation in conjunction with Adult Social Care. (These proposals will be subject to sign off by Cabinet in due course)
- We are working in partnership with Homes England to bring forward the East Lancashire Paper Mill Site in Radcliffe, which will include the provision of affordable housing, and
- Through our Joint Commissioning Partnership, we are working with Registered Providers of affordable housing to facilitate joint working and increase the delivery of affordable homes.

There is a clear ambition from Government, both through planning policy and Affordable Homes Programme funding to increase opportunities for affordable home ownership, including shared ownership and discount sale.

The Housing Strategy proposes the development of a Bury Eco Standard which will reflect a fully retrofitted home with a renewable energy source. In order to meet the targets for all new homes to be carbon neutral by 2028 and all existing homes by 2038, a significant step change is needed. This will require high standards to be achieved and Passivhaus is seen as the level we need to be aiming for. In developing the Bury Eco standard all options including Passivhaus will be considered and we will certainly include the principles of quality installation which Passivhaus embodies.

Question Two: The Council's Climate Strategy and Plan contain several statements and actions which are in conflict with elements of Places for Everyone (PfE). How will the Overview and Scrutiny Committee ensure Bury Council brings PfE in line with its zero carbon aims and similar aims across Greater Manchester?

Supplementary question Would it be appropriate to form an Environment Scrutiny Committee to be the vehicle for ensuring that this climate change is given the necessary priority?

Councillor Bernstein in his role as Chair of the Scrutiny Committee reported that the Council recently reviewed the scrutiny function, following this review, Full Council agreed to establish a Children and Young Peoples Scrutiny Committee. Councillor Bernstein reported that there is sufficient capacity to ensure effective scrutiny of environmental matters under the current arrangements without the necessity to establish an additional scrutiny committee.

The Leader reported that climate change is a key theme running throughout PfE and it is only through a combination of actions that it can be properly addressed. The PfE, in particular sets out:

- Methods to de-carbonise the city region through new and existing development, effective land management and through the provision of infrastructure and new technologies;
- The aim of delivering a carbon neutral Greater Manchester no later than 2038, with a dramatic reduction in greenhouse gas emissions, including measures to ensure that all new homes and commercial/industrial buildings achieve net zero carbon by 2028;
- The delivery of renewable and low carbon energy schemes through heat and energy networks;
- Measures that will be taken in Greater Manchester to future proof the city region by mitigating and making it more resilient to environmental challenges, including climate change;
- Water based measures, such as reducing flood risk, to adapt and reduce the impacts of climate change; and
- Measures to support improvements in air quality.

The PfE, if adopted, will form part of the Council's statutory development plan and will allow the Council to require certain standards within new development to ensure that the climate change targets are achieved. This will include ensuring that new housing is carbon neutral and encouraging active travel – road layouts to prioritise walking and cycling, improved cycling infrastructure, integrated EV charge point infrastructure etc

Without a statutory plan in place, it will be very difficult to refuse planning applications which don't meet these requirements.

Question three - Clean Air – What funding will be available to support the taxi trade? **Mr S Raja**

The Leader placed on record his thanks for the crucial and important key work that taxi drivers undertake and reported that the Council has provided a variety of support to them during the pandemic. Additional monies have been made available to support the Clean Air plan and this will help to support and encourage taxi drivers to retrofit and replace their vehicles.

Cllr Quinn Cabinet Member, Environment, Climate Change and Operations reported that the Greater Manchester Combined Authority are under a ministerial directive to deliver the Clean Air Plan and additional monies have been agreed from central government for a;

- Clean bus fund
- Clean freight fund

- **Taxi Fund**

Ten million pounds has been made available which will enable more electric charging points and a try before you buy electric fund, as well as an extension period for taxi driver compliance.

The TfGM Representative reported that there is support available to upgrade vehicles to complaint diesel and petrol vehicles.

Funding available will include:

Replacement funding for Hackney Carriages up £10k

Hackney Carriages Retrofit up to £5k

Private Hire replacement funding up to 6k

Private Hire replacement funding up to 5k.

OSC.04 MEMBER QUESTION TIME

The following questions from members of the public were received in advance of the meeting:

Question ONE: The Crostons Road junction, at which traffic from Brandlesholme Road, Tottington Road and Walshaw Road, the three main arteries for traffic going into and out of Bury, converge, already experiences significant delays during rush hour. Has the Council carried out a full assessment of potential impact on traffic levels at the junction with over a thousand houses to be placed in Walshaw under the revised Places for Everyone plan?" Cllr J Rydeheard

In response the Leader reported that all the PfE allocations are supported by a Transport Locality Assessment. These assessments examine the likely local impact of the development of the allocation on the transport network and identifies where mitigation is needed. The Crostons Road junction was included within the transport modelling for the Walshaw allocation and mitigation for the junction has been identified. It is a requirement of the Walshaw allocation policy that off site highway works are provided to ensure acceptable travel movement.

Responding to Cllr Rydeheard supplementary question, Councillor Quinn reported that the places for Everyone submission has taken into account proposed increases in traffic.

Question two: How many independent and Small to Medium Enterprises (SMEs) will the clean air charge impact in Bury and what engagement has there been with these stakeholders. Councillor N Jones

In response Councillor Quinn Cabinet Member, Environment, Climate Change and Operations reported that Across Greater Manchester, Members and Officer have met regularly to engage with key stakeholders including bus, freight transport, taxi and private hire industry bodies, to raise awareness and ascertain feedback on the Clean Air proposals. Marketing and communications activity has taken place during the 2019. This has included extensive marketing, using radio ads, local press, digital advertising, social media and local authority channels.

OSC.05 PUBLICATION OF THE PLACES FOR EVERYONE PLAN

The Leader of the Council attended the meeting to present an overview prior to publication of the Places for Everyone Joint Plan.

Documents had been shared with Members prior to the meeting which contained information in respect of the rationale for the proposal. The Leader reported that continuing to work collaboratively on a joint plan across the nine districts brings significant benefits to Bury including a stronger local economy; reduced impact on the Green Belt; an up-to-date plan; significant infrastructure investment and affordable housing.

The reports circulated in advance of the meeting provided information in respect of:

- Publication plan and consultation
- Plans for Homes
- Plans for the environment
- Plans for jobs
- Plans for the greenbelt and a brownfield land preference

Questions and comments were invited from Members of the Committee and the following issues were raised:

Following a commitment from the Leader at the meeting a summary of the questions and responses received are appended to the minutes; the responses will also be made available on the Council's website

1. Councillor Birchmore raised concerns in respect of the criteria used to select the sites including concerns in relation to Radcliffe/Elton Reservoir and the effect on green belt.

Responding The Leader reported that the criteria was developed using national planning policy principles and the wider strategic context of Greater Manchester's ambitions to boost the competitiveness of northern districts, create more opportunities for employment and improve the housing offer and market.

The Elton Reservoir site meets criterion 6 as it is in close proximity to the existing tram line and has the potential to provide a comprehensive public transport hub as part of a new tram stop. This is proposed to include a park and ride facility as well as active travel facilities (e.g. cycle hub / electric vehicles etc).

2. Councillor LJ Dean sought clarification in relation to previously undertaken consultation and also whether the Council could choose to have a local plan

The Leader reported without an up-to-date plan in place we would be at serious risk of:

- Planning by appeal - rather than development being planned and managed properly, we would be likely to get inundated by smaller-scale ad-hoc planning applications on Green Belt land with developers appealing against any refusal of planning permission - with a greater likelihood of success given the recent appeal decision in Welwyn.
- Government intervention - Government has indicated that it will use sanctions for districts that do not have an up-to-date plan by December 2023 meaning that Bury's planning powers could be removed and for us to

have a plan produced for us - which could mean higher housing targets than currently set out by the PfE.

3. Councillor Lucy Smith asked for clarification in relation to the number of houses that may be required if Bury Council, like Stockport chose to develop a local plan rather than partake in the GM PfE report

The Leader reported that the Council would be in a much worse position and may be required to build more housing than those committed to in the PfE proposal, Bury have been able to reduce the housing commitment following cooperation with the other 8 districts.

4. Councillor Vernon sought clarification in respect of the number of houses expected to be built at Elton Reservoir.

The Leader reported that The Elton Reservoir site is key to delivering significant early investment into essential infrastructure and the site needs to be able to provide the long-term certainty on the scale of development to withstand the considerable costs.

In total, the site could deliver around 3,500 units but only around 1,900 are considered to be deliverable within the plan period. This figure is based on aspirational delivery rates from the site and will be dependent on the infrastructure being provided to allow the site to come forward.

5. Councillor Vernon sought assurances as to why the Council is insisting that they have no choice but to build on greenbelt.

The evidence from local plan examinations is that where the scale of housing need cannot be met within the urban area, and neighbouring authorities are unable to meet some of that need, a failure to identify potential green belt sites risks the plan being found unsound.

Recent planning appeal decisions have shown that in the absence of an up-to-date plan, Green Belt sites are at risk of unplanned and uncoordinated development which fails to deliver the necessary infrastructure. Without an up-to-date plan in place, we are at serious risk of planning by appeal and Government intervention.

6. Councillor Birchmore raised concerns in respect of the number of homes expected to be built in the green belt surrounding Elton Reservoir and the concerns that the infrastructure is not there to support the housing developments.

The Leader reported that the development of the Radcliffe Strategic Framework will allow for short, medium and long term inclusive growth and will include infrastructure projects in addition to the new high school; including two new primary schools, support for, public transport, highways, health as well as creating new economic centres.

7. Councillor LJ Dean sought clarification as to how the numbers of brownfield

Sites had been calculated and why Bury had only received £1.3million in brownfield regeneration monies and why the proposed fire station building has not been set aside for housing development.

In response the Leader reported that Each district has prepared their own Strategic Housing Land Availability Assessment (SHLAA), in line with Government guidance.

A summary of the supply and the approach taken are provided in the PfE Housing Topic Paper – Housing Land Supply Statement appendix available on the GMCA website and Bury's Strategic Housing Land Availability Assessment is published on the Council's website with a full site listing and an online map showing the location of all the sites that have been assessed.

The Leader reported that the fire station site will bring new economic activity to the Town Centre and create jobs and help to re-balance the economy.

8. Councillor Powell sought assurances in respect of the Plans for Bowlee and Simister in particular that there would be no proposals to allow through traffic via Simister village and no infill developments at Simister village

The Leader confirmed that he could guarantee there would be no through road through Simister, master planning work undertaken acknowledged that it would not be appropriate to use a single-track road but it would be permeable to enable people to walk and cycle. Traffic as a result of the Bowlee developments would feed in, instead, through Middleton

The Leader reported that the plan had been changed to protect Simister village and there would be no risk of any infill developments, and he would like to reassure residents in Simister, that the housing development will be at Bowlee.

9. Councillor Birchmore asked for clarification in relation to the brownfield first policy.

Responding the Leader reported that the development of suitable brownfield sites remains a priority for the Council. The Brownfield Land Statement affirms our commitment to the regeneration of brownfield sites and sets out some of the key tools that the Council is using to support the regeneration and re-use of brownfield sites.

We are continuing to make progress in bringing forward the East Lancashire Paper Mill (ELPM) site for housing and have agreed to enter into a Collaboration Agreement with Homes England and a delivery strategy as set out in the report to Cabinet on 26 May 2021. A number of brownfield sites are identified within the strategy for redevelopment, including East Lancashire Paper Mill, School Street adjacent to Millwood Primary School and Blackburn Street Gateway. We successfully secured brownfield land funding to de-risk the School Street site, with work well under way to address some of the abnormal costs associated with developing sites of this nature.

The Leader confirmed that as well as the School Street Site funding was also made available for Fletcher Fold.

10. Councillor Bernstein asked if there was any scope to move the consultation deadline back to 1st September 2021.

The Leader reported due to the 2023 deadline for getting a plan in place and the length of time it is likely to take for the PfE plan to go through an Examination in Public, it is not proposed that consultation is delayed until September.

A lot of the information to support the plan has been in the public domain for many months, and there have already been several rounds of extensive consultation. An 8-week consultation period is considered to give sufficient time for all those who wish to respond to do so.

11. Councillor Bernstein asked for clarification as to what was meant by the term "major new issue".

Responding the Leader reported public opposition to building on the Green Belt cannot be considered to be major new issue, although if representations are made to this effect, the Planning Inspectorate will give this the appropriate consideration and weight.

A major new issue could, for example, be major changes to national planning policy with no applicable transitional arrangements up to and throughout the Examination. Another example could be updated evidence which may influence the plan. The plan, therefore, may evolve through the Examination process, as the Inspector takes a view on the submitted evidence and the representations made as a result of this consultation.

12. Councillor Boroda asked what would be the position if the Council fails to adopt a plan.

The Leader reported that if we do not adopt a plan by 2023 the Council would be outside the protection afforded by the current arrangements. This protection allows the Council to insist on high standards of development, clear infrastructure plans and restricts building on green belt. The concern would be if the Council are operating outside of the plan, there would be a developer free for all. The Assistant Director, Strategy Planning and Regulation reported that 2023 is a government imposed deadline, the Government may appoint planning inspectors/ planning decisions maybe taken out of local planning authority control, or other sanctions may be imposed if a plan is not in place by the imposed deadline.

13. Councillor McGill asked if there is criteria to ascertain/determine if a brownfield site is suitable for housing and if so have these been applied?

The Leader reported that it is very expensive to remediate and prepare a brownfield site for development. The Assistant Director, Strategy Planning and Regulation reported that each Brownfield site must be considered on its own merits, the purpose of this plan is to allocate land for housing and infrastructure and employment.

Councillor Vernon moved, and Councillor Birchmore seconded, that the following recommendation

"The scrutiny committee advises the Cabinet to reject the Places For Everyone model like Stockport has and pursue a Bury local plan."

Be forwarded from Overview and Scrutiny to Cabinet, and **On being put, with 5 voting for, 4 against**

It was agreed:

The scrutiny committee advises the Cabinet to reject the Places For Everyone model like Stockport has and pursue a Bury local plan.

OSC.06 MEETING THEME - THE ENVIRONMENT

- **(A)** Councillor Alan Quinn, Cabinet Member Environment, Climate Change and Operations provided an overview of the Clean Air Plan, an accompanying report had been circulated to Members in advance of the meeting.

The proposed final GM Clean Air Plan sets out final proposals for:

1. The boundary, hours of operation, management of the scheme, discounts, exemptions and daily charges of a Clean Air Zone;
2. The amount of supporting funds for each vehicle type; and
3. Other supporting measures.

Questions and comments were invited from Members of the Committee and the following issues were raised:

Responding to Councillor Birchmore, Councillor Quinn, Cabinet Member Environment, Climate Change and Operations reported; that air quality monitoring work is overseen by the Government's Joint Air Quality Unit and their Independent Technical Review Panel. The air quality modelling has been undertaken following published national best practice guidance. Both bodies have looked in detail at Greater Manchester's modelling throughout the development of the Plans and endorsed the work, concluding that a clean air zone is required to achieve compliance.

For economic and practical reasons Local Authorities are advised to monitor air quality using both continuous automatic analysers and diffusion tubes. This enables the much wider spread of monitoring using multiple diffusion tube sites, alongside the greater accuracy of the continuous automatic analysers. It is the annual average nitrogen dioxide target that we have an issue with and the diffusion tubes offer a low cost practical means for measuring annual concentrations.

Alongside our existing network of monitoring sites this year a new automatic real time analyser we will be installed at Bury Bridge, a busy road section predicted to be the last site in Bury to meet the nitrogen dioxide target. This should give a good indication of when the Borough is meeting the objectives.

The Base Year used for this project was 2016 which was the latest available data. The monitoring data from years 2020/2021 which have been most directly impacted by the COVID-19 pandemic have not formed part of the baseline appraisal process.

Responding to Councillor Vernon, the TfGM representative reported that a driver of a non-compliant vehicle would be charged for driving within the Clean Air Zone each day. However, these are the only charges they would face for a 48-hour period, they could make multiple trips in the CAZ.

Councillor Quinn, Cabinet Member Environment, Climate Change and Operations reported that the anticipated cost to small businesses is dependent on their individual circumstances and business model.

In terms of the cost of upgrade, this will depend on the circumstances of the vehicle owner in terms of the value of their existing vehicle and their choice of upgrade.

For market traders, who are likely to own an LGV, there is a temporary exemption to 31 May 2023 to support LGV owners to upgrade. As well as this, the funding amounts for their financial support has increased for larger LGVs and a retrofit grant is also available for the models eligible for retrofit.

For the taxi trade, there is a temporary exemption to 31 May 2023 to support PHV and hackney carriage owners to upgrade. As well as this, in some cases, the funding amounts for financial support has increased, this is following feedback from the consultation.

Responding to Councillor McGill Councillor Quinn, Cabinet Member Environment, Climate Change and Operations reported that air pollution kills 1200 in Greater Manchester every year.

The Cabinet Member Environment, Climate Change and Operations reported that there were no exceedances of air quality limits in 2020. In 2019 there were 6 monitoring sites that did not meet the limit value for annual average of nitrogen dioxide.

Responding to Councillor Smith; the TfGM representative reported that there are grant conditions attached to any funds given to the bus companies to ensure that the buses continue to operate in Greater Manchester. The Mayor of Manchester has indicated his intention to move to a franchise bus system across Greater Manchester the proposals are on hold until the outcome of a judicial review.

- **(B)** Councillor Alan Quinn, Cabinet Member Environment, Climate Change and Operations had circulated a Climate Strategy for Members consideration in advance of the meeting.

It was agreed:

- (1) The Cabinet member and officers be thanked for their attendance.**
- (2) The Climate Strategy item will be deferred for consideration at a future meeting.**

OSC.07 SUB-GROUP MEMBERSHIP

Members considered the establishment of the Scrutiny sub committees.

It was agreed:

Democratic Services would liaise with Councillors and confirm the final membership.

OSC.08 REFUSE COLLECTION UPDATE

Following a request from the Chair, the Cabinet Member for Environment, Climate Change and Operations provided members with an update in relation to recent changes to refuse collections across the Borough. Councillor Quinn, apologised for the inconvenience caused and reported that he takes responsibility for the current disruption, performance has improved, and the collection backlog was cleared as of 19th July 2021.

Members of the Overview and Scrutiny Committee raised the following concerns;

- Low workforce morale
- Over-reliance and use of agency staff
- Changes to the fleet
- Capacity of new lorries
- Poor confidence amongst member of the public in the service
- Missed collections
- Inability to report issues of concern

Responding to the concerns raised the Cabinet Member for Environment, Climate Change and Operations reported that there has been an over-reliance on agency staff within the service, the Cabinet member is due to meet with the workforce tomorrow at 6am to discuss their concerns.

The Executive Director reported that are a number of issues affecting the service, in addition to the changes to three weekly round collection, ping covid notifications have placed additional pressure on staffing. Communication going forward will be improved, it is envisaged by the third cycle of three weekly bin collections, the service will return to a collection rate of 99%.

The Cabinet Member for Environment, Climate Change and Operations reported that the new vehicles are slimmer and can carry half a tonne more waste than previous vehicles.

It was agreed:

1. Both the Cabinet Member for Environment, Climate Change and Operations and the Executive Director, Operations be thanked for their attendance.
2. The Councils Performance in relation to the refuse collection "Industry Standard" will be presented at a future meeting of the Overview and Scrutiny Committee.

OSC.09 NOTIFICATION OF CALL IN MEETING

The Head of Democratic Services reported following a receipt of a valid call-in, an additional meeting of the Overview and Scrutiny Committee will be convened.

It was agreed:

The Overview and Scrutiny Committee will meet on 29th July 2021 at 7.15pm to consider the Accelerated Land Sales, Phase Two Call in item.

COUNCILLOR R BERNSTEIN

Chair

(Note: The meeting started at 6pm and ended at 9.35pm)

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Minutes of: OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting: 29 July 2021

Present: Councillor R Bernstein (in the Chair)
Councillors C Birchmore, LJ Dean, G McGill, U Farooq, K Peel, M Powell, L Smith.

Also in Attendance: Councillor O'Brien – Leader of the Council and Cabinet Member for Finance and Growth
Jacqui Dennis – Council Solicitor and Monitoring Officer
Paul Lakin – Director of Economic Regeneration & Capital Growth
Julie Gallagher – Democratic Services Officer

Public Attendance: There were thirteen members of the public present at the meeting.

Apologies for Absence:
Councillors Boroda, Vernon and Walsh

OSC.01 DECLARATIONS OF INTEREST

Councillor G McGill declared a personal interest in item OSC.XXX Call in – accelerated land and property disposals programme – phase 2 as his lives near one of the areas of land, identified for disposal.

OSC.02 PUBLIC QUESTION TIME

The following questions from members of the public were received in advance of the meeting:

Question one: The green on old hall park estate was purchased from barretts in 1979 with no onerous covenants and leisure controlled whatever that means. its service use is described as leisure. For over 45 years it has been used by the community continually and the residents committee have planted bulbs fruit trees and purchased a memorial bench which is in daily use. In the current covid pandemic it has been a real life saver as a safe place for exercise fresh air and socially distanced contact with neighbours. So why has it been placed on this list?
Yvonne Moore

Supplementary question: Can the Leader confirm if the land has been earmarked for disposal because the Council does not wish to continue to cover the maintenance costs?

In response Councillor O'Brien, Leader of the Council reported that the Cabinet report considered on the 24th November 2020 approved the Council taking active steps to rationalise its land and property assets that are surplus to the requirements of the Council and are non-strategic; but which continue to need a continuous injection of revenue funding to maintain them.

The Council expects to generate capital receipts of £8 million pounds because of the land disposal. For efficiency purposes, land is disposed of, in one tranche, the Leader reported this does not suggest that the land does not have any value or it is not important or it should not be protected.

Question Two: Were valuations done to ascertain the estimated level of capital receipts from the sale of the assets in the report and if so have they been prioritised? What monetary value are the Council seeking for the land? **Lois Clements**

Supplementary Question: Are members aware of how this area has been used and much loved by residents over the last 40+ years? Do they know it has been planted with trees and bulbs by residents, a commemorative bench provided, community events such as the recent VE Day celebrations have taken place here and election cabins located for Pilkington Park ward?

Bury's vision statement includes the following priority "Drive forward through effective marketing and information, proactive engagement with the people of Bury to take ownership of their own health and wellbeing". Would the members explain how the removal of a much loved amenity green space will improve residents wellbeing, particularly those who are older and less mobile?

In response Councillor O'Brien, Leader of the Council reported no formal valuations have been carried out, the Council will in the first instance look to test interest in the sites, including interest from the community. The Council is not looking to remove the area, but rather to take active steps to rationalise Council land and property assets that non strategic and surplus to the requirements of the Council and need a continuous injection of revenue funding to maintain them.

Question three - When the current estate was completed, the Council refused the builder's further planning permission request for additional building on the land at Rye Croft - known as "the Green" to generations of our children who have played there for some 45 years and has been a valued open space to residents who live within a stone's throw of what has become one of the busiest and heaviest polluting motorways in the UK. Why is it now possible to consider building there? **David Moore**

The Leader reported that the Council is not considering building on the asset, the report agreed at Cabinet only indicates the intention to dispose of the land.

Question four – There are four areas of green space in my estate that are proposed for disposal as part of the Accelerated Land sale; why were the residents, who would be most impacted by the proposed disposal, not consulted and why don't we know anything about it? **Karen Harrison**

The Leader of the Council reported that on the 16th June Elected Members were sent at email (with a report attached) identifying the sites in their ward

boundaries, for disposal. It was the responsibility of those ward Members to use this information and consult with their constituents. Following this email, the report was considered at Cabinet on the 30th June 2021, in considering the report at Cabinet the document was made available on the Council's website.

The Leader reported that land disposal is at the consultation stage, no decisions have been made other than the decision to dispose of the sites. Members of the public are therefore encouraged to contact their ward members or the Leader, the Council to voice objections or express interest in using a site for community services or otherwise.

The Leader apologised that the resident was not aware of the plans and reported he would review what the Council can do to improve communication and will look at introducing similar engagement/processes for the land disposal sites as the Council currently undertakes when dealing with a planning application.

Question five - The Council declared a Climate emergency in 2019 and in doing so made a commitment to protect green spaces for the health and wellbeing of its residents. A memorial bench is within these grounds, and I would like to go on record and state the family will not support the moving/removal of the memorial bench, a bench opened by the Mayor, with other Councillors present and paid for by the local community. **Yigal Landey**

The Leader reported that some sites identified for disposal would not be appropriate for a housing development and local groups may wish to take them on for community use. The Council recognise that there are assets of community value, and it may be appropriate to pursue the option of a community asset transfer (C.A.T.). The Leader reported that no decision other than the disposal of the land has been made, if residents would like to get involved in the C.A.T. process he would be more than happy for those residents to utilise Council resources, officers and advice to explore this route.

Question six - The land at Ryecroft is a place of wellbeing for the whole estate and if removed the nearest park is over 2 miles away, what will the Council do to replace the land? **Lorraine Munford**

Responding the Leader reported that despite cuts to Council budget all parks in Bury have managed to maintain their green flag status. As stated previously if the community expressed an interest in a Community Asset Transfer the Council will provide officers and resource to assist.

The Chair thanked the members of the public present for their attendance and advised that responses would be made available on the Council's website following the meeting.

OSC.03 CALL IN – ACCELERATED LAND AND PROPERTY DISPOSALS PROGRAMME – PHASE 2

(A) Call in members to present their reasons for Call in

Following the receipt of a Notice of Call-in within the required deadline, from Councillor N Jones calling in the decision of the Cabinet set out in Minute CA.94 of the meeting held on the 30th June 2021; Councillors Jones and Harris were invited to present their reasons for calling the matter in for further consideration.

In presenting their reasons the following points/issues were raised:

- The importance of the land at Ryecroft, Whitefield to the local community.
- Lack of consultation, lack of trust and confidence in the consultation process and poor engagement with local residents.
- Concerned that green spaces would be built on.
- Clarification as to the process for selection of the sites to be disposed of
- Clarification as to whether the land could be offered to the community as a Community Asset transfer in the first instance.

Responding to the issues raised, the Leader of the Council reported that it is important for Elected Members to raise objections as early as possible, there were several opportunities for Members to raise objections, including when the Accelerated Land Disposal reported was considered at Cabinet.

The Leader reported that he is not prepared to make determinations on individual pieces of land at this meeting, this would be unfair, wrong, out of process and not in keep with policy established in Nov 2020. There are several routes open to the community and he will encourage residents if they wish to do so, to progress a Community Asset Transfer.

The Executive Director reported that in deciding the sites for disposal, Council Officers considered if the land was a) part of a regeneration programme, b) parkland or formal recreation area and c) the typology of the sites. Some of the site identified will generate Capital receipts for the Council some, but not all will be used for new housing.

The Leader report that the Council adheres to the Gunning Principles when undertaking a consultation exercise. The Leader reported that Councillors and Members of the public may disagree and may have differing views, but Members can be assured that these principles are adhere to.

The Leader reported that CAT has been utilised successfully in the past and is open to members of the community and residents to pursue supported by Officers from the Council.

(B) Questions and comments from committee members

In response to the Call in and also the comments by members of the public present as well as the Leaders statement, Committee members raised the following issues:

Overview and Scrutiny Committee, 29 July 2021

- Responding to Councillor Kevin Peel, the Leader of the Council reported that there is continued pressure on the Council's revenue budget, the capital receipts generated from the sale would help to lift the burden of some of the investment needed to underpin day to day running costs, including digital infrastructure, energy efficacy roads and green spaces.
- In response to a Councillor Lucy Smith, the Leader reported that he is happy to look at different ways to engage with members of the public. The Council will need to take important steps to rationalise the stock while at the same time look to invest in different areas within the Borough.
- In response to Councillor Birchmore the Leader reported that the Council can look at resources to support community assets, the CAT process is not always about outbidding an opponent, Councillor budgets can support these improvements, as well as Township and community hubs and pitch funding.
- Responding to a question from Cllr Dean, the Leader confirmed that he will ask Officers to review if consultation, in relation to land disposal could be undertaken in the same way as it is for planning applications, for example notices on streetlights etc
- The Leader reported that Cllr Quinn with the national cycling academy, has led the consultation in relation to the site at Philips Park. Discussions are ongoing with the environment agency, forest of trees, the Council and friends of Phillips Park to develop a proposal for this site. The site is unusual in that it is a brownfield site in a green belt area, this will be however further examined if plans proceed to the planning stage.
- The Leader reported that it is difficult to choose specific sites for C.A.T. the intention however is clear, the Council believes that they can generate capital receipts to invest into Council assets. It is important to say the CAT is at the heart of the proposals as much as is a land sale or a managed disposal or development all have an equal weighting. Some sites will be much more appropriate to progress a C.A.T.

Councillor LJ Dean moved, and Councillor Birchmore seconded, that the following recommendation

"The scrutiny committee advises the Cabinet to put on hold the planned disposal of land sales until full consultation is undertaken with local residents."

Be forwarded from Overview and Scrutiny to Cabinet, and **On being put, with 3 voting for, 5 against, the motion was lost.**

Councillor K Peel moved, and Councillor L Smith seconded, that the following recommendation

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.

Be forwarded from Overview and Scrutiny to Cabinet, and **On being put**

It was agreed unanimously, that

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.

COUNCILLOR R BERNSTEIN

Chair

(Note: The meeting started at 7.20pm and ended at 8.50pm)

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Public Questions for Overview and Scrutiny Committee – 14th September 2021**1. This is not solely a Radcliffe issue its a borough wide issue**

All the state High Schools bar 2 in Bury MBC were over subscribed for Sept 2021 intake. If you add some 6500 houses to the mix and some 2500 plus extra children the problem is going to get worse! The Radcliffe High School seemingly is nowhere on the horizon yet again! Elton High School which is brand new are installing pods or portable buildings to increase capacity. How are the council going to deal with this matter?

Supplementary question-

Can someone at the Council give me a date when the High School will be ready and do they feel the 800 spaces will be adequate bearing in the 6500 courtesy of Places for Everyone

Alan Bayfield

Detailed planning is ongoing with the Department for Education and Star Academy in respect of the new school in Radcliffe, with a target date for opening in September 2024. A feasibility study prior to detail design will be completed in the autumn, with detailed plans being presented in Spring 2022, and with construction commencing later in 2022. The school will initially admit year 7 pupils, growing incrementally reaching its initial design capacity of 750 in 2028. There is provision in the design to increase capacity to 1,000 should the needs arise.

Current pupil numbers entering primary schools peaked in 2017 and have been in decline in each subsequent year. Numbers seeking a place in secondary schools remain high, but is forecast to peak in 2023. Current demand for secondary school places is being supported by the flexible increase to admission numbers in several schools. All Bury resident young people that require a place in a Bury school have been accommodated through the use of this flexibility. As the forecast demand drops away there is scope to adjust admission capacity downwards in those schools to ensure that appropriate capacity is maintained to meet that demand.

The new school in Radcliffe seeks to also respond to the high demand, but also the impact of localised development of brownfield sites for residential use, largely concentrated in the Radcliffe area. As the new school begins to admit pupils, it is anticipated that pupil demand from those developments will be catered for, plus other Radcliffe residents seeking a place, and the adjustments applied to other schools admission numbers will be removed. Forecasts suggest that there will be sufficient capacity to meet needs based on this level of housing growth.

Other sites that have been identified for residential use would, if developed, create additional school place demand pressures albeit over an extended period of time in line with construction timelines. Children's Services has produced a paper modelling the impact of residential growth on the supply of

school places from these development sites, and has identified a requirement for additional capacity in the form of new schools or extensions to existing schools. This modelling will form part of discussions with developers as they bring forward their plans.

The current school capacity is therefore not designed to accommodate pupil numbers from these larger developments, and the Council will be looking to developers to contribute to the cost of providing additional school places to be provided alongside those developments..

- 2. At the RCC meeting in May 2021 I asked a question regarding the contract between the council and management of Radcliffe market. The council leader stated that when the agreement was first put in place it was a unique offer and a new working model. It was a 5 year agreement, however I believe that one of the parties, the person named within Part 1, signed on behalf of Radcliffe Market Community Benefit Society has recently resigned. In view of this is the agreement still valid without the signed consent and declarations of a Managing Agent.**

Supplementary question-

The council leader also said 'we recognise the concerns raised and are discussing details of the management arrangements required to safeguard accessibility to public spaces for all' What action has the council taken to formulate a new agreement with the organisation currently operating the market to ensure fairness for community activities and the use of public spaces not only in the immediate area of the market but within the town? This needs to be rectified on behalf of all parties

Judith Sheppard

Response David Lynch – Assistant Director Regeneration

Radcliffe Market is open and continues to trade. The councils Market service is working with Radcliffe Market Hall Community Benefit Society regarding changes in their board of directors. The current management agreement remains valid and live. We are happy to provide an update following the conclusion of this work.

Overview and Scrutiny Committee 14th September 2021**Member questions (from Councillors not on the Committee)**

- 1. The update report on changes to refuse collections stipulates that "there is also a risk that the planned saving of £150k is not achieved in 21/22." What is the likelihood of the saving being achieved?**

Jack Rydeheard

The achievement of the £150k saving in 21/22 is affected by a number of issues that are separate from the stabilisation of the new rounds. This includes unavoidable additional costs throughout the year as a result of already covering for long term sickness, Covid related absence, shortage of HGV drivers and holidays prior to the new rounds being introduced as well as ongoing cover. The budgets will be reported via corporate financial reports to Cabinet. The overall waste management budget is already forecast to overspend. If not achieved in 21/22 the saving will be achieved in 22/23 and ongoing.

- 2. The chaos surrounding missed bin collections is still ongoing. The Cabinet Member responsible, gave assurance at the last full Council in July that he accepted responsibility and would ensure the bin collection system would be back to normal. As this has not happened, would the Cabinet Minister resign and hand responsibility over to someone capable of doing the job properly?**

Councillor Jackie Harris

Since 21 June the performance had dropped below acceptable standards but performance has improved to near 'business as usual' over the past few weeks, however we've still more to do to build in resilience. The percentage of missed bins had a peak on 2 successive Fridays at the start of August when 22% of bins were missed because the rounds weren't working well enough as well as from issues such as holidays, sickness, shortage of HGV drivers, blocked access, and roadworks. At the end of the week beginning 16 August this had significantly reduced to 1.9% missed bins per day.

- 3. The Council has aired plans for the development of the basement at Radcliffe Market as part of the regeneration plans. Given that such a conversion would involve considerable sums of money what are the plans around the responsibility of day to day running of this operation.**

A Community Benefit Society is by its nature run by enthusiastic unpaid volunteers who are by no means certain to possess the skills required to manage such an operation.

Is a Community Benefit Society the best practice option, given the internal wrangling that has and is taking place at the moment and what options if any are being explored to maintain and expand upon the continued success of the Market.

Councillor Mike Smith

Response David Lynch – Assistant Director Regeneration

The Radcliffe Market Hall Community Benefit Society manages the market operation within the market hall building which is still owned by the Council. The Council also owns the spaces within the basement and chambers which are included within the Levelling Up proposals.

There is no contract in place between Radcliffe Market CBS and the facilities included within the Levelling Up proposals. It would be great if local councillors assisted the council in exploring options around integrating these spaces into the community. We have options for these spaces and as we get more clarity on the outcome of the funding, it would be great to collaborate with councillors and the community on the development of the specification and explore options for the long term management.

4. Why has the Council failed to fully engage with tenants of the commercial properties who will be impacted by the plans for the Hub in Radcliffe town centre especially after the Council bought the building in April 2021? With only short amounts of time remaining on their leases it has fallen to the shop owners to contact Bury Council to find out what is happening. Do you think engagement with these primary stakeholders has met the standards it should have done?

5. With rumours of changes at Radcliffe Market can the Leader please explain what the plans are for the Market going forward? How does the Council propose that it will ensure that this is investigated in an open way to ensure public confidence in the market going forward?

Councillor Jo Lancaster

Response David Lynch Assistant Director Regeneration

Commercial tenant engagement.

The Council acquired the estate from London & Associated Properties (LAP) in May 2021. It would be unfair to hold the council accountable for the actions (or inaction) of another organisation before we were involved.

However, the Council acquired the properties in May, with LAP continuing to act as the landlord, managing day to day issues, tenancies, payment and communication. Their managing agent called Carter Towler Surveyors immediately wrote to the tenants updating them on the change of ownership.

The Council is aware of the disruption to local businesses when we have to demolish the building to deliver the Radcliffe regeneration programme. With this in mind we also wrote to the tenants – updating them on as much info we have before the Levelling Up announcement later in the year – assigning a nominated council property officer to each tenant.

Since then each tenant has been contacted several times to understand their property requirements with a view to exploring the following options

- 1) moving the tenants to other council owned commercial property in Radcliffe town centre
- 2) moving the tenants to non-owned commercial property in Radcliffe town centre
- 3) moving the tenants to other council owned commercial property elsewhere in the district
- 4) moving the tenant to non-owned commercial property elsewhere in the district
- 5) moving the tenants into the completed Hub building once its complete in c.2 years time
- 6) interim arrangements for temporary relocation
- 7) exploring ways in which the council can assist with the moving
- 8) exploring ways in which the council can assist with the financial impact

Whilst written and phone communication is good, its not as effective as face-to-face meetings and building relationships with the affected tenants. As restrictions have been lifted, and when it has been safe to allow officers to do so, we have also commenced a series of face to face meeting with individual tenants – some of which have been attended by Councillors. We will continue to do this going forwards.

The disruption of demolishing the buildings (needed to unlock the regeneration of the town) and the uncertainty around timings is not ideal and we are sympathetic to the businesses in Radcliffe town centre. To facilitate further meaningful conversations and understanding of the property options available to tenants affected, we are actually opening a council regeneration office in a vacant shop on Dale Street. This will be open in the next couple of weeks and allow tenants, local businesses, politicians and members of the public to drop in and discuss the programme with officers from the Regeneration, Property and Planning teams. This office will also be used by the new community hub team when operating from Radcliffe.

Radcliffe Market

Radcliffe Market is open and continues to trade. The councils Market service is working with Radcliffe Market Hall Community Benefit Society regarding changes in their board of directors. We are happy to update councillors following the conclusion of this work.

As previously stated there is no contract in place between Radcliffe Market and the facilities included within the Levelling Up proposals. It would be great if local

councillors assisted the council in exploring options around integrating these spaces into the community.

**6. Can the Leader of the Council provide a list of the number of staff receiving gross salaries including Bury MBC NI Contribution and Pension payments in the range of:
£0-£40,000 / £40,001-£85,000 / £85,001-£120,000 / £120,000-£Above - Similarly, the same range as at May 2011**

7. Will the Leader provide the latest spend for all Covid Grants received from HMG

Councillor Caserta

The figures are as follows:

Small Business Grant/Retail, Hospitality and Leisure Grant	£39,623,000
Discretionary Grant	£1,956,589
Local Restrictions Support Grant (LRSG) (Open)	£1,983,075
LRSG (Closed)	£8,184,642
LRSG (Closed Addendum)	£2,237,036
LRSG (Sector)	£4,716
Christmas support payment for wet-led pubs	£87,000
Closed Business Lockdown Payments	£6,772,000
Restart Grant	£9,206,101
Additional Restrictions Grant (ARG) (To date)	£5,955,799

Of these grants, only ARG remains open and with funds (approx. £1m left) to spend (March 2022 closing date)

The grand combined total to date is £76,009,958

SCRUTINY REPORT



MEETING:	Overview & Scrutiny
DATE:	14 September 21
SUBJECT:	Radcliffe Regeneration
REPORT FROM:	Councillor O'Brien, Leader of the Council
CONTACT OFFICER:	Paul Lakin (Director)/Rebecca Lord

1.0 BACKGROUND

- 1.1 Radcliffe is undergoing a period of significant transformation and has been identified by Bury Council as a focus area for regeneration and growth over the forthcoming years. In September 2020, a Strategic Regeneration Framework (SRF) was adopted for Radcliffe which set the long-term vision for the regeneration of the town through the delivery of a programme of capital investment projects.
- 1.2 The regeneration of Radcliffe 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. As we move towards a future in urban areas where people travel less, buy locally, work and access local services, we need vital and liveable neighbourhoods. This means the Council must think carefully about neighbourhoods and how they can be either built or re-designed to work well. Strategic investment in Radcliffe town centre and the delivery of the new high school, Hub project, and residential developments as outlined in the SRF are fully aligned with this vision; with capital developments acting as enablers to realising key objectives and benefits in Radcliffe.
- 1.3 Our Corporate Plan 2020/22 sets out key themes, principles, and deliverables to support the Borough of Bury as it recovers from the local impact of the Covid-19 pandemic and builds a better and brighter future for our population, communities, and businesses. Major capital construction projects offer a significant opportunity to support local economic recovery and deliver tangible social value. In partnership with our selected contractors and development partners, Community Hub manager and council service leads, the Project Team will be seeking to support job creation, the implementation of apprenticeships, skill enhancement programmes and placement opportunities with local education providers. Wherever possible, we will seek to utilise a local supply chain for labour, services and materials. Moreover, our construction contracts will reflect within agreed KPIs, active engagement with and support for, a wide range of community based and charitably supported projects and programmes at a local level.

- 1.4 The regeneration proposals will also support national policy objectives relating to the 'Levelling Up' agenda. As signalled by the Levelling Up Fund (LUF), the Government has a significant commitment for regional growth to support 'levelling up' across the country. Bury is ranked as a priority 1 category area, while Radcliffe has pockets of severe deprivation, including town centre neighbourhoods which are ranked in the 1st and 2nd deciles on the 2019 IMD. In June 2021, Bury Council submitted two bids to the LUF, including proposals for the Radcliffe Hub project. A decision regarding the funding award is expected in Autumn 2021.

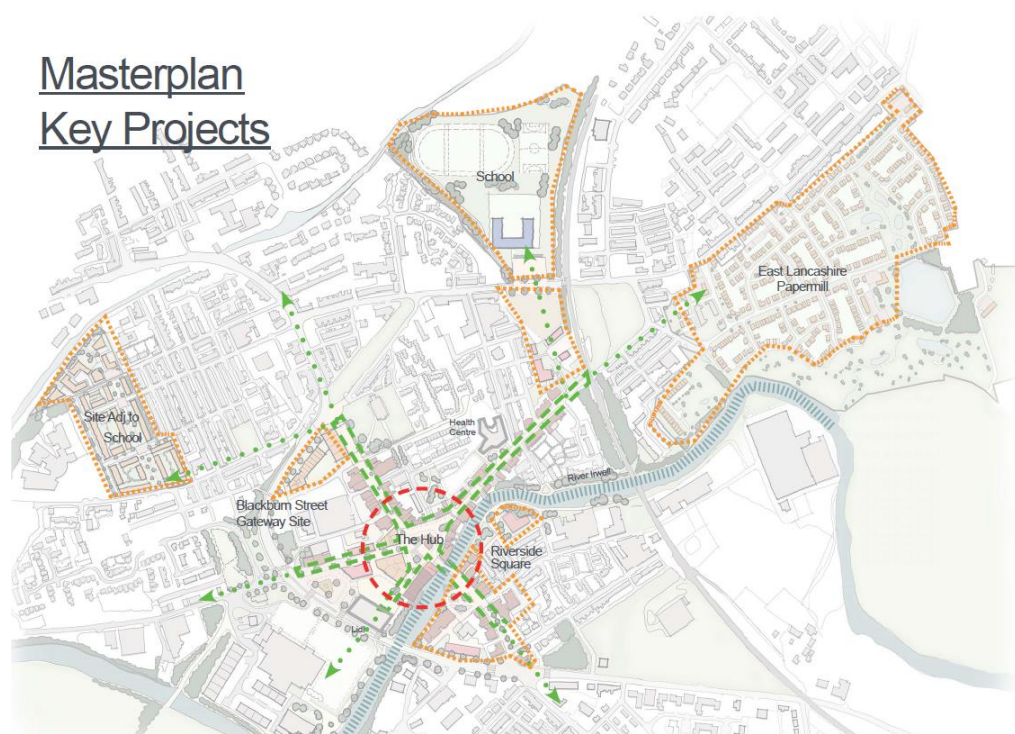
2.0 ISSUES

2.1 Radcliffe SRF

Bury Council published the Radcliffe Strategic Regeneration Framework in 2020 to guide the direction of the town's growth over the next 15 years. The programme objectives are underpinned by numerous strategic drivers:

- **Socio-economic need** - acute deprivation, poor health, low educational attainment, constrained opportunities for enterprise and employment
- **Environmental decline** - town centre decline, limited commercial offer, external investment constraints
- **Operational challenges** - fragmented civic estate, loss of the temporary leisure centre, constrained community facilities
- **Opportunities** – availability of brownfield land, OPE agenda, connectivity to GM, funding opportunities (public and private), success of Radcliffe Market, blue and green infrastructure

In response, the SRF outlines a series of realistic short, medium and longer-term actions to guide council investment to create a distinctive well connected healthy town, that unlocks hundreds of new homes, acts as a catalyst for the recovery of the high street and attraction of new investment opportunities, and facilitates employment growth.



Key SRF deliverables currently being developed are:

- Delivery of a new secondary school
- Creation of a new build civic hub that facilitates public services, education and wellness facilities all under one roof
- Refurbishing and repurposing the historic market chambers and Radcliffe Market basement to create commercial retail and F&B space, alongside events space for community use and private functions
- Creation of new employment space, business incubator enterprise centre and coworking space
- A whole town approach to housing – facilitating the comprehensive approach to residential development
- A programme of strategic investment projects to improve and enhance multi- modal transport provision – supporting sustainable future growth and active travel

2.2 SRF Programme Delivery - Progress to date

2.2.1 Radcliffe Secondary School

The DFE recently approved a funding tranche to support the aspiration for a new school in Radcliffe.

Working with Star Academies, who will be responsible for all planning, design and delivery of the school construction project, the BGI Project, Property and Planning Teams have progressed work to agree the site development boundary, indicative programme and heads of terms.



Concept Sketch of the Secondary School site

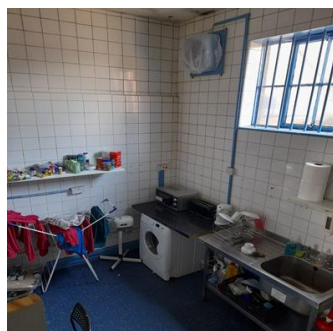
Star Academies have outlined the following indicative programme milestones for their procurement, design and approvals processes:

Star Academies' Feasibility Study	September – December 2021
DfE Approval to proceed	January 2022
Pipeline and PITT	February – March 2022
ITT procurement stage 1-3	March – April 2022
Enter into PCSA	April – May 2022
ITT procurement stage 4-6	May – June 2022
Design review and approval with DfE	June – July 2022
Planning Submission	July – August 2022
Finalise contractor's proposals	August – December 2022
Contract finalisation	December – February 2023
Funding Agreements	February – March 2023
Mobilisation and Construction	March 2023 – July 2024

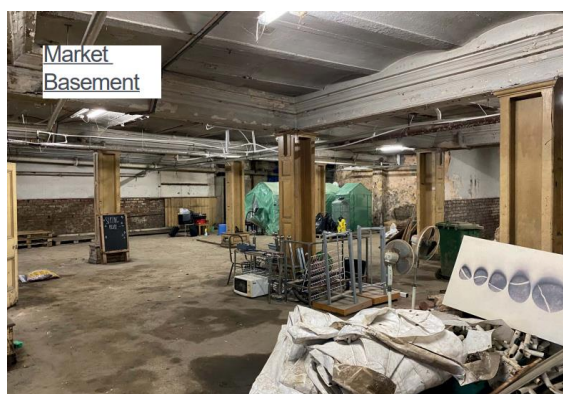
The Council Project Team are currently reviewing options to ensure the alignment of delivery programmes to enable continuity of leisure service provision, with vacant possession dates for the school site under review.

2.2.2 Radcliffe Hub, Market Chambers & Market Basement

Creation of a Hub and refurbishment of the Market Chambers and Radcliffe Market basement space, are designed to promote integrated service delivery, including access to enhanced leisure, learning and skills provision, complemented by infrastructure to create a supportive environment for enterprise (co-working, incubator) and cultural engagement.



Existing leisure and town centre retail units



Existing Market Basement and Market Chambers Building

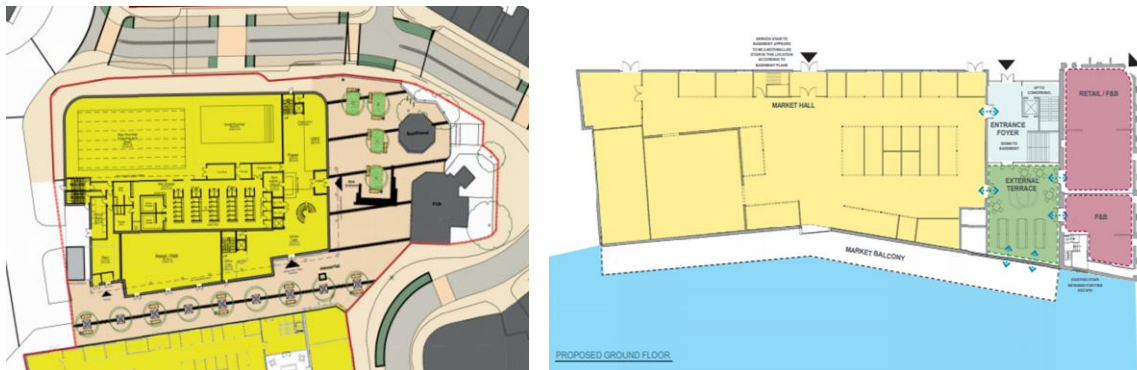
The project proposes significant investment to clear poor quality, obsolete stock and deliver high a quality hub as a focus for community leisure, recreation, learning, health and work. New facilities will be designed to exemplar standards of sustainability and inclusive and accessible design, with a focus on flexibility of use and maximising space utilisation.

The diversification of the offer in the town centre is intended to increase footfall and dwell time, thus supporting the prosperity of new and existing businesses within the core of the town, with a capacity to accommodate future growth. The provision of wet and dry leisure facilities, a library and information centre and community space will be set within a high-quality civic environment, and will act as a focus for wider investment, broadening the appeal of Radcliffe.



Proposed Hub CGI

The Hub will provide a platform for integrated service provision based on enhanced coordination between teams within the Council, CCG, other public sector partners and local community organisations. Flexible workspace will be open to these teams, supporting referral and joint action to ensure the most challenging groups benefit from Levelling Up.



Proposed concept designs for the Hub, Market Chambers and Market Basement

Refurbished and new build high quality commercial retail space will be created within this central campus of buildings, benefitting from an enhanced public realm with improved access to both the piazza, new courtyard and balcony spaces adjacent to the River Irwell, and improved connectivity to public transport and active mode infrastructure.

2.2.3 Levelling Up Fund

In June 2021, the Council submitted two bids to the LUF, including proposals for the Hub project. The fund operates on a competitive basis and is designed to support capital investment projects that are place focused and deliver transformational and regenerative change. The bid submitted was built around a Greenbook Five Case Model business case, and presented the strategic case for change, detailed option appraisal and BCR value analysis, a compliant and commercially competitive

procurement approach to market, financial modelling of capital and revenue forecasts, and a robust management methodology and governance structure to align successful project delivery with rigorous and evidence based decision making.

The bids were required to demonstrate compliance with programme requirements to ensure that spending of any monies awarded could commence within the current financial year, and be fully defrayed by March 2024.

2.2.4 Programme

The PMO workplan is being developed to meet the timescales stipulated by the LUF prospectus.

Activity	Timescales	Progress
LUF Bid Submission	June 2021	Completed
1 st Stage Tender Process	June – August 2021	Completed
Contractor Selection	August 2021	Completed
Agree & Enter into PCSA	September 2021	In Progress
Contractor Mobilisation	October 2021	
Commence Project Development (PCSA)	October 2021	
LUF Award Decision	October 2021	
RIBA Stages 2-4	October 2021 – June 2022	
Planning Submission	March-April 2022	
Stage 2 Tender Period (4 weeks)	June 2022	
Tender Analysis	July 2022	
Approvals	August 2022	
Enter into Main Construction Contract	September 2022	
Contract Completion (all phases)	Summer 2024	

2.2.5 Engagement and Development

As work gets underway to move design proposals forward, the Project Team will progress the development of several key plans. These include, but are not limited to:

- Stakeholder Engagement Plan – consultation and communications
- Commercial Strategy – lease agreements, decant and relocation provision, growth and start-up opportunities

- Benefits Realisation Plan – service delivery, integration and improvement
- Social Value Delivery Plan – job creation, apprenticeships/placements, skills and training opportunities, community project support.

2.3 Residential Developments

The SRF identified that successful towns provide the right mix of housing to support the local population. Radcliffe has a relatively young population and entrepreneurial spirit. There is an opportunity for new market creation in the core and periphery with the introduction of live-work units and higher density development. To retain residents in Radcliffe larger residential sites should look to provide home for families. Development should be sustainable and be of exceptional design quality, opportunities to include eco-homes should be considered. Increasing the resident population will provide footfall and increase expenditure in the core of the town. New housing developments therefore must provide strong linkages to the core.

2.3.1 Brownfield Developments



- **School Street Radcliffe**

94 new family homes - 25% affordable rent

Indicative Programme:

June 2021 GMCA BHF works complete

October 2021 Cabinet approval for disposal

November 2021 Planning submission

Q1 2022 Commence construction



- **Green Street Apartments**

133 new homes - 103 shared ownership, 33 private rented

Indicative Programme:

October 2021 Cabinet approval

December 2021 Planning submission

Q1 2022 Commence construction



- **East Lancashire Paper Mill**

Largest brownfield housing site in the district.
Collaboration with Homes England & BMBC.

400 new family homes 100 - 200 affordable homes

New riverside parkland

Upgraded cricket club

Indicative Programme:

Q2 2021 DPP4 tender (9 Sifting brief responses)

Q3 2021 Second stage tender

Q4 2021 Evaluation

January 2022 Cabinet note successful tender

Q2 2022 Planning submission

2023 Commence construction

2.4 Transport

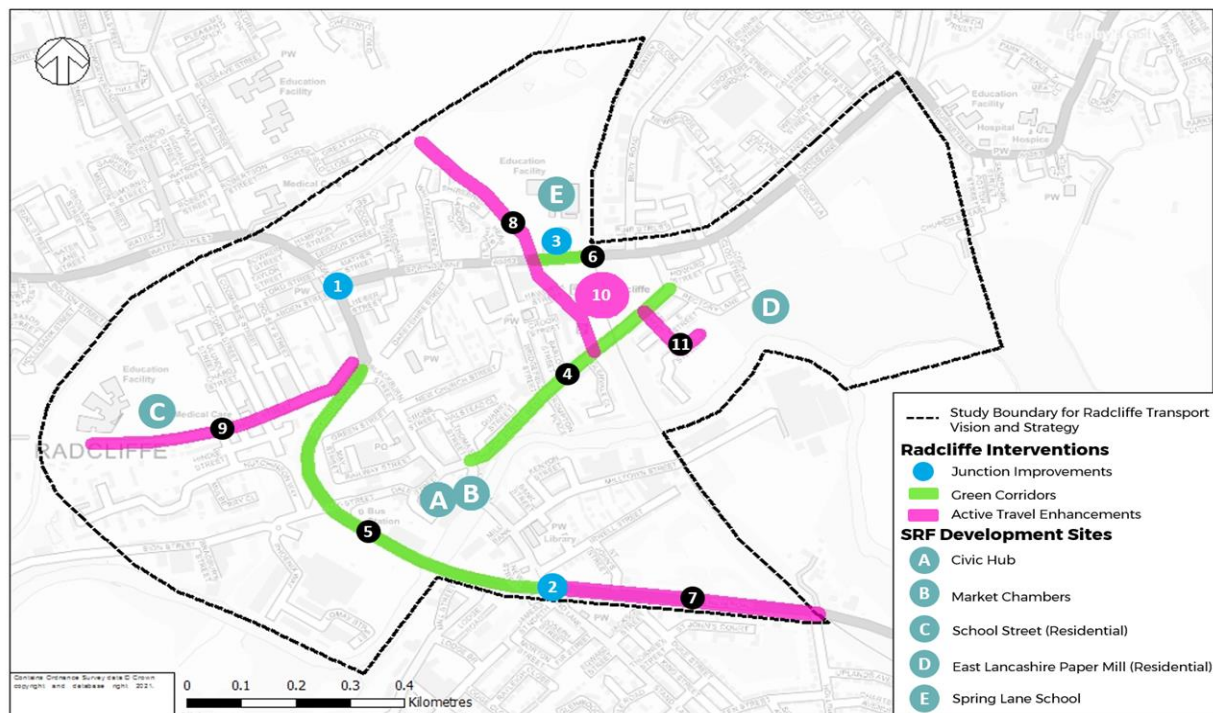
The development of a transport plan for Radcliffe is being undertaken in two phases.

Development of the initial Radcliffe Transport Vision focused on the types of access, movement and public realm interventions that will be delivered in Radcliffe to respond to current and future transport challenges, as well being able to support proposed new development and align to the transport aspirations set out in GM 2040 Transport Strategy.

Given the timescales for submission of Bury Council's LUF bid and the importance of developing the supporting public realm scheme for the Civic Hub, this vision document looked at an outline design and high level costs for the supporting public realm scheme in specific detail. Other key access and movement investment priorities identified will be developed further in the subsequent full strategy document.

Following on from the Transport Vision, the full Radcliffe Transport Strategy is being developed, taking a more detailed look at the specific access and movement interventions to be progressed over the next 10 years in Radcliffe. This longer term strategy document will consider the implications of relevant local and regional strategies and policies including the GM 2040 Transport Strategy, the GM Five Year Transport Delivery Plan 2021-2026 and Transport for North's (TfN) Strategic Transport Plan in more detail, including exploring delivery and funding opportunities that may be available to Bury Council to progress prioritised transport interventions in Radcliffe.

Further engagement with key stakeholders such as Transport for Greater Manchester (TfGM) will also take place to inform the Implementation Framework that will form a key output of the Transport Strategy. Read together, the Radcliffe Transport Vision and Radcliffe Transport Strategy will provide a coordinated plan for transport investment in Radcliffe over the next 10 years and beyond.



Proposed Transport Interventions

List of Background Papers:

- Benefits Realisation Plan – Radcliffe Hub Project
- Radcliffe Transport Investment – Aug 21

Contact Details:

Rebecca Lord

Major Projects Manager (Radcliffe)

Executive Director sign off Date: 3rd September 2021

Executive Team Meeting Date:

Benefits Realisation Plan


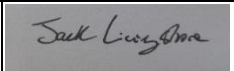

Radcliffe Hub Project

Business, Growth & Infrastructure
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This document summarises the overall strategy that will underpin Bury Metropolitan Borough Council's (BMBC) approach to Benefits Realisation for the Radcliffe Hub project and provides action plans to ensure that the required work will be delivered successfully.

In measuring the success of the project, the council needs to ask the following key questions:

1. How well was the change itself effected?
2. How has the way we deliver services changed?
3. Did we realise the strategic benefits anticipated in the Business Case?

The timing of each of these questions will be key to ensuring that it is answered fully, and the Benefits Realisation Strategy therefore consists of 3 stages:

Stage	Title	Timing (After completion)	Aim
1	Post-project Evaluation	100 days	To assess how the change itself was affected.
2	Operations Review	12 months	To assess the impact on service delivery.
3	Benefits Realisation	18 - 24 months	To assess achievement of strategic benefits.

The benefits derived at each of these points need be assessed from several perspectives, as what may be seen as a benefit to one group of stakeholders may be a dis-benefit to others. The following perspectives will therefore be used at each stage:

- Residents/service users
- Staff
- Finance
- Estates/Environment
- Performance
- Local public sector partners (CCG, TfGM, GMCA)

Wherever possible, BMBC aims to ensure that mechanisms are in place to routinely capture data for all benefits, so that performance can be assessed by the council at any point following the implementation of the project. Existing data sources will therefore be used wherever possible to facilitate this exercise. The council will also aim to ensure that baseline data is provided from this date wherever possible and appropriate so that any changes in the council's performance since the inception of the Business Case can be captured.

Delivering benefits is the primary reason why organisations undertake change. A benefit is a positive and measurable impact of change. Benefits can be tangible (e.g., money saved, jobs created) or intangible (e.g., corporate reputation, capacity for change). They may, or may not, also be quantifiable in cash terms (e.g., reduced costs or greater customer satisfaction).

The forecast benefits of a programme or project are the basis of its business case. The sponsor owns the business case and is ultimately accountable for the realisation of the benefits.

In a cost/benefit analysis the costs are tangible and quantifiable. The tangible and quantifiable benefits will ideally outweigh the costs. It is dangerous to rely too much on intangible and unquantifiable benefits to justify expenditure.

Benefits-driven change requires proactive management throughout the entire life cycle. An organisation identifies the benefits it needs, and initiates changes that are forecast to deliver benefits. During the change, the organisation needs to monitor performance indicators that can reliably predict benefits delivery.

Day-to-day responsibility for the implementation of change and realisation of benefits lies with one or more business change managers. The relationship between the project or programme manager and the business change manager is crucial. The delivery of outputs and the management of change must be closely coordinated.

Benefits management is an iterative process with five main steps as illustrated in Figure One.



Figure One. Benefits management process

Define benefits management plan: This explains how benefits will be managed. It sets out policies for aspects such as measurement, roles and responsibilities, priorities, and key performance indicators (KPIs).

Identify and structure benefits: Requirements are captured from sources such as the project mandate and stakeholders. Benefits depend on the delivery of outputs and the achievement of outcomes. The interrelationships between these need to be understood through benefits modelling and mapping. Each benefit (and disbenefit) should be documented in terms of priority, interdependencies, value, timescales, and ownership.

Plan benefits realisation: This step involves capturing baseline measurements and agreeing targets. Baseline measurements identify the current performance of an operation so that improvements can be measured. The benefits plan illustrates the timeline and milestones for realising benefits, including any dependencies on project outputs or interactions between benefits.

Implement change: Benefits happen when something changes. This usually involves permanently changing attitudes and behaviours as well as physical changes. While implementing change, new opportunities for additional benefits should always be sought.

Realise benefits: Changes to the way people work need to be embedded to ensure that benefits continue to be realised. A business change manager needs to track realisation and ensure that the change is permanent. The bulk of the benefits may only be realised after a project or programme is completed. Long-term actions and monitoring for continued realisation should be documented as part of the handover to business-as-usual.

Realisation Plan: The Benefits Realisation Management Plan provides details of how the benefits process will be applied to the project. It describes the tasks, resources, time frame and

approach to each step of the framework. The executive summary is a brief overview of the theory of change, project scope, outputs programme, key benefits and how they will be tracked.

Background and Context 3

3.1 Project Scope

The Radcliffe Hub project will deliver a sustainable town centre new build development, and the refurbishment and repurposing of existing assets in council ownership. The scope of development includes:

A new build hub developed on the South Block site, housing a wet and dry leisure facility, library, flexible office accommodation for council staff and public sector partners, community and cultural events space, and a commercial retail and food and beverage offer.

The Market Chambers building will be refurbished to house flexible commercial office space, as well as a retail, food, and beverage offer. The building will be linked to the adjacent Market, with access to a newly refurbished basement space which will provide a community and cultural events suite.

The Carnegie Library will be refurbished and repurposed as a community skills and enterprise centre; designed to complement both the civic and wellness functions of the hub for residents and support the development of the business activity linked to the Market and Market Chambers, as well as the wider business community in Radcliffe.

The public realm surrounding this campus of buildings will be enhanced, and provision of infrastructure to support required car parking and active travel incorporated into a wider programme of improvements to connectivity and access to public transport.

3.2 Strategic Objectives

The scope of the project brief and design development have been progressed by a coordinated multi-service team in full alignment with local policy objectives. A brief overview of alignment is set out below and further detail can be provided upon request.

Bury 2030 Vision: Let's Do It - Proposals for the scheme form part of the response to the agreed vision and plan for Bury, promoting coordinated and locally targeted action across each of the key themes.

- Healthy people – developing resilient, connected communities, and establishing community-based health and care linked to wider services through establishing community hubs and promoting active lifestyles.
- Thriving green places – regenerating town centres and encourage inward investment.
- Co-designed ideas – promote community hubs; promote enhanced community capacity; promoting co-design and inclusion.
- Future proofed infrastructure – integrating regeneration with service provision, public transport provision, support strategic housing delivery plans.
- Inclusive business growth – improving educational outcomes; increase the supply of business premises; encourage entrepreneurialism.

Strategic Regeneration Framework for Radcliffe - The SRF provides a single integrated plan for the strategic redevelopment of Radcliffe. The SRF identifies a clear set of interventions and wider strategies to guide growth and to help deliver the transformational change that is required through regeneration in the town. The strategic priority is to focus on the core of the town, acting as a catalyst for further redevelopment and investment in

support of strategic growth aspirations for the town. The Hub is identified as a priority intervention to re-establish a heart for the town. [Regenerating Radcliffe - Bury Council](#)

Bury Emerging Development Plan - The project is fully supportive of the strategic priorities of Bury's emerging development plan, particularly the strategic policies of the 'Places for Everyone' Joint Plan and the more locally specific aims and objectives of the Bury Local Plan:

- Regenerate Radcliffe town centre.
- Prioritise the use of brownfield land.
- Boost northern competitiveness.
- Increase the supply of new homes.
- Reduce the need to travel.
- Meet targets for carbon reduction; and
- Promote health and wellbeing.

Wider objectives

As the hub will support coordinated service delivery, aligned with established delivery mechanisms, the project has been developed having full regard to wider ranging local and sub-regional policy objectives, including:

- *Covid Recovery* – within the framework of the *GMCA Living with Covid Resilience Plan (2020)* and *CV-19: A Moment to Pivot*, promoting a shift towards community wellness hubs emphasising prevention and rapid response.
- *Leisure, recreation, and physical activity* - The Physical Activity Strategy (2020) for Bury highlights the role sports participation plays in encouraging a sustainable healthy lifestyle with a focus on groups in society with the poorest health outcomes.
- *Health* – the Bury Locality Plan (2017) outlines measures aimed at transforming Health and Social Care, focusing on enhanced service integration and early intervention to promote healthier lifestyles.
- *Education and skills* – the Adult Education Strategy for Bury (2020-23) outlines measures aimed at promoting both economic development and social inclusion as part of an integrated offer that supports wellbeing.
- *Housing* – the emerging Housing Strategy for Bury (2020) highlights the importance of focusing housing delivery within established service centres and in proximity to community hubs.
- *Enterprise and business growth* - the 2017 Growth Plan provides an important foundation to the Radcliffe SRF and proposals in relation to promoting the regeneration of town centres as a focus housing and jobs growth.

3.3 Project Case for Change - Outputs and Outcomes

Problems	Description	Response
Acute socio-economic need of local communities	Significant deprivation and low life expectancy, with below average qualifications and limited levels of enterprise a barrier to opportunity for residents	Creation of a Hub to promote integrated service delivery, including access to enhanced leisure and skills provision, complemented by infrastructure to create a supportive environment for enterprise (co-working, incubator) and cultural engagement.
Environmental decline across the town centre	Because of changing patterns in retail and service provision, the town has lost its civic heart	Significant investment to clear poor quality, obsolete stock and deliver high quality hub as a focus for community leisure, recreation, health, and work. This

		will be set within a high-quality civic space, and will act as a focus for wider investment, broadening the appeal of Radcliffe.
Challenges delivering integrated and coordinated services	Existing services provided from several unsuitable premises which contribute to poor accessibility and create barriers to effective integration of teams	The Hub will provide a platform for integrated service provision based on enhanced coordination between teams within the Council, CCG, and other local providers. Flexible workspace will be open to these teams, supporting referral and joint action to ensure the most challenging groups benefit from Levelling Up.

3.4 Theory of Change Model

The project Outline Business Case (OBC) has identified strategic project objectives, and utilised critical success factors to assess the efficacy of the project proposals to deliver the desired benefits.

The logic, or theory of change model, has been developed to summarise these outcomes and outputs, illustrate the shared relationships among the project resources and activities; and depict the synergy between those activities and its intended effects.

Levelling Up Fund: Radcliffe Civic and Enterprise Hub

Logic Model

Golden thread Deliver a new Civic and Enterprise Hub to create a new focus for leisure, learning, community and enterprise within the centre of Radcliffe

Rationale: Economic restructuring in this former industrial town has meant contraction of traditional employment and one of the highest levels of deprivation across the Borough. Significant challenges relate to employment, skills and health. Growth of convenience and digital retail has put pressure on High Street and contributed towards its sharp decline, having an impact on the range and quality of services. The delivery of a new hub for civic functions and economic growth is prioritised within the Strategic Regeneration Framework (SRF) (2020), as well as being aligned with Bury's 2030 Vision and emerging Development Plan amongst other initiatives.

The existing civic hub site and surrounding area comprises outdated low quality retail blocks nearing the end of their economic life. In absence of government-supported investment, it is envisaged the town centre will continue to decline, further undermining viability of key services.

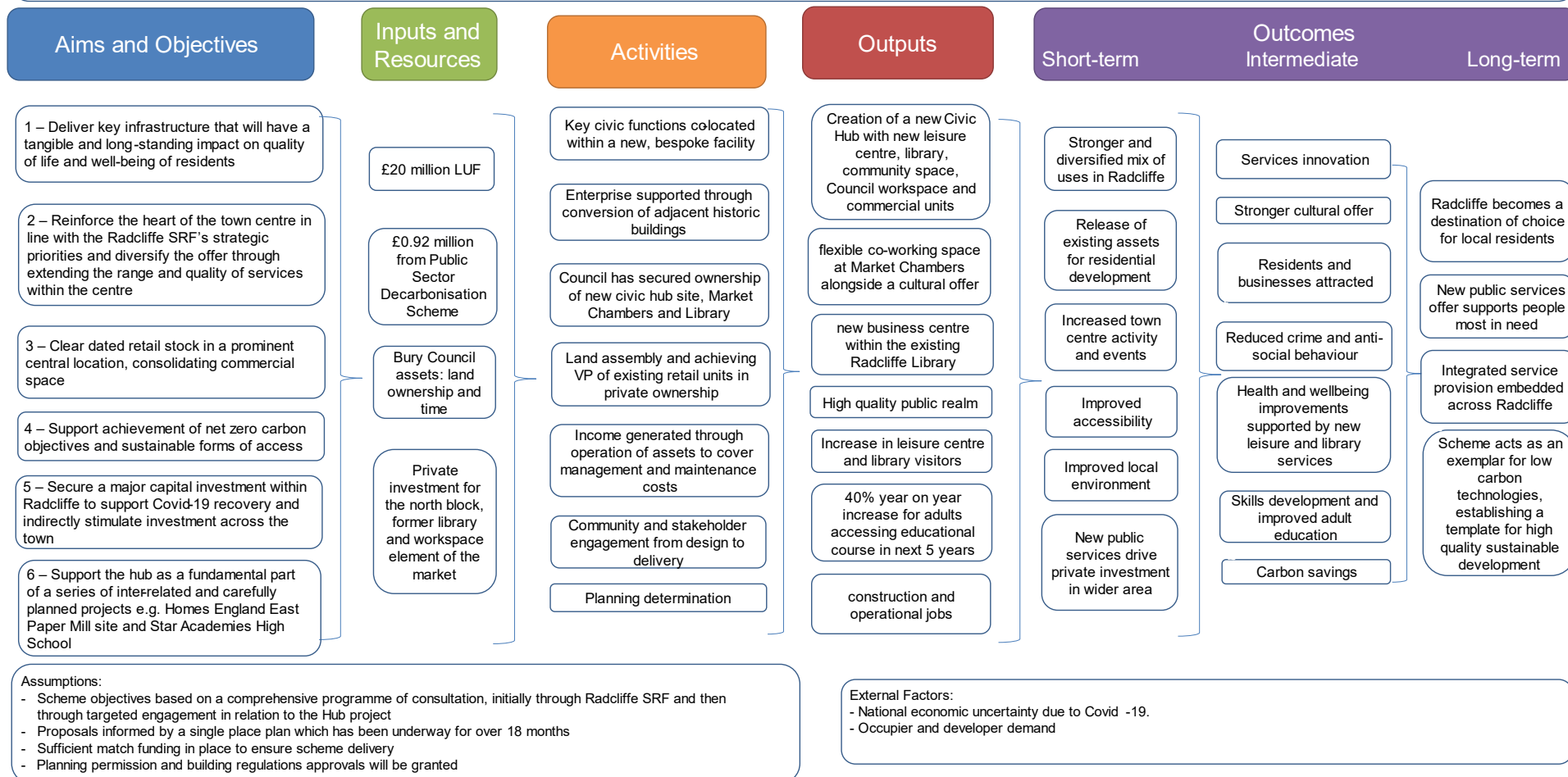
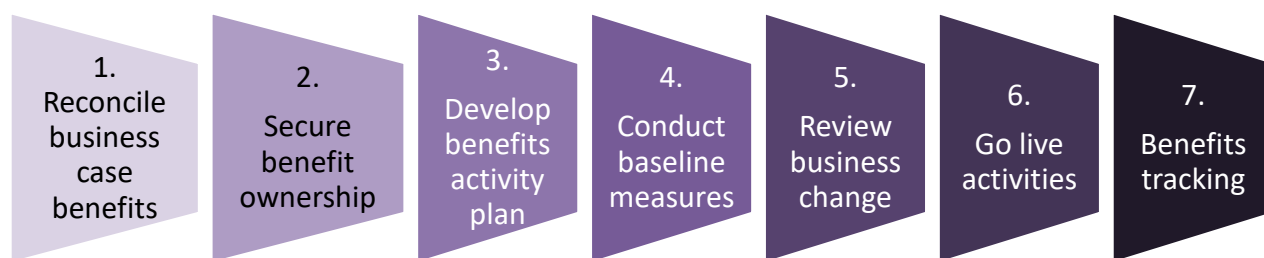


Figure Two - Logic Model



In developing a Benefits Realisation Strategy for BMBC, several 'best practice' resources have been considered to ensure that the council fulfils its responsibilities. These are summarised below:

- PRINCE2 (Projects in Controlled Environments) methodology has been used throughout BMBC as the basis for Project Management arrangements and underpins this document.
- Infrastructure and Projects Authority (IPA) benefits management assurance model
- HMT Greenbook business case development and 5 case model frameworks
- The project is subject to 'Gateway Reviews' carried out by the council to assess progress at key decision points. This review typically occurs 6 – 12 months after a project has delivered its agreed outputs and may be repeated several times over the life of the operational service, dependent on the nature of the project. In addition to this, the Gateway Process also expects that a 'Post Implementation Review' of the project will be completed and that lessons learned have been captured. This document therefore seeks to ensure that all Gateway 5 requirements will be met.

Alongside these best practice approaches, the design, planning, construction, and handover of the space, will followed the RIBA Plan of Work Stages; supporting the management of the project outputs and the teams who will be responsible for delivering them.

The council also supports this with the utilisation of a Soft Landings methodology, which is designed to ensure the project delivers the built environment benefits in the most effective and efficient manner possible.

Benefits Ownership

6

The responsibilities of key committees and individuals in ensuring that this benefits plan comes to fruition are summarised below:

Executive Board: Overall responsibility for delivery of benefits, with responsibility delegated to the Project Board for the duration of its existence.

Senior Responsible Owner: Responsible for ensuring that the 'Post-Project Evaluation report is completed.

Benefits Owners: Each benefit has been given a designated 'owner' who will be responsible for ensuring that measures are appropriate, that mechanisms are in place to collect data on an ongoing basis and that baseline data is collected.

Service Managers: Responsible for ensuring that the necessary data collection mechanisms are embedded in their service(s) and advising benefits owners as to how to ensure that best use is made of existing data sources.

Benefits Realisation Activity Plan 7

The realisation of the project benefits will be phased and will therefore be measured at regular intervals. The categorisation of the benefit in question will dictate when an audit of activity and realisation is carried out; these are detailed below:

- Post-project Evaluation
- Operations Review
- Strategic Benefits Realisation

Post Project Evaluation 8

The purpose of the PPE is to document the project journey and the outcome of the project and product. It will give stakeholders the opportunity to contribute and comment on the following:

- Was the brief interpreted correctly?
- Did the design meet the brief?
- Was there proactive liaison regarding:
 - Briefing Stage?
 - Design Stage?
 - Construction Stage?
- Was the project delivered within programme?
- Was the project delivered within budget?

The Post Project Evaluation Forms will be completed by the Service Leads and the Project Manager. The Post Project Evaluation form will be used as a learning tool and therefore honest feedback will be sought. These will be of benefit to:

- The council – in using this knowledge for future capital schemes.
- Other key local stakeholders – to inform their approaches to future projects.
- Contractors – to understand the healthcare environment better.

The evaluation will examine the following elements:

- The effectiveness of the project management of the scheme – viewed internally and externally.
- The quality of the documentation prepared by the council for the contractors and suppliers.
- Communications and involvement during procurement.
- The effectiveness of advisers utilised on the scheme.
- The efficacy of government guidance in delivery the scheme.

The purpose of the Post Project Evaluation meeting with the Design Team and Contractor is to examine and document the project journey and the outcome of the project and product. This will be undertaken once the project is completed and has financial closure.

It gives the Project Manager, The Design Team, and the Contractor the opportunity to contribute and comment on the following:

- Introduction.
- Brief.
- Brief interpretation.
- Contractor feedback.
- Team meetings/site meetings.
- Design Process/Change Management.
- Sub-Contractor performance.
- Quality and Control.
- Health and Safety.
- Programme.
- Finance.

In summary, the procedure to close out the Project will be ...:

- BMBC project close out meeting.
- Project close out report.
- Project Team Debrief Meeting (Lessons Learnt)
- Final appraisal of the Project Benefits Realisation Review Plan

The plan below uses the benefits outlined in the original Business Case wherever possible and identifies measurements that will enable the council to assess whether that particular benefit has been derived.

ID	Perspective	Programme	Business Case Benefit	Measurement(s)	Currently Monitored? Y/N	Owner	Measurement Method
001	Adult Learning Services users in Radcliffe Library	Work with library staff and users to establish opportunities to deliver within Radcliffe Library.	Maintain and, where possible increase the number of users accessing ALS provision	Number of users accessing ALS provision within Radcliffe library	Y	Adult Learning Services	ALS data on users
002	Radcliffe parents	Increase learning opportunities for parents to engage in family learning.	Increase number of parents engaging. Offer courses available independent of school cooperation with regards to venue	Number of parents enrolled and active in classes. Number of courses available independent of school cooperation	Y	Adult Learning Services	ALS data on users and courses
003	Radcliffe men	Identify possible needs of current/new cohorts and establish a range of courses aimed at engaging males to increase male participation in ALS	Increase the number of men enrolled and active in classes. Increase the number of courses aimed at engaging men	Number of men enrolled and active in classes. Number of courses aimed at engaging men	Y	Adult Learning Services	ALS data on users and courses
004	Radcliffe residents	Residents of Radcliffe can access one to one Information Advice and Guidance (IAG) sessions to identify their learning needs and be signposted to suitable provision	Establish the facilities to allow increased numbers of residents to attend IAG sessions. Increase numbers of residents undertaking initial assessments	Number of regular IAG sessions at the hub Number of residents undertaking initial assessments	Y	Adult Learning Services	ALS data on users
005	Radcliffe job seekers	Deliver ICT support for job seekers Job Club (work in partnership with Job Centre Plus to assess demand)	Deliver ITFY short courses. Establish drop in Job Club.	The establishment of ITFY short courses in conjunction with Job Centre Plus The establishment of a drop in Job club	N (services not yet delivered)	Adult Learning Services	ALS data on users and courses
006	Current and potential new Adult Learning Services users	Expand the breadth of curriculum delivered within Radcliffe to encourage widen participation and progression onto accredited provision.	Offer short non accredited engagement courses/tasters to: 1. Increase numbers of attract the hard to reach into learning.	The establishment of short non accredited engagement courses/tasters Numbers of the hard-to-reach engaging.	Y	Adult Learning Services	ALS data on users and courses

			2. Increase numbers progressing onto qualifications or other provision at the main centre in Bury.	Numbers progressing from short non accredited engagement courses/tasters to obtaining qualifications or other provision from ALS			
007	Current and potential new Adult Learning Services users	Expand the breadth of curriculum delivered within Radcliffe with regards to all courses	Increase the number of courses available to Radcliffe residents. Increase numbers of participants enrolled in ALS courses in Radcliffe	Increase numbers of participants enrolled in ALS courses in Radcliffe	Y	Adult Learning Services	ALS data on users and courses
008	Radcliffe residents (less digitally able)	Base for targeted Digital Skills provision within Radcliffe	Establish venue for regular essential digital skills provision in line with national priority and local need. Increase resident's ability to access information and services	The establishment of an appropriate venue The numbers enrolled on digital skills courses	Y	Adult Learning Services	ALS data on users and courses
009	Radcliffe residents (less digitally able)	Set up a 'Digital Centre' for Radcliffe, which allows residents to use fewer formal means of education and develop skills using their own devices to enable groups of people to improve their digital literacy and skills	Increase numbers obtaining digital skills	The numbers enrolled on the less formal digital skills gateways. Numbers progressing from these non-accredited engagement courses/tasters to obtaining qualifications or other provision from ALS	Y	Adult Learning Services	ALS data on users and courses
010	Radcliffe residents	Extend reach of available Wellbeing provision into Radcliffe community	Increase number of wellbeing programmes according to need in Radcliffe	Number of wellbeing programmes being delivered by ALS. Numbers enrolled on ALS wellbeing classes	Y	Adult Learning Services	ALS data on users and courses
011	Those afflicted by Covid	Continue to adapt to needs related to Covid	Establish new covid related pathway by establishing an offer of support for those who have had covid or are suffering with long covid.	Numbers obtaining Covid related support from leisure facilities.	N	Leisure services/ wellness	Leisure data on users, surveys on wellness following the use of the Covid support service
012	Leisure services/ Wellness Services	Improved efficiency through integrated use of MIS	Reduce running costs through management savings and utility savings.	Reduced cost/ overheads.	Y	Leisure services/ Wellness Services	Staff survey on MIS use Financial reports - revenue
013	Leisure services/ Wellness Services/ Operations/ Corporate Landlord	Decarbonise all Council buildings by 2038 and ensure that new builds (including the hub) are 0 net carbon.	Reduced carbon emissions	Amount of electricity purchased by the Council from renewable sources.	Y	Leisure services/ Wellness Services/ Operations/ Corporate Landlord/ Environment Team	Service data/ national grid data

014	Radcliffe residents	Continue and expand the leisure services online digital platform to encourage wellness provision at home.	Reduced carbon emissions. Increased participation – improved health outcomes	Numbers using the leisure services online digital platform. Borough-wide data on health outcomes	Y	Leisure services/ Wellness Services	Service data on digital courses Borough-wide data on health outcomes
015	Leisure services staff	Continued home working for office-based leisure staff, with a view to transitioning to an agile working policy post-covid to discourage travel.	Reduced carbon emissions related to travel. Operational savings related to cost per head	Distance travelled by staff to work by less sustainable means. Amount of desk space per office-staff member Revenue savings to Council	N Y Y	Leisure services/ Wellness Services	Survey on staff means of travelling into work. Service data on desk space Service data on operational costs.
016	Leisure services/ Wellness Services/ Operations/ Corporate Landlord	Ensure that leisure facility is built with sustainable materials and with sustainable M&E systems	Reduced carbon emissions. Operational savings related to cost per head	Assessment of lifetime environmental footprint of materials and systems utilised	N	Leisure services/ Wellness Services and operations/ environment team/ Construction team	Data from metering
017	Leisure services/ Live Well/ Radcliffe residents	In Radcliffe, accelerate considerations for the adoption of a joint strategic commissioning approach for health and wellbeing prevention and early intervention programmes	Continue provision and where possible increase the provision of commissioned services such as Prehab 4 Cancer, Cardiac Rehabilitation, and Pulmonary Rehabilitation	Number and range of courses available Number of users enrolled on courses	Y Y	Leisure services/ Wellness Services	Service data on courses available and users enrolled
018	Leisure services staff	Support workforce retraining and capacity building of Radcliffe Leisure staff to provide more scalable and replicable specialist wellbeing interventions to support recovery.	Broaden staff skill sets. Increase staff uptake of CDP's and other training. Ensure all staff adopt a make Every Contact Count (MECC) approach	Number of staff enrolled on CPD. Number of staff enrolled on and completed MECC training and using it in work	Y Y	Leisure services/ Wellness Services	Survey on staff skill set Service data on CPD take up and completion. Service data on MECC training. Staff survey on how MECC approach is utilised.
019	People in disadvantaged groups can obtain discounted health care	Increase numbers obtaining and using active lifestyles discount card	Increase participation, improve health & wellness outcomes	Number of individuals obtaining active lifestyles discount card and numbers using it regularly.	Y	Leisure services/ Wellness Services	Number of individuals obtaining active lifestyles discount card and numbers using it regularly.
020	Schools	Continue broad engagement between leisure services and schools and continue primary school swimming programmes	Increase participation, improve health & wellness outcomes. Ensure every primary school student can swim	Number of schools engaged numbers of students engaged. Number of primary school students using swimming facilities.	Y Y	Leisure services/ Wellness Services	Service data on primary school students using swimming facilities. Service data on interactions with schools and use of leisure facilities by students.

021	Radcliffe residents	Increase numbers of active Radcliffe residents, in line with Sports England targets	Increase in overall activity – improve health & wellness outcomes	Number of “active” Radcliffe residents	Y	Leisure services/ Wellness Services	Survey on (in)activity to representative sample of Radcliffe population
022	Vulnerable Radcliffe residents	Increase numbers of participants from key groups in new leisure centre compared to the temporary facilities.	Increase in overall activity – improve health & wellness outcomes. Reduce loneliness	Number of participants from key groups	Y	Leisure services/ Wellness Services	Service data on users and survey of leisure centre users
023	Radcliffe residents generally, but focus on the overweight, the obese, and pre-diabetics	Increase numbers of participants on tier 2 weight management service and the diabetes prevention programme.	Improve health outcomes for Radcliffe residents	Numbers on tier 2 weight management service and the diabetes prevention programme	Y	Leisure services/ Wellness Services	Service data on the numbers of users of these programmes Radcliffe-wide data on numbers with diabetes and weigh issue
024	Users of GM Moving Local Pilot B (Coronation Road)	Ensure users of GM Moving Local Pilot B (Coronation Road) are linked to leisure and wellness provision. (To align and work with the Radcliffe Local Pilot to provide opportunities where feasible)	Improve health & wellness outcomes for Radcliffe residents.	Numbers of users using both Coronation Road and leisure facilities	Unsure	Leisure services/ Wellness Services/ Library services	Service data on cross referrals Survey data of GM Moving local pilot users
025	Business start-ups and growth potential organisations in Radcliffe	Promote existing and future business support through networking, social media	Enterprise Centre supporting a wider network of businesses to be engaged and informed of support available/raised awareness of the GM Business Growth Hub programmes	Increase in business start-up and survival.	Y	Economic Development	TBC
026	Bury Council assets connected to full fibre infrastructure in Radcliffe including Council owned building, schools, and CCTV structures.	Full Fibre Roll out – fibre to premise	Fibre to the premises to anchor buildings with an intent to open the market for more infrastructure for surrounding businesses and residents.	Fibre provisions increase	Y	Economic Development	Asset Register
027	Radcliffe Businesses	Businesses engaging with the Greater Manchester Good Employment Charter	Providing a Living Wage Creating Healthy Workplaces Empowering employee voice Good recruitment practices Increased recruitment and retention	Businesses support the Charter and workforce health, and wellbeing is at the forefront of business plans	Y	Economic Development	TBC

			Improved access to learning and skills				
028	Radcliffe Residents (unemployed)	Improve indicators (underemployment, unemployment) Integration of services in the employment and skills sphere to facilitate a coherent customer journey	Integrated service via the Radcliffe Hub by facilitating space and joint working.	Decrease in unemployment and under employment in Radcliffe	Y	Economic Development	Employment data, welfare data
029	Radcliffe Residents and Businesses	Digital skills	Digital Inclusion micro team established	Increase in residents and businesses accessing digital skill support. Digital nervous/excluded reduced.	N	Economic Development / Libraries	TBC
030	Radcliffe Businesses	Bury Means Business/Business Engagement	Brand established/further work to strengthen Bury Council's Business Engagement Strategy.	Growth in networking opportunities with Radcliffe businesses connecting to other business across the town, borough, and GM region.	Y	Economic Development	TBC
031	Radcliffe residents (digitally excluded or in need of digital assistance)	IT training courses delivered in partnership with Adult Learning and external partners, e.g., Barclays. Digital Buddy scheme for volunteers to support digitally excluded residents	Increase skills of residents with little or no IT skills	Numbers of individuals using this service. Number of individuals with adequate IT skills following the course	Y	Library services/ Wellness Services	Service data Survey of course takers to feedback on their IT skills
032	Radcliffe business	Digital support for local businesses	Increase digital skills for businesses/ business owners	Numbers undertaking this service at the library or in conjunction with the library.	Y	Library services/ wellness	Service data Survey of course takers to feedback on their IT skills
034	Library/ Radcliffe residents	Maintain displays of archive and local history materials – continue relationship with Radcliffe Heritage Society	Increase recognition of Radcliffe's history and heritage	Numbers attending displays and accessing archive and local history materials	N	Library services/ wellness	Service data on attendees Survey of attendees to ascertain cultural feedback
035	Radcliffe residents	Arts and craft activities for adults and children running from the library	Improved wellbeing from cultural activity	Numbers attending the classes. Qualitative data on wellbeing and feedback results from the cultural activity	Y N	Library services/ wellness	Service data on attendees Survey of attendees to ascertain cultural and wellbeing feedback
036	Radcliffe residents	Author events linking with regional programmes such as New Writing North	Improved wellbeing from cultural activity The production of new works of literature and art	Numbers attending the events. Qualitative data on wellbeing and feedback results from the cultural activity	Y N N	Library services/ wellness	Service data on attendees Survey of attendees to ascertain cultural and wellbeing feedback – including the production of new cultural artefacts

				The production of new literature and art following attendance			
037	Community groups	Enable and develop stronger communities through: 1. Volunteer programme 2. The library as a host venue for community groups 3. Out of hours use of library space available for partner organisations	Extra facilities available for partner organisations Increased individual and community confidence Increased wellbeing through communal activities Improved wellbeing outcomes, such as decreased loneliness	Numbers attending out of hours space	Y	Library services/ wellness	Service data on attendees
038	Radcliffe residents/ civic hub users	Create public realm and a highways network conducive to a complete transition to fossil fuel free local travel by 2038, by improving active travel links, improved electric car charging facilities and reducing amounts of freight delivered by HGV and LGV in Radcliffe	Reduced carbon emissions. Improved health outcomes from increased amounts of active travel and lower pollution levels	Amount of CO ₂ and other pollutants Numbers using active travel, public transportation, and private vehicles	Y Y	Operations/ Environment Team/ Highways	Air quality monitoring station information TfGM survey data
039	Hub staff and users	Encourage waste reduction and increased recycling in the Civic Hub	Reduced carbon emissions. Reduced consumption of other resources. Reduced consumption of energy	Amount of CO ₂ and other pollutants produced. Amount of waste produced	Y Y	Operations/ Environment Team/ Waste Operations	Information from waste operations on waste collected.
040	Hub staff and users	Encourage the consumption of low emissions food within the hub and ensure that all food waste that can be recycled is recycled	Reduced carbon emissions. Reduced energy consumption.	Amount of CO ₂ and other pollutants produced. Amount of waste produced	Y Y	Operations/ Environment Team/ Wellbeing team	Boroughwide information on CO ₂ levels Information from waste operations on waste collected.
041	Hub designers	Ensure the planting of street trees in the public realm associated with the Civic Hub proposals	Reduced carbon emissions. Increased wellbeing through improved green infrastructure Reduced pollution from e.g., particulate matter through street trees	Amount of CO ₂ and other pollutants produced. Number of trees planted and successfully established	Y Y	Operations/ Environment Team/ Leisure Services	Boroughwide information on CO ₂ levels Service data on trees planted
042	Local businesses	Encourage the growth of green businesses in the start-up space	Reduced carbon emissions. Develop range of businesses and	Amount of CO ₂ and other pollutants produced.	Y N	Management of commercial spaces TBD	Boroughwide information on CO ₂ levels

		created in the hub proposals	employment opportunities providing support for zero carbon lifestyle	Number of green businesses and start-ups in the hub			Service data on numbers of green businesses
043	Radcliffe Community Groups	New suite of community facilities, of different sizes to be delivered in the hub project	Improved health outcomes Increased individual and community confidence Improved wellbeing outcomes, such as decreased loneliness	Number of community groups using the community facilities. Number of individuals in community groups attending.	N N	C Beadsworth	Service data on attendees Survey on attendee's wellbeing
044	Radcliffe residents	New suite of facilities, including Market basement to host cultural performances, in conjunction with	Increased wellbeing from consumption of cultural goods Increased wellbeing from individuals producing cultural performance and artefacts. Increased cultural cache to attract in new businesses. Increase in social inclusion and feelings of connection to place. Reduced crime. Multiplier effect from businesses catering to the needs of cultural space/ activities	Number of individuals using cultural facilities. Amount of wellbeing produced. Number of businesses moving to or setting up in Radcliffe related to the cultural offer. Number of people noting increased levels of social inclusion. Number of people reporting reduced crime	N N N N	Operator of cultural facilities TBD	Service/ operator data Surveys to determine the impact of cultural events on participants and attendees. Survey of local business on impact of cultural events

Service Quality Indicators

10

Service	Service Element to be monitored	Method of measurability	Frequency of Monitoring	Responsibility
Adult Learning Service	Widen participation of Radcliffe residents engaging in learning: - ICT and wellbeing provision	Number of learners, attendance & success rates. Data reports Township data dashboards	Termly	MR
	Range of introductory courses on offer to engage hard to reach and offer suitable pathway.	Number of learners engaged attendance & success rates. Progressing onto other courses.	Termly	MR
	Family learning courses	Courses established and number of parents engaged. attendance & success rates.	Termly	MR

	Male engagement in provision	Data from enrolments	Termly	MR
	Opportunities for residents to receive IAG focused on their learning needs	Student services data	Termly	MR
Leisure Services	Membership Sales	Numbers of sales, further broken down by Membership Type / Site / Month	Monthly	JV
Leisure Services	Active Members	Numbers of active members further broken down by Membership Type / Month	Monthly	JV
Leisure Services	Centre Visits	Numbers of visits further broken down by site / Month	Monthly	JV
Leisure Services	Children Registered for Swimming	Numbers registered broken down by Site / Month	Monthly	JV
Leisure Services	Swimming Centre Attendance	Numbers broken down by Site / Month	Monthly	JV

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Radcliffe

SRF Transport Investment Strategy

Presented by:

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Radcliffe SRF – Transport Investment Strategy

About Radcliffe

Key town within Bury Metropolitan District.

2.5 miles (4 km) south-west of Bury and 6.5 miles (10 km) north-northwest of Manchester

Radcliffe is very well connected by road, with easy access to the M60, M62 and M66.

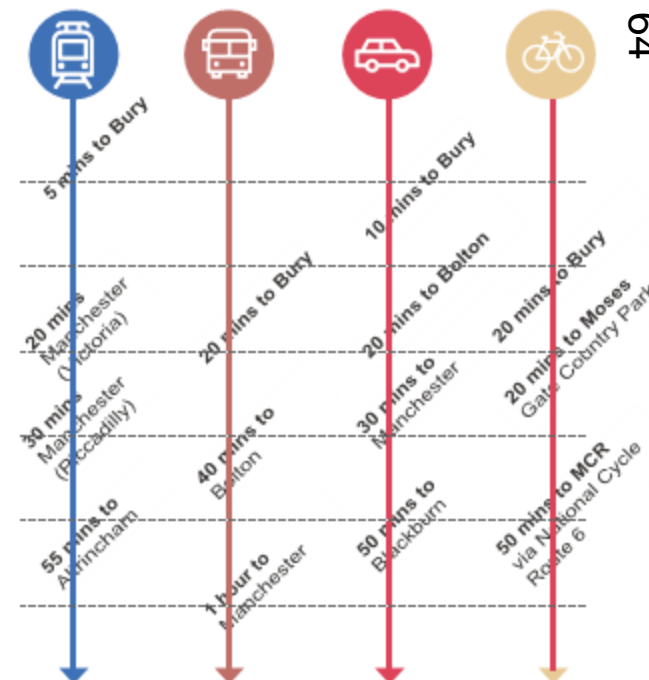
Radcliffe Bus Station is located within the core of the town centre, and provides local bus services to Bury, Bolton and Manchester.

The town is served by Manchester Metrolink with fast services into Manchester City Centre and Bury Town Centre.

There are numerous Public Right of Way and cycle routes within and around the town. The canal provides a continuous pedestrian and cycle link between Moses Gate Country Park and Bury, via Radcliffe.

Radcliffe Strategic Regeneration Framework (SRF)

Radcliffe is undergoing a period of significant transformation and has been identified by Bury Council as a focus area for regeneration and growth over the forthcoming years. In September 2020, a Strategic Regeneration Framework (SRF) was adopted for the town which set the long-term vision for the regeneration of the town through the delivery of a new Civic Hub, secondary school and 500 new residential dwellings around the town centre. Bury Council identified the need to create an overarching transport plan for Radcliffe to support the delivery of these sites and to meet the wider growth objectives for the town.



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The Radcliffe Transport Vision & Strategy

- **Radcliffe Transport Vision** was the first phase in the development of a transport plan for Radcliffe. The Transport Vision developed the thinking around the types of access, movement and public realm investment needed to be delivered in Radcliffe to support the town's regeneration and growth, as well as achieving the transport aspirations set out in the Greater Manchester 2040 Transport Strategy to deliver an integrated transport system. A detailed baseline analysis helped to inform the Transport Vision and develop an understanding of the baseline movement and access conditions in the town. Early engagement with Bury Council officers and Transport for Greater Manchester (TfGM) was also undertaken to inform the study and to reach a consensus on the transport priorities needed in Radcliffe. A series of high-level transport and investment priorities were identified to respond to the current and future challenges, the outcomes of the baseline analysis and feedback received during the engagement process. The transport priorities identified in the Transport Vision represented broad themes for investment in Radcliffe and included car parking, active travel, wayfinding and public transport improvements, with a specific focus given to developing outline designs for the Levelling Up Fund (LUF) for Bury South which centred on public realm improvements to support the delivery of the SRF Civic Hub.



- **Radcliffe Transport Strategy** will deliver the next phase of Radcliffe's transport plan. This Strategy will identify a long list of transport interventions for Radcliffe which align to the investment priorities set out in the Transport Vision and to the wider local transport agenda. Concept design work will be undertaken for those schemes which are deemed to be a key priority for Radcliffe over the next ten years. To guide the successful delivery of these schemes, an implementation framework and route map including indicative timeframes and potential funding sources will be created, providing a coordinated and detailed plan for transport investment in Radcliffe over the next 10 years and beyond.



Radcliffe SRF – Transport Investment Strategy



A bespoke study boundary was devised for Radcliffe Transport Vision as shown in **Figure 1**. The study boundary was developed to encapsulate the key transport interchanges in Radcliffe (highlighted in the figure) and the proposed development sites from the SRF including:

- Civic Hub
- Market Chambers
- Residential development at School Street
- East Lancashire Paper Mill Residential Site
- Radcliffe Secondary School

The study boundary has also been adopted for this Transport Strategy, to allow short term priority schemes for Radcliffe to be delivered which provide localised benefits and support key Radcliffe SRF developments.

Although this Transport Strategy focuses solely on this localised area, it will align and inform the priorities and forthcoming transport strategy for the wider borough.

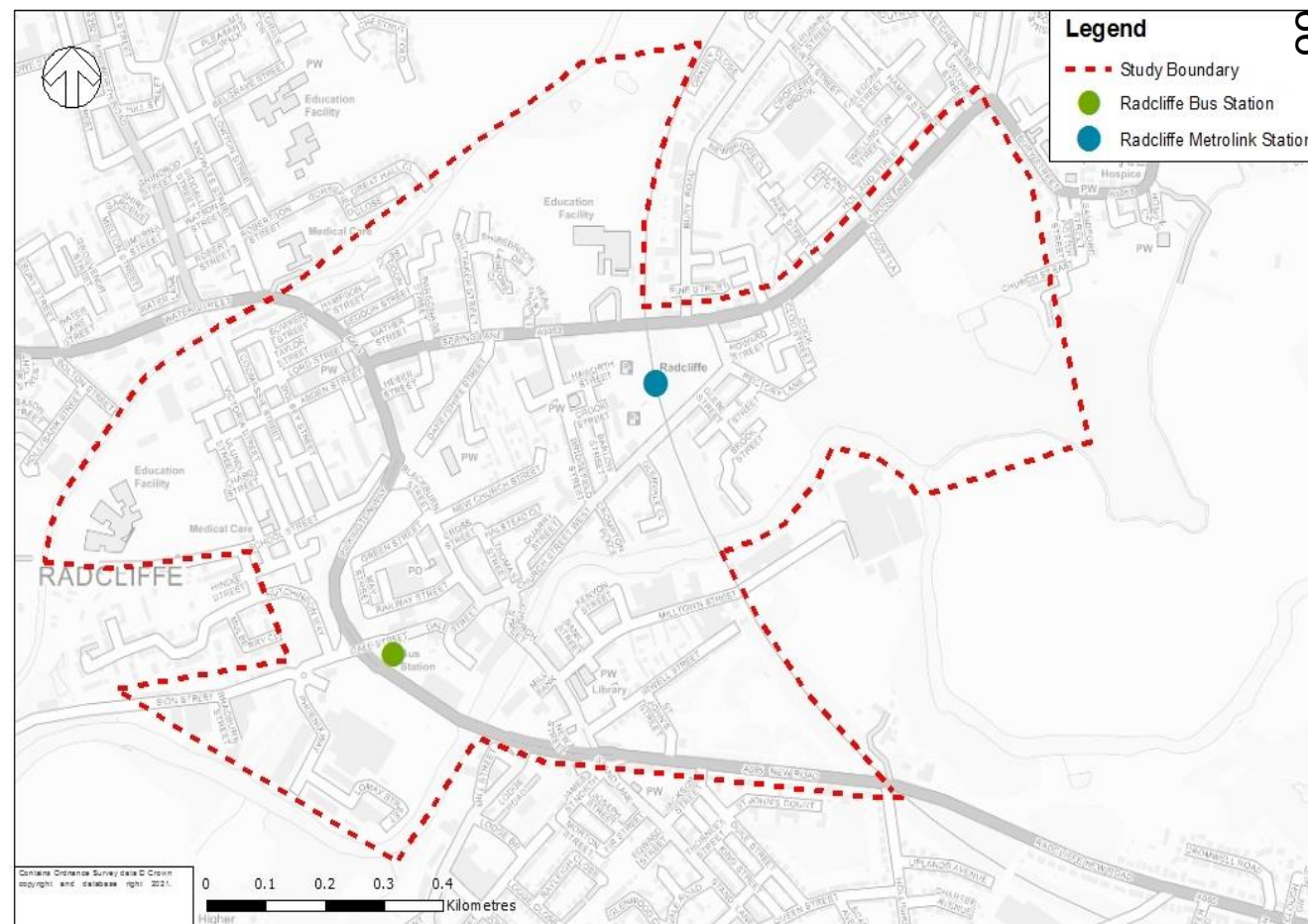


Figure 1. Radcliffe Study Boundary

Regional Strategic Alignment

Greater Manchester Transport Strategy 2040

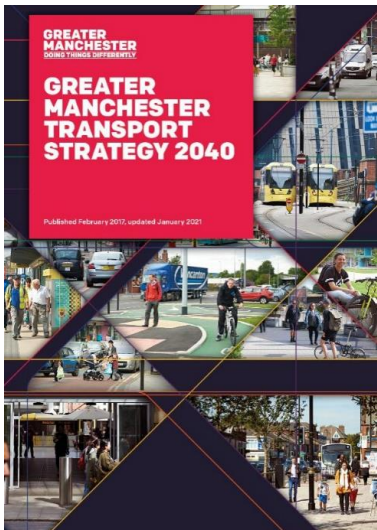
The 2040 Transport Strategy sets out the vision for Greater Manchester to have “world class connections that support long-term, sustainable economic growth and access to opportunity for all” by being integrated, affordable and reliable.

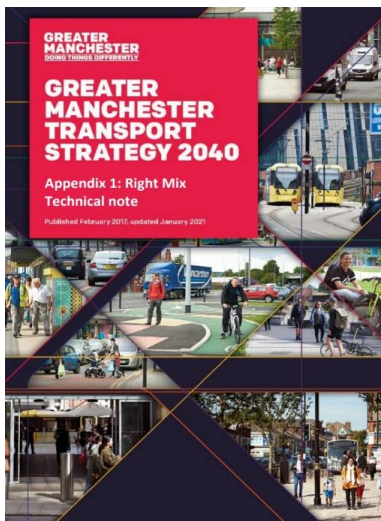
The four key goals which support the vision are as follows:

1. Supporting sustainable economic growth
2. Improving quality of life
3. Protecting our environment
4. Developing an innovative city-region

Implications for Radcliffe Transport Strategy

The GM 2040 Transport Strategy sets important context for how an integrated transport system will be developed across Greater Manchester. This Transport Strategy reflects these aspirations and goals set out in the GM 2040 Transport Strategy and provides an action plan for the delivery of new sustainable transport connections, transport interchanges and efficient transit links alongside a comprehensive walking and cycling network, all of which will need to come together to form a world-class modern, integrated and reliable transport network; supporting ‘Our Network’ ambitions. Investing in Radcliffe’s transport network to enhance the reliability, convenience and offer will support the proposed SRF developments, potentially enabling some sites to come forward more quickly and sustainably.





Greater Manchester Transport Strategy 2040: Right Mix Technical Note

The Right Mix Technical Note underpins the GM 2040 Transport Strategy by outlining an adaptive vision-led approach to transport planning. The 'Right Mix' vision is to reduce car use to no more than 50% of daily trips across Greater Manchester, with the remaining trips to be made by public transport, walking or cycling.

Implications for Radcliffe Transport Strategy

The following 'Right Mix' themes have been used to inform and shape the transport priorities identified in this Transport Strategy:

- Targeted regeneration will increase the potential to support enhanced Neighbourhood trips in Radcliffe
- Proposed new dwellings will help facilitate more walking trips in Radcliffe, as new residents access services within the town centre
- Interventions such as new Beeways, increased cycle network capacity and enhanced cycle parking will support targets for higher levels of cycling
- Enhancements to the facilities and passenger experience at Radcliffe Metrolink will enhance mode share
- Integrated ticketing between bus and Metrolink to allow buses to become feeders to the Metrolink

Investing in active travel infrastructure to enhance Neighbourhood trips in Radcliffe, will encourage sustainable trips to and from proposed new development sites and encourage walking and cycling for short journeys into and around the town centre.

Radcliffe SRF – Transport Investment Strategy



Five Year Transport Delivery Plan 2021-2026

The Five Year Delivery Plan sets out the actions needed to achieve the GM Transport Strategy 2040 priorities. The aim of the Delivery Plan is to provide an integrated approach to transport and land use planning by identifying strategic transport interventions required to deliver the scale of growth envisaged for Greater Manchester.

Implications for Radcliffe Transport Strategy

The Five Year Delivery Plan presents a programme for achieving Greater Manchester's 'Right Mix' vision through supporting investment in the following transport schemes in Radcliffe:

- Radcliffe Town Centre Improvements
- Bolton-Radcliffe Rapid Transit Corridor
- Travel Hub at Metrolink
- Bury to Radcliffe canal towpath improvements

This Transport Strategy ensures the priority interventions identified will support and integrate with the delivery of these four schemes.

Greater Manchester Low Emission Strategy

The Low Emission Strategy sets out TfGM's action plan to tackle emissions from road transport to improve air quality and reduce carbon emissions.

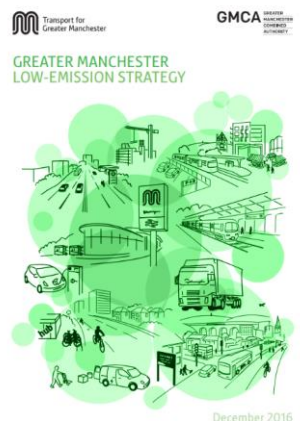
It identifies several themes around which potential measures are based and identifies a series of priority areas for future investment:

- Stimulating the uptake of ultra-low emission vehicles
- Reducing emissions from moving freight
- Reducing emissions from buses on key urban corridors
- Changing travel behaviour
- Investigation of Clean Air Zones
- Promoting high sustainability in new development

Implications for Radcliffe Transport Strategy

The priority schemes identified in this Transport Strategy align to the priority areas for future investment including supporting the uptake of low emission vehicles, changing travel behaviour to more sustainable modes and promoting sustainable travel to and from new development proposed in Radcliffe.

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Radcliffe SRF – Transport Investment Strategy



TfN Strategic Transport Plan

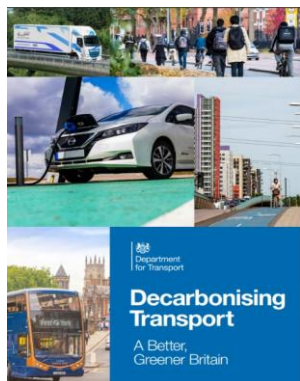
The Transport Plan outlines how strategic investment in transport could unlock inclusive and sustainable economic growth.

The vision is to create “A thriving North of England, where world class transport supports sustainable economic growth, excellent quality of life and improved opportunities for all” by:

1. Transforming economic performance
2. Increasing efficiency, reliability, integration and resilience in the transport system
3. Improving inclusivity, health and access to opportunities for all
4. Promoting and enhancing the built, historic and natural environment

Implications for Radcliffe Transport Strategy

The vision set out in the Strategic Transport Plan aligns to the priorities and rationale for transport investment in Radcliffe. Investing in the priority interventions identified in this Transport Strategy will support and unlock sustainable economic growth through the delivery of the SRF sites.



Decarbonising Transport Plan

The Decarbonising Transport Plan sets out how the UK will reduce emissions across all forms of transport by 2050 and the associated benefits this will provide.

The six key strategic priorities set out in the Transport Plan to achieve a decarbonised transport system before 2050 include:

- Accelerating modal shift to public and active transport
- Decarbonising road transport
- Decarbonising how we get our goods
- UK as a hub for green transport technology and innovation
- Place-based solutions to emissions reduction
- Reducing carbon in a global economy

Implications for Radcliffe Transport Strategy

The priorities identified in this Transport Strategy support enhanced sustainable travel around the town centre, the move towards green transport technology and will help to encourage modal shift to walking, cycling and public transport in Radcliffe. These investment priorities align to the strategic priorities set out in the Decarbonising Transport Plan and will support the national target to achieve a reduction in carbon emissions by 2050.

Objectives

To achieve the overall vision and goals for Radcliffe the following objectives were developed as part of the Transport Vision:



1. Deliver a **high quality, safe and attractive public realm scheme** which will support the proposed Civic Hub in the heart of the town centre
2. Deliver a **comprehensive active travel network**, with high quality routes, wayfinding and other supporting infrastructure including secure cycle parking
3. Support **public health and climate change priorities** by facilitating and encouraging more trips to be made by sustainable modes including active travel and public transport rather than by car
4. Enhance the **arrival experience** for visitors travelling into Radcliffe by public transport by delivering public realm, walking and cycling improvements around key public transport nodes
5. Develop a **strategy for car parking** which minimises the impact of traffic on the town centre and supports emerging technologies (i.e. EV charging)
6. Enable the **proposed SRF development sites to come forward** in a sustainable manner through investment across all modes of transport in Radcliffe

Both the overarching goals and objectives will be taken forward and used to inform the development and outcome of this Transport Strategy.

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Radcliffe SRF – Transport Investment Strategy

Current Challenges - Church Street West, Metrolink Station & Active Travel



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Existing transport challenges

Public transport

1. Need to better connect the Metrolink stop with the wider town centre; currently feels segregated from the wider town despite being geographically close
2. Underutilised land adjacent to the Metrolink stop could be developed to enhance Metrolink as a transport hub for Radcliffe
3. Opportunity to deliver a new link from Festival Gardens into Metrolink; noted that this scheme is already being explored by TfGM and Bury Council
4. Poor arrival experience at the town centre bus station; need to enhance public realm to better connect the bus station towards Dale Street



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Existing transport challenges

Walking and cycling

1. On-street cycle infrastructure feels tokenistic and does not contribute towards a safe and attractive cycle network
2. Connections from across Radcliffe towards key active travel assets such as the safe, off-street route alongside the Manchester, Bolton and Bury Canal should be enhanced
3. Opportunities to reduce barriers to cyclist movement such as on-street car parking should be investigated further
4. Key gateways into the town centre should be redesigned to prioritise pedestrian and cyclist movement



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Radcliffe SRF – Transport Investment Strategy

Opportunities - Cycle Network

Figure 2 demonstrates that Radcliffe has relatively good cycle provision for the size of the town, with both the National Cycle Network route (NCN Route 6) and Manchester, Bolton and Bury Canal towpath providing safe and relatively traffic-free connections to the town.

Summary of key findings

- Cycle provision in Radcliffe is expected to be enhanced with the committed Beeway scheme – Radcliffe Central – being delivered by March 2023 (orange route in Figure 2)
- Radcliffe Central should be used as the catalyst to upgrade other existing cycle facilities (e.g. on street routes) to Bee Network standards
- Upgrading existing routes would create consistent walking and cycling infrastructure and facilities for the town and help encourage more users to switch from car to bike or walking for short journeys – this would also contribute to achieving Greater Manchester ‘Our Network’ vision
- Potential to deliver longer distance cycle routes across the town through infilling gaps in the network

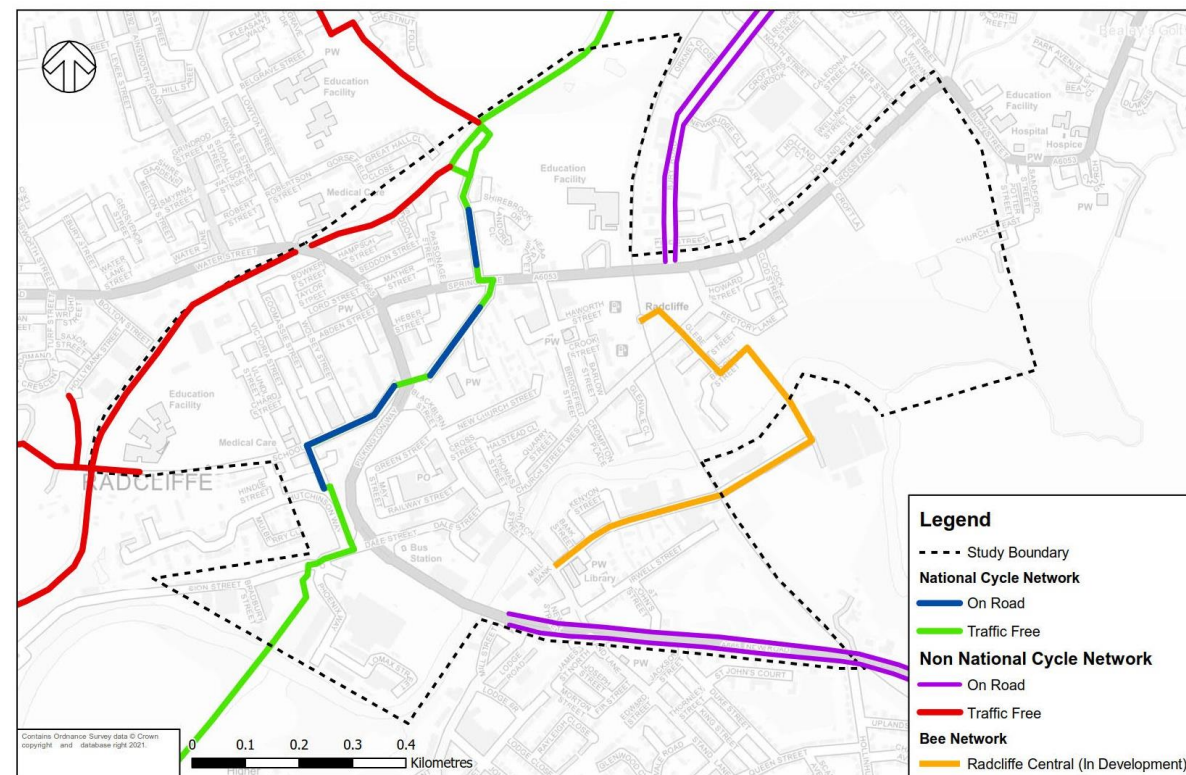


Figure 2: Radcliffe Cycle Network

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Opportunities - Walking Network

Figure 3 illustrates the location of segregated and dedicated walking routes within Radcliffe.

Summary of key findings

- A comprehensive walking network needs to be established to enhance connections to the riverside, town centre and proposed Civic Hub
- Investing in high quality and safe active travel routes along the riverside and from the riverside into the town centre needs to be a priority
- Enhancing connectivity to the riverside would utilise one of the town's key assets
- Delivering safe, convenient and attractive walking routes along key arterial routes into the town centre (e.g. Church Street West, Stand Lane, Blackburn Street and School Street for example) would reduce severance and encourage greater walking in the town centre
- Connections to existing active travel assets such as the off-street walking and cycling route alongside the Manchester, Bolton and Bury Canal need to be enhanced
- Safe connections to and from the proposed SRF sites (school and residential) need to be created to encourage and enable safe active travel movements

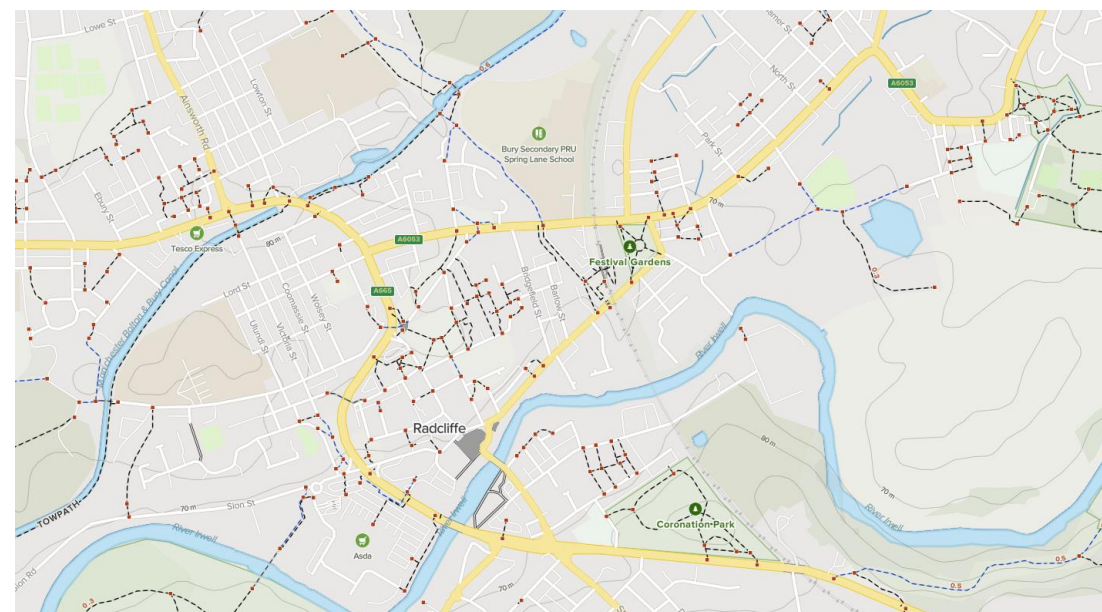


Figure 3: Radcliffe Walking Network

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Existing transport challenges

Highways and parking

1. Overly wide carriageways at the heart of Radcliffe; space could be reallocated for pedestrians and cyclists
2. Existing car parks have a back of house feel and are operating over-capacity
3. Road surfaces in the town centre are of poor quality and create poor first impressions of the town
4. Pilkington Way severs the town and creates an east-west barrier to movement



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Radcliffe SRF – Transport Investment Strategy

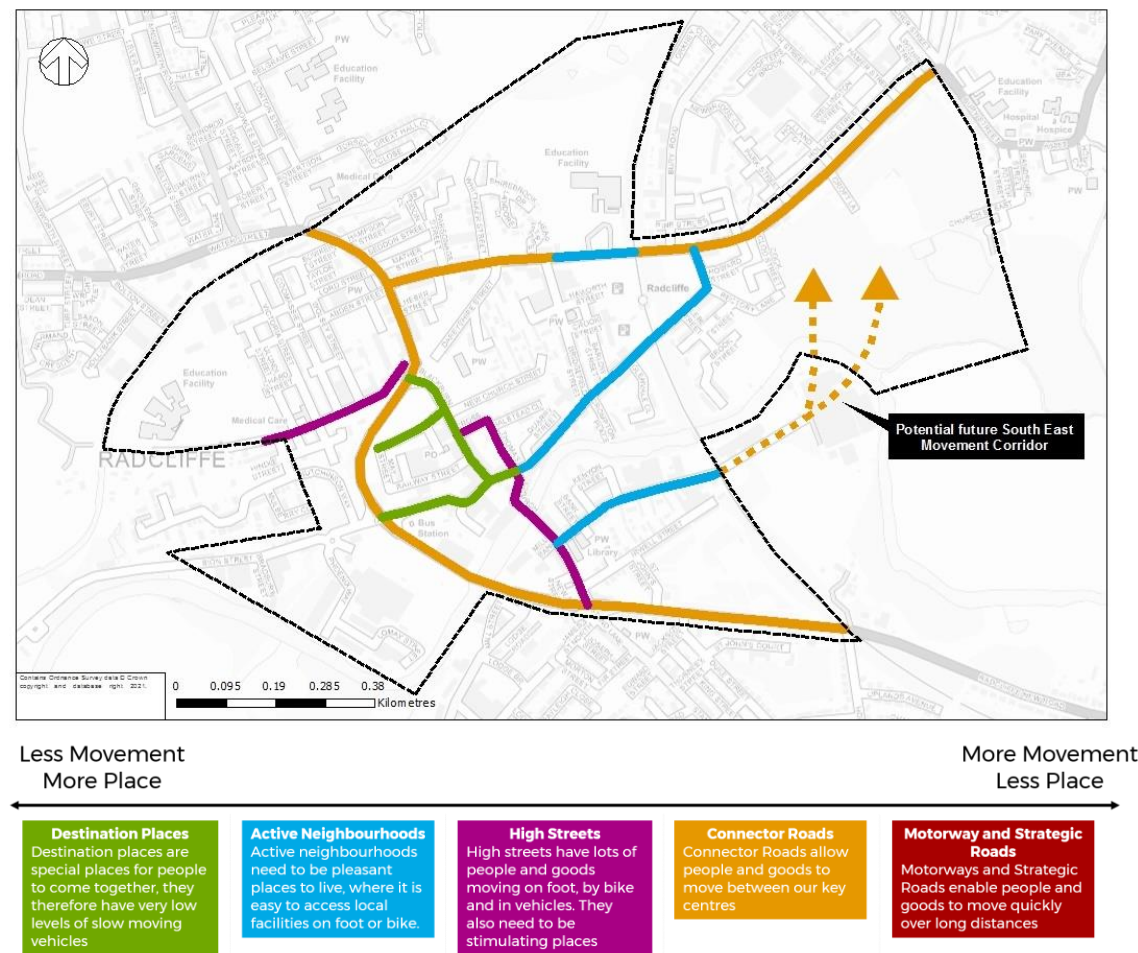
Opportunities - Future Street Typology

Summary of key findings

- Majority of streets in Radcliffe prioritise vehicular movements rather than sense of place
- There needs to be enhanced sense of place and reduced traffic domination on local streets
- Rebalancing the 'movement' and 'place' function of key streets in Radcliffe is critical for supporting proposed land use changes in Radcliffe and to ensure that as new development comes forward, access to these sites will be as safe and sustainable as possible
- Potential to transform and change the function of a number of key streets to improve sense of place – through adding greenery and vegetation to streets, increasing available space on key streets for walking and cycling and reducing traffic speeds
- There is an opportunity to deliver a new South East Movement Corridor over the River Irwell to remove through traffic from the heart of the town and help to stimulate more aspirational and transformational long term changes to the highway network to enhance sense of place

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Figure 4: Streets For All: Street Typologies Framework



Radcliffe SRF – Transport Investment Strategy

Existing transport challenges

Public realm and wayfinding

1. Vegetation added to streets have had little effect on reducing the extent to which the centre of Radcliffe feels traffic dominated
2. Lack of permeability to the riverside
3. The River Irwell environment is a wasted asset, particularly the south facing aspect to the rear of the market
4. Existing town centre wayfinding now dated and sense of arrival is missing
5. Public realm at the Piazza needs modernised



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Radcliffe SRF – Transport Investment Strategy

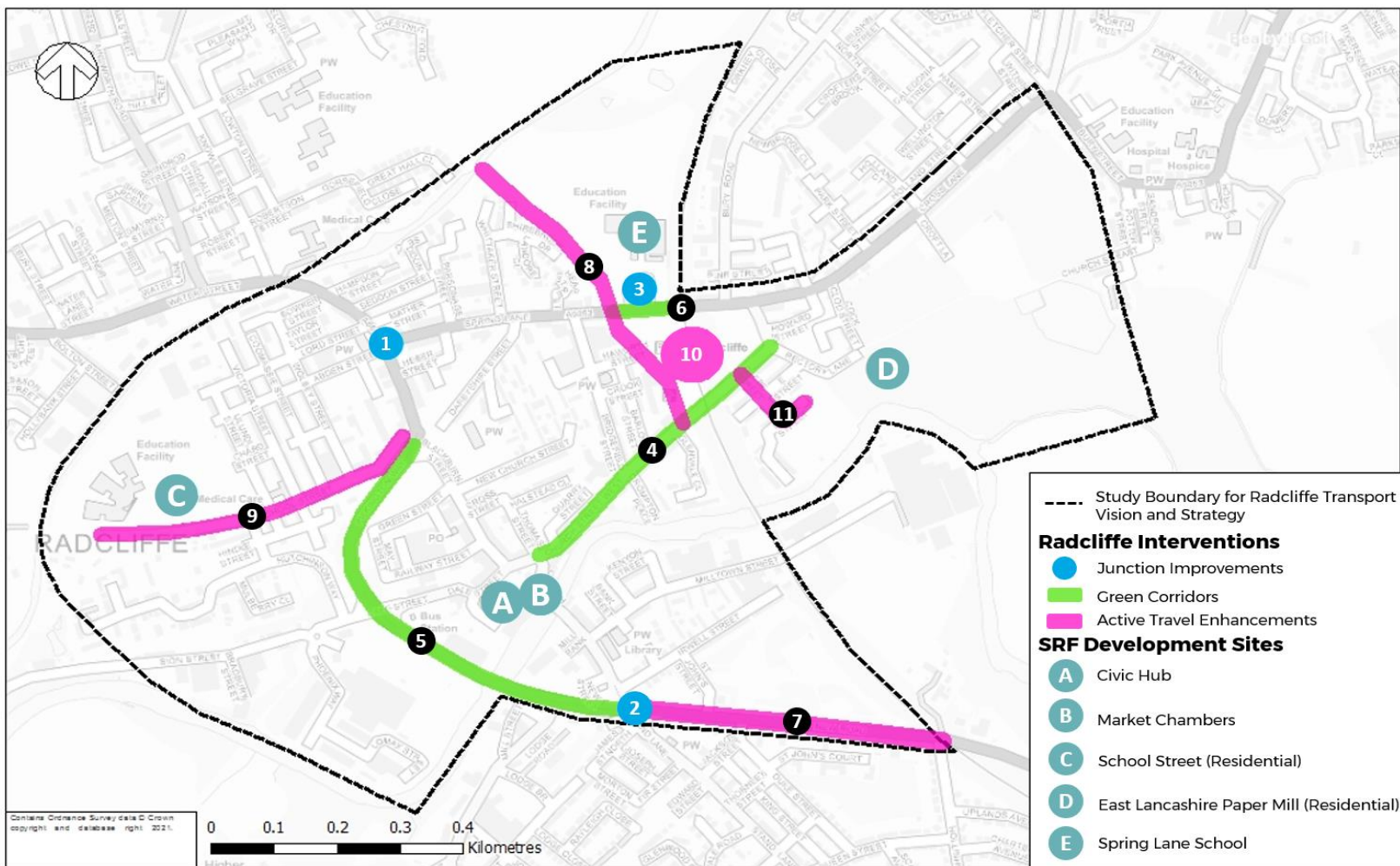
Investment Proposals – Design Precedents



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Radcliffe SRF – Transport Investment Strategy

Proposed Interventions



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Proposed Interventions – Junction Improvements

Reference number	Name	Description	Type of Intervention	Location	Indicative Programme	Dependencies on other interventions
1	Spring Lane/A665 Junction Enhancements	Junction enhancement to increase capacity and support safer navigation through the junction for those on foot and travelling by bicycle.	Junction improvements	Spring Lane/ A665	Years 1-3	Need to ensure that the programme of works for the scheme is aligned and mindful of other schemes on Spring Lane (3 and 6) to help avoid significant network disruption whilst the scheme is delivered.
2	Stand Lane/Pilkington Way Junction Enhancements	Redesign of the junction to improve access for pedestrians and cyclists and enhance sense of arrival into Radcliffe from the south.	Junction improvements	Stand Lane/A665 Pilkington Way	Years 1-3	Potential to package and deliver alongside the Pilkington Way (5) and proposed segregated cycling provision on New Road (7) schemes.
3	Spring Lane Junction Enhancements	Junction enhancements to support safer and more accessible movements to the proposed secondary school on Spring Lane for vehicular traffic, pedestrians and cyclists. The scheme will also improve access between the proposed school and Metrolink station.	Junction improvements	Spring Lane	Years 0-2	Scheme intrinsically linked to the delivery of the new school on Spring Lane (E).

Proposed Interventions – Green Corridors

Reference number	Name	Description	Type of Intervention	Location	Indicative Programme	Dependencies on other interventions
4	Church Street West Corridor	Redesign of Church Street West corridor to improve connectivity from the Civic Hub and town centre to the Metrolink Station. This would include footway widening, high quality surface treatment on the carriageway, consolidation of the on-street car parking and the addition of attractive new landscaping to the street.	Green Corridors	Church Street West	Years 0-4	Potential narrowing of the carriageway on Church Street West may be dependent on the ability to ensure navigability by larger vehicles is retained on Spring Lane.
5	Pilkington Way Corridor	Public realm improvements and installation of enhanced crossing facilities to help reduce severance and enhance legibility of the town centre from locations to the south and west of Pilkington Way.	Green Corridors	Pilkington Way	Years 2-5	Scheme would support increased footfall across Pilkington Way to the proposed residential dwellings on School Street (C).
6	Spring Lane Corridor	Redesign of key sections of Spring Lane to deliver safe access for students travelling to and from the proposed secondary school.	Green Corridors	Spring Lane	Years 0-2	Scheme intrinsically linked to the delivery of the new school on Spring Lane (E).

Proposed Interventions – Active Travel

Reference number	Name	Description	Type of Intervention	Location	Indicative Programme	Dependencies on other interventions
7	New Road Active Travel Enhancements	Deliver segregated cycling provision along New Road up to the junction of Stand Lane to support safer active travel journeys.	Active Travel Enhancements	New Road	Years 4-5	Scheme would benefit from being aligned to the proposed enhancement of the Stand Lane/Pilkington Way junction (2) and public realm and crossing improvements for active travel along Pilkington Way (5).
8	Manchester, Bolton and Bury Active Travel Enhancements	Enhanced walking and cycling connections between Spring Lane and the Manchester, Bolton and Bury Canal Towpath.	Active Travel Enhancements	Manchester, Bolton and Bury Canal	Years 0-2	Potential need or aspiration to link the scheme into the proposed new access road for the Spring Lane school site.
9	School Street Active Travel Enhancements	Walking and cycling improvements to provide safe active travel links to and from the proposed residential development on School Street, in addition to enhancing access to the Manchester, Bolton and Bury Canal Towpath.	Active Travel Enhancements	School Street	Years 0-2	

Proposed Interventions – Active Travel continued

Reference number	Name	Description	Type of Intervention	Location	Indicative Programme	Dependencies on other interventions
10	Radcliffe Metrolink Station Ramps	Improve access to Metrolink from both sides of the station. Need to improve access from the western side of the Metrolink Station, potentially through enhancing the existing ramp or delivering an electrified people mover. This scheme also includes a proposed eastern ramp from Festival Gardens to the Station.	Active Travel Enhancements	Metrolink Station	Years 2-5	Wider proposals to make better use of available space at the Metrolink Station and deliver more of a 'Hub' feel at Metrolink; need to ensure that any investment in the ramps will align with wider land use proposals.
11	Glebe Street Active Travel Enhancements	Walking and cycling improvements to provide safe active travel links to the proposed East Lancashire Paper Mill Site.	Active Travel Enhancements	Glebe Street/ Brook Street	Years 3-4	Scheme intrinsically linked to the delivery of the new housing project on the East Lancashire Paper Mill site (D).

Radcliffe SRF – Transport Investment Strategy

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Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	1 September 2021
Title of report:	THE COUNCIL'S FINANCIAL POSITION AS AT JUNE 30 2021
Report by:	LEADER OF THE COUNCIL
Decision Type:	Key Decision
Ward(s) to which report relates	All

Executive Summary:

This report outlines 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 sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

Recommendation(s)

That: Cabinet is asked to:

- Note 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;
- Note the use of the Covid Outbreak Management Fund and Departmental Reserves in line with the criteria and one off departmental priorities
- Approve the use of the Corporately held waste levy reserve for the items specified against this funding in Appendix 2
- Note the position on the Dedicated Schools Grant, Collection Fund and the Housing Revenue Account;
- Note forecast position on the capital programme

Reasons for the decision:

To ensure the Council's budgetary targets are achieved.

1. PURPOSE OF THE REPORT

- 1.1. This report outlines 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 sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

2. Background

- 2.1. These are unprecedented times for LA budgets with huge volatility and uncertainty caused by Covid. This is affecting all LAs. The Government's financial support last financial year was welcome but was one-off funding which spanned the 2020/21 and 2021/22 financial years. We expect to have ongoing resource gaps caused by additional services, additional demand on existing services and reductions in income. More work will be undertaken to better understand the risks as part of a review of the medium term financial strategy which will be reported in the autumn. It should be noted that the Covid financial uncertainty is on top of the pre existing uncertainties in the future of Adult Social Care funding and the Fair Funding Review.
- 2.2. In response to the COVID-19 crisis the government made significant funding available to Bury Council in the 2020/21 financial year to cover additional costs that were incurred, or where income was not achieved as a result of the pandemic. The funding allocations of £10.523m which were not utilised last financial year were carried forward into 2021/22 via reserves in accordance with the guidance and various individual grant conditions. These funds are available to contribute to ongoing costs in the 2021/22 financial year and are restricted to specific eligible expenditure which meet the criteria of the individual grant conditions.
- 2.3. As the nation and the Borough start to emerge from the pandemic there is lots for the Council to do to start to recover. This includes recovery of the savings and efficiency programmes that the Council put in place within its 2020/21 budget, some of which were unachievable last financial year and have therefore, been carried forward and added to this financial years programme. The finance regime and budget reset of 2020/21 means that all Council budgets were redressed to be appropriately resourced and it is incumbent upon all budget holders to manage within their budgets and where pressures emerge they identify mitigations from other areas. The Council when setting its 2021/22 budget utilised £12m of reserves to balance its budget and therefore cannot afford to fund any in year overspends.

- 2.4. There are a number of overspends identified within this report at quarter one. Finance business partners are working with Directorates to identify mitigating actions. These will be updated in future reports.

3. FINANCIAL OVERVIEW – REVENUE

- 3.1. The forecast out turn position is set out in Table 1 below and shows a forecast overspend at quarter 1 of £3.053m. Work now needs to take place between Directorates with their finance business partners to identify mitigating actions to bring budgets back into line.

Table 1

Directorate	Approved Budget	Revised Budget	Forecast	(Under)/Over Spend
	£m	£m	£m	£m
One Commissioning Organisation	79.171	79.171	79.132	(0.039)
Children and Young People	40.214	40.156	40.664	0.508
Operations	18.007	18.007	17.695	(0.311)
Corporate Core	11.110	11.179	11.352	0.173
Business, Growth and Infrastructure	2.977	2.977	2.966	(0.011)
Housing General Fund	0.705	0.705	1.288	0.583
Non Service Specific	19.667	19.656	21.806	2.150
TOTAL	171.851	171.851	174.903	3.053

One Commissioning Organisation – Underspend £0.039m

Table 2

2021/22 Forecast Revenue Position – as at 30 June 2021			
One Commissioning Organisation	Approved Budget	Forecast	Forecast (Under)/Over Spend
	£m	£m	£m
Adult Social Care Operations	8,261	8,186	(0.075)
Care in the Community	42,397	42,535	0.138
Commissioning & Procurement	16,251	16,191	(0.060)
Public Health	10,755	10,755	0
Departmental Support Services	1,427	1,386	(0.041)
Workforce Modernisation	78	78	0
TOTAL	79,171	79,132	(0.039)

- 3.2. The OCO budget is forecast to underspend by £0.039m. The material variances by OCO service areas are analysed below.

Care in the Community

The Care in the Community budget is forecast to overspend by £0.138m. The forecast includes a £0.314m pressure regarding non-achievement of savings. It is anticipated that c£0.2m of the unachieved savings will be met and further work is underway to confirm, and it is anticipated the M4 savings forecast will show an improved position reflecting the £0.2m. The forecast captures the Infection Control and Rapid Testing grant programmes both of which are a net nil cost to the care in the Community budget. Also, £1.6m of funding is built into the forecast regarding the Hospital Discharge Programme (HDP) which helps cover some of the cost of post-discharge recovery and support services, rehabilitation and reablement care following discharge from hospital.

- **Adult Social Care Operations** -The Adult Social Care Operations budget is largely balanced with a reported underspend of £0.075m which is largely driven by small staffing underspends.
- **Commissioning & Procurement** -The Commissioning and Procurement budget is forecasting a £0.060m underspend. The underspend is the net impact of underspends due to delayed recruitment within the Review Team and reduced contract costs within the Neighbourhood and Housing budget which are both partly offset by a forecast £0.150m underachievement of the 2021/22 Persona savings target.
- **Departmental Support Services** -The Departmental Support Services budget is forecasting a £0.041m underspend and is due to a staffing underspend within the Senior Management budget.
- **2020/21 OCO Savings Schemes Status**-The £3.333m 2021/22 OCO savings programme is forecast to achieve £2.856m which is a shortfall of £0.477m. A further £0.350m of 'Other' savings have been identified outside the scope of the 2021/22 Cabinet agreed OCO directorate savings programme of which £0.050m will be used to offset against the undelivered £0.447m 2021/22 savings programme shortfall and work is underway to mitigate the remaining £0.427m of unachieved 2021/22 savings. The remaining £0.300m of 'Other' savings achieved will be used to offset against the 2022/23 £1.5m Complex Care savings

Children and Young People – Overspend £0.508m**Table 3**

2021/22 Forecast Revenue Position – as at 30 June 2021			
Children and Young People Directorate	Approved Budget	Out Turn	(Under)/Over Spend
	£m	£m	£m
Children's Commissioning	1.289	1.309	0.020
Early Help and School Readiness	2.492	2.352	(0.140)
Education and Skills (non-schools)	12.512	12.604	0.092
Social Care and Safeguarding	23.863	24.399	0.536
TOTAL	40.156	40.664	0.508

3.3. The Children and Young People Directorate is currently forecast to overspend by £0.508m. The main variances are:

- **Children's Commissioning** - forecast overspend of £0.020m – overspend due to unfunded SEND Engagement/Communications Officer, honoraria and additional staff cover;
- **Early Help & School Readiness** - forecast underspend of (£0.140m) - due to use of available grant funding, plus efficiency savings from delays in recruiting to vacant posts and cover for an internal secondment;
- **Education and Skills (non schools)** - forecast overspend of £0.092m – pressure within the home to college transport due to high demand.
- **Social Care and Safeguarding** - forecast overspend of £0.536m is made up of the main variances as follows:
An additional team of agency workers have been recruited for 6 months to alleviate caseload pressures allowing more support to be given to the newly qualified social workers(+£0.200m). Agency Social Workers are required for maternity and vacancy cover across the Safeguarding, Initial Response and Complex Safeguarding Teams (+£0.389m). The Adoption team is set to underspend by £0.034m due to a part time vacancy.
- Work will be undertaken during quarter 2 to further understand these issues and to identify mitigating actions, including developments being considered by CYP Senior Leadership Team considering actions within all four Divisions of the Department.

Operations Directorate – Forecast Underspend £0.120m**Table 4**

2021/22 Forecast Revenue Out Turn Position – as at 30th June 2021			
Operations	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
Wellness Operations	3.404	3.054	(0.350)
Engineers (including Car Parking)	0.162	0.051	(0.111)
Street Scene	5.037	5.054	0.017
Commercial Services	(0.251)	(0.201)	0.050
Waste, Transport and Stores	6.342	6.442	0.100
Health & Environmental Protection	1.634	1.634	0.000
Operations Senior Management	1.569	1.569	0.000
Corporate Landlord	0.109	0.092	(0.017)
TOTAL	18.007	17.695	(0.311)

3.4. The Operations Directorate is forecasting an underspend of £0.311m, which is net of any Covid related variances that are to be met by the various grants receivable. The material variances within Operations are as follows:

- **Wellness Operations** – the underspend is due to
 - Income loss in the Leisure Services expected, but not yet quantified
 - Unbudgeted cost and loss of lettings income in libraries £0.069m
 - Increased income and staffing savings in Bereavement Services (-£0.100m)
 - Underspends on Sports Development (-£0.145m) and Wellbeing initiatives (-£0.173m) on forecast of staffing costs
- **Engineers** – the underspend due to:
 - Staffing vacancies (-£0.111m)
- **Street Scene** - the overspend is largely due to:
 - Pest Control slight variations in payroll costs £0.017m
- **Commercial Services** – the overspend is due to:
 - Delay in achieving savings and subsequent unbudgeted reopening of Civic venues £0.100m
 - extra income from increased levels of service in Cleaning and Caretaking (-£0.050m)

- **Waste & Transport** – the overspend is largely due to:
 - Under recovery of income within the Transport Workshop £0.100m
- **Health & Environmental Protection** – this is projected on budget overall:
 - Contract Tracing Team overspend of £0.191m will be offset by Public Health and COMF Funding.
- **Corporate Landlord** – the Underspend is due to:
 - Architectural Services - staffing vacancies (-£0.148m)
 - Admin Buildings - pressures on rates & cleaning budgets £0.130m.

Corporate Core and Finance Directorate - Overspend £0.173m

Table 5

2021/22 Revenue Forecast Position – as at 30 June 2021			
Corporate Core and Finance	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Corporate Core	5.561	5.694	0.133
Corporate Core Finance	5.618	5.658	0.040
TOTAL	11.179	11.352	0.173

3.5. Corporate Core and Finance are forecast to overspend by £0.173m as a result of:

- **Corporate Core** is forecast to overspend by £0.173m and is due to several factors:
- **Corporate People Services** – the £0.108m forecast underspend is due to vacancies, these are currently being recruited to and this is reflected in the forecast.
- **Legal Services** – the £0.106m forecast overspend is due to additional agency costs which are not fully offset by the savings from vacancies (£0.068m) and various overspends (£0.038m). Costs for digital meeting hosting software re COVID (£0.030m) are forecast to be offset by income from COVID grant reserves.
- **IT & Digital** – the £0.164m forecast overspend is due to underachieved telephony and printing income (£0.106m); unachieved savings net of salary underspends (£0.036m) and minor variances (£0.022m).
- **Corporate Core Finance** is forecast to overspend by £0.040m due to:

- **Procurement** – the £0.040m forecast overspend is related to underachievement of rebate income due to reduced spend across the Council on contracts.

Work will be undertaken during quarter 2 to further understand these issues and to identify mitigating actions.

Business, Growth and Infrastructure – Underspend £0.011m

Table 6

2021/22 Revenue Forecast Position – as at 30 June 2021			
Business, Growth and Infrastructure Directorate	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Economic Regeneration & Capital Growth	1.429	1.429	0.000
Housing Needs & Options	1.548	1.537	(0.011)
TOTAL	2.977	2.966	(0.011)

3.6. The Business, Growth and Infrastructure Directorate is currently forecast to underspend by £0.011m as a result of:

- **Housing Needs and Options** - the forecast underspend of £0.011m is due to reduced running expenses in the Housing Strategy Team.
- There is a savings target for Housing Needs and Options of £0.250m which is part of the restructure which is currently in progress. Work is underway to quantify the achievement against this target this financial year and will be reflected in the Quarter 2 monitoring reports.

Housing General Fund – Overspend £0.583m

Table 7

2021/22 Revenue Forecast Position – as at 30 June 2021			
Housing General Fund	Approved Budget	Forecast	(Under)/Over Spend
	£m	£m	£m
Housing General Fund	0.705	1.288	0.583
TOTAL	0.705	1.288	0.583

3.7. The Housing General Fund overspend of £0.583m is due to a forecast increased contribution to the bad debt provision (£0.156m) this is in relation to reclaiming overpayments of housing benefit from individuals, net Housing

Subsidy (previously known as housing benefit) as a consequence of increased number of claimants (£0.431m) offset by minor underspends (-£0.004m).

Non Service Specific – on budget

Table 8

2021/22 Revenue Forecast position - as at 30 June 2021			
Non Service Specific	Approved Budget	Forecast	(Under) / Over spend
	£m	£m	£m
Accumulated Absences	(0.650)	(0.650)	0.000
CAR Lease Salary Sacrifice	(0.025)	(0.025)	0.000
Chief Executive	0.373	0.373	0.000
Corporate Management	1.605	1.605	0.000
Cost of Borrowing	8.834	8.834	0.000
Grants/COVID-19	0.000	0.000	0.000
Disaster Expenses	0.011	0.011	0.000
Environment Agency	0.100	0.100	0.000
Pension Service Costs	(4.992)	(4.992)	0.000
GMWDA levy	13.815	13.815	0.000
Manchester Airport	0.265	0.265	0.000
Passenger Transport Levy	13.650	13.650	0.000
Persona Dividend	(0.200)	(0.200)	0.000
Town of Culture	(0.855)	(0.855)	0.000
Townside Fields	(0.058)	(0.058)	0.000
Provisions / Reserves	(12.218)	(11.568)	2.150
TOTAL	19.656	21.806	2.150

- 3.8. Non Service Specific budgets are forecast to be on budget at this early stage of the year with the exception of unachieved savings targets. Many of the areas do not see significant movement during the year but further review will take place for quarter two.
- 3.9. Transformation savings - schemes are progressing in terms of mobilisation this financial year but it will be 2022/23 before they deliver their full year effect.

Work is ongoing to quantify what will be delivered this financial year and values will be incorporated in future reports

- 3.10. Savings targets which weren't achieved last financial year have been rolled forward and currently £0.650m is forecast as unachieved. The quarter 2 report will update on progress in the achievement of those savings

4. Delivery of the Savings Plan

- 4.1. Planned savings of £8.056m are included in the 2021/22 revenue budget. Of these £5.937m are forecast to be delivered with the remaining £2.119m requiring further investigation. The biggest element of this is the £1.5m of transformation savings and whilst schemes are progressing in terms of mobilisation this financial year it will be 2022/23 before they deliver their full year effect. There is a separate report on this agenda in relation to the largest element of the year 1 savings which subject to consultation should achieve the target savings of £900k. Work is ongoing to quantify what will be delivered this financial year and values will be incorporated in future reports. A summary of the savings is set out in the table below.
- 4.2. A further £0.350m of 'Other' savings have been identified outside the scope of the 2021/22 cabinet agreed OCO directorate savings programme of which £0.050m will be used to offset against the undelivered £0.447m 2021/22 savings programme shortfall and work is underway to mitigate the remaining £0.427m of unachieved 2021/22 savings. The remaining £0.300m of 'Other' savings achieved will be used to against the 2022/23 £1.5m Complex Care savings target.

Table 9

Assessment of Savings in the 2021/22 Budget				
Directorate	Description	2021/22 Target £m	2021/22 Saving Forecast £m	Saving Un-Deliverable in 2021/22 £m
One Commissioning Organisation	LD Care Packages & Placement's	0.150	0.150	0.000
One Commissioning Organisation	MH Care Packages	0.169	0.169	0.000
One Commissioning Organisation	Low-Cost Care Packages	0.478	0.478	0.000
One Commissioning Organisation	Persona Contract	1.000	0.877	0.123
One Commissioning Organisation	LD Supported Living	0.050	0.050	0.000

One Commissioning Organisation	Care at Home Pricing Structure	0.200	0.000	0.200
One Commissioning Organisation	Provider Fees	1.187	1.023	0.164
One Commissioning Organisation	Debt Recovery	0.100	0.100	0.000
Public Health	Efficiencies	0.040	0.040	0.000
Children and Young People	Efficiencies & Transformation	0.696	0.696	0.000
Children and Young People	Placements	0.300	0.300	0.000
Children and Young People	Contracts / Commissioning	0.220	0.220	0.000
Operations	Street Light Dimming	0.020	0.020	0.000
Operations	Closure of Civic Venues	0.132	0.000	0.132
Operations	Review of Waste Services and Fleet Rationalisation	0.237	0.237	0.000
Operations	Leasing	0.135	0.135	0.000
Operations	Capital Equipment Leasing	0.035	0.035	0.000
NSS	Apprentice Levy	0.239	0.239	0.000
NSS	Corporate Management Initiatives	0.200	0.200	0.000
NSS	Bury MBC Townside Fields	0.058	0.058	0.000
NSS	Car Lease Salary Sacrifice Scheme	0.025	0.025	0.000
Corporate	Tameside Pension Contributions	0.075	0.075	0.000
Corporate	Apprenticeship Corporate Budget	0.530	0.530	0.000
Corporate	Close Prestwich cash office	0.030	0.030	0.000
BGI	Housing Options	0.250	0.250	0.000
Authority Wide	Transformation	1.500	0.000	1.500
Total		8.056	5.937	2.119

4.3. A savings target of £4.162m was included in the 2020/21 revenue budget. Due to the pandemic a number of these were identified as unachievable in year. The Medium Term Financial Strategy addressed some of the unachievable savings

targets for the 2021/22 budget and a total of £2.846m (including OCO stretch targets) was achieved in the 2020/21 outturn position. Those savings targets which weren't achieved last financial year have been rolled forward and added to this financial years targets. The quarter 2 report will update on progress in the achievement of those savings as well as the new 2021/22 savings targets or where savings have been combined or substituted by new projects

5. Reserves

- 5.1. At the end of 2019/20 the council's useable reserves were £51.063m, these have increased to £74.849m at the end of 2020/21. Reserves have increased largely as a consequence of the benefit from the review undertaken in 2019/20 which released £10m from the collection fund and the decision made as part of 2020/21 budget setting to create a £5.8m transformation reserve.

Table 10

Analysis of Reserves at 30 June 2021	
	£M
General Reserves	34.241
Directorate Risk Reserves	3.512
Volatility and Fiscal Risk	37.096
Total Management of Risk Reserves	74.849
COVID-19 Related Grants	10.523
Corporate Priorities	14.013
External Funding/Grants	43.349
Total Earmarked Reserves	67.885
TOTAL COUNCIL RESERVES	142.734
School Reserves	
Individual School Budgets	8.845
DSG Central Reserve	(21.407)
TOTAL SCHOOL BUDGETS	(12.562)
TOTAL RESERVES	130.172

- 5.2. The level of reserves increased over the last financial year and are available to support the Council in managing the financial risks going forward. Some significant grants were received at the end of the 2020/21 financial year relating

to COVID-19 and are therefore fully committed and will be fully utilised in 2021/22. Monitoring of reserves will be a key part of the overall financial strategy to manage the impact of COVID-19 in 2021/22 and future years.

- 5.3. Appendix 2 of this report details schemes which Cabinet are asked to support to be funded from the following reserves:
- Covid Outbreak Management Fund – this must be spent within this financial year or returned. The appendix details the criteria and proposed schemes
 - Departmental reserves held by the Operations Directorate
 - Waste Management levy Reserve – which is a corporately held reserve and requires Cabinet approval to utilise

6 OTHER BUDGETS

Schools

- 6.1. The council's expenditure on schools is funded primarily by the Dedicated Schools Grant (DSG). The DSG is ringfenced and can only be spent on schools related activity as set out in the Schools and Early Years Finance (England) Regulations 2020. The Schools Budget includes funding for a range of educational and support services provided on an authority wide basis as well as Individual Schools Budget (ISB). The Schools' Forum recommend the allocation of funding to schools and academies through the application of the funding formula.

- 6.2. The DSG has 4 main blocks:

Block	2021/22 Budget
	£m
Schools	139.599
High Needs	36.398
Early Years	14.064
Central Support Services	0.952
TOTAL	191.013

- 6.3. In addition to the DSG, schools and academies also receive external funding from grants including:

Estimated External Funding 2021/22	
	£m
Pupil Premium Grant	9.059

Universal Infant Free School Meals Grant	2.074
Primary PE and Sport	1.045
Covid-19 Catch Up, Recovery, Summer Schools	3.214
Devolved Formula Capital	0.797
High Needs Capital	3.781
TOTAL	19.970

- 6.4. From 2019/20 the Department for Education (DfE) required all councils to complete a recovery plan should their overspend on the DSG exceed 1%. Given the scale of Bury's DSG deficit, which was estimated to accumulate to over £26m by the end of 2020/21, the Council has entered into a formal agreement 'Safety Valve' with the DfE.
- 6.5. The Safety Valve agreement sets out a 5 year timeline in order to ensure SEND transformation and DSG deficit recovery priorities can be sustained from 2025. These priorities include:
- Strengthen Special Educational Needs assessment and placements process, including clarifying assessment thresholds for Education Health and Care Plans (EHCP) by March 2022. This should include reviewing transition arrangements for children and young people throughout 2021-22.
 - Ensure robust planning for future provision, including reducing the use of independent school placements by increasing the availability and suitability of local provision within Bury. This should include developing a model for forecasting future needs by March 2022.
 - Improve quality and timeliness of management information to enable evaluation of impact of central services.
 - Support and drive schools in Bury to meet a higher level of need in a more cost-effective way within mainstream settings, while maintaining the quality of provision. Develop a culture in which demand is more effectively managed throughout the authority.
 - Remodel financial practice to ensure accurate contributions from appropriate funding sources, by December 2021.
- 6.6. Guidance on the treatment of DSG deficit reserves has been delayed due to COVID-19 and until this is received, the reporting of the deficit will continue to form part of the Council's monitoring position.
- 6.7. The Safety Valve Agreement and Monitoring requirements outline the commitment required by Bury to address the deficit through SEND transformation and the review of all associated financial aspects.

A robust programme delivery plan has been developed and is actively progressing the following workstreams:

- Developing the governance arrangements for the delivery of the transformation programme
 - Developing a robust communication strategy and plan, mapping out key partners and stakeholders
 - Developing a resource plan, aimed at building internal capacity and capability in key areas including SEND, data and specialist posts.
 - Developing a new banding system for allocating high needs funding
 - Developing project briefs for each of the workstreams to enable us to move towards the next phase of the SEND transformation programme.
- 6.8. The Safety Valve agreement has enabled Bury to secure an additional £20m DSG. This additional DSG is profiled to be allocated across 5 years in accordance with the Safety Valve agreement.
- 6.9. The following highlights the current and indicative forecast position on the DSG deficit, indicating in brackets the additional DSG provided in each year:
- DSG Deficit as at end 2019/20 £20.067m
 - DSG Deficit as at end 2020/21 £21.407m (£6m)
 - DSG Deficit as at end 2021/22 £19.854m (£4m)
 - DSG Deficit as at end 2022/23 £15.848m (£4m)
 - DSG Deficit as at end 2023/24 £9.767m (£3m)
 - DSG Surplus as at end 2024/25 £0.193m (£3m)
- 6.10. The DSG deficit originally forecast for 2020/21 was circa £20m, however increased in-year cost pressures for high-cost out of borough SEND placements, in-year increased capacity and associated high-cost banded placements at Bury's Maintained Special Schools, plus in-year top-up funding for increased volumes of EHCPs in Bury's Mainstream Schools and Academies, resulted in a higher deficit. These ongoing pressures and mitigating actions are part of the Safety Valve programme priorities and are factored into the revised profile at 7.9 above.
- 6.11. The Safety Valve development with the DfE has also provided a further £3.781m additional High Needs Capital funding to Bury. This will be targeted as a priority to develop, enhance and increase in-borough specialist provision and places across Bury's Special Schools and Mainstream settings.
- 6.12. The agreement in place requires continued liaison and updates to the DfE. These updates will be incorporated into future monitoring reports to Cabinet, Schools' Forum and other key stakeholders.

7. COLLECTION FUND

- 7.1. The increasing prominence of council tax and business rates in helping fund council services means that the collection fund is monitored on an ongoing basis. The current forecast position is an in year deficit of £5.626m with a residual deficit brought forward from 2020/21 of £3.046m. (This is the difference between the statutory estimated deficit as at 15th January 21 and the outturn position) This is then adjusted for the year 2 mandatory spreading adjustment for the 2020/21 deficit of £1.068 bringing the overall forecast net

deficit to £9.740m. The council's share of the deficit is £10.048m and the Greater Manchester Combined Authority's share is a surplus of £0.308m (for police and fire and rescue services).

- 7.2. The proportionate shares for Business Rates and Council Tax mean that Greater Manchester Combined Authority have a 1% share of the Business Rates deficit and a 16% share of the Council Tax surplus resulting in a net surplus, whereas the council have a 99% share of the Business Rates deficit and a 84% share of the Council Tax surplus resulting in a net deficit.
- 7.3. The deficit on the collection fund is Covid related as a result of government mandated reliefs for retail and nursery establishments for which the Council is expected to receive increased compensatory grants of £7.570m which will partially mitigate when the Council is required to repay the deficit into the Collection Fund in 2022/23 per the Regulations.
- 7.4. The government also introduced the Taxation Income Guarantee scheme (TIG) to alleviate some of the impact of COVID on loss of income in the collection fund for 2020/21 and for Bury this was £2.474m.
- 7.5. The compensatory grant received in 2020/21 (£24.899m) and TIG amounts are held in reserves and will be released in 2021/22 to fund the repayment of the council's share of the deficit as required in the regulations. It is anticipated that £1.678m of this will remain available to be carried forward into 2022/23 to partially mitigate for the 2021/22 deficit which will be required to be repaid in 2022/23.
- 7.6. Due to the impact on the Council's ability to collect both Council Tax and Business Rates, an important change to Collection Fund accounting was introduced for 2020/21, which (with the exception of the £24.899m Government grant funded Business Rate reliefs) gave the ability to smooth the impact of COVID related deficits over three financial years, thus reducing the impact on the revenue budget. The Council's 2021/22 budget and future years budget estimates have been prepared using this new facility and the year 2 impact can be seen in the table below.
- 7.7. Currently, the position on Business Rates is particularly difficult to forecast due to the complexities of the various part year retail and nursery reliefs. 100% relief was available from April to the end of June when the available relief dropped to 66% for July to the end of March 22. Businesses are required to reapply for the 66% relief and the uptake has so far been lower than expected, this is likely to vary as the year progresses and can be backdated if the application is valid. The compensatory grant for the reliefs will be adjusted to fund the final total of reliefs.
- 7.8. It is hoped that the position will improve and that the forecast deficit will reduce during the remainder of the year, but more data will be required due to the volatility of this area.

Table 11

2021/22 Collection Fund Forecast Position as at 30 June 21			
	Council Tax	Business Rates	Total
	£m	£m	£m
Balance Brought Forward (deficit)	0.599	28.140	28.740
Prior Year estimated deficit repaid in year	(0.550)	(25.144)	(25.694)
Estimated (Surplus)/Deficit for the year	(3.379)	9.005	5.626
Year 2 of the spreading adjustment for 2020/21 deficit	0.526	0.542	1.068
Balance Carried Forward (surplus (-) / deficit (+))	(2.804)	12.544	9.740
<i>Distributed:</i>			
Bury Council	2.371	(12.419)	(10.048)
GMCA – Police and Crime Commissioner	0.306	0.000	0.306
GMCA – Fire and Rescue Service	0.127	(0.125)	0.002
Total 2020/21 Deficit	2.804	(12.544)	(9.740)

8 HOUSING REVENUE ACCOUNT

8.1. The Housing Revenue Account (HRA) is forecasting an operating deficit of £0.655m; further information is set out in the table below.

Table 12

2021/22 Forecast Revenue Out Turn Position – as at 30 June 2021			
Housing Revenue Account	Approved Budget	Forecast Out Turn	Forecast (Under)/Over Spend
	£m	£m	£m
<i>Income</i>			
Dwelling Rents	(30.421)	(30.403)	0.018
Non-Dwelling Rents	(0.193)	(0.192)	0.001
Other Charges	(1.038)	(1.023)	0.015
Total Income	(31.652)	(31.618)	0.034
<i>Expenditure</i>			
Repairs and Maintenance	6.901	6.901	-
General Management	7.324	7.366	0.042
Special Services	1.391	1.370	(0.021)

Rents, Rates and Other Charges	0.045	0.045	-
Increase in Bad Debts Provision	0.491	0.370	(0.121)
Capital Charge	4.861	4.683	(0.178)
Depreciation	7.473	7.473	-
Debt Management Expenses	0.045	0.045	-
Contribution to/(from) reserves	(3.711)	(3.711)	-
Total Expenditure	24.820	24.542	(0.278)
Net Cost of Services	(6.832)	(7.076)	(0.244)
Interest receivable	(0.047)	(0.012)	0.035
Principal Repayments	0	0	-
Revenue Contributions to Capital	6.846	7.743	0.897
Sub Total	6.799	7.731	0.932
Operating (Surplus)/Deficit	(0.033)	0.655	0.688

8.2. The main changes resulting in the forecast deficit are:

- **Capital Charge** – the forecast reduction in expenditure reflects a lower pooled interest rate on historic HRA debt than was originally expected.
- **Revenue contributions to capital** – slippage (mainly Covid related) on Housing Capital Programme schemes in 2020/21 was higher than had been anticipated when the 2021/22 budget was set, therefore resources put into the HRA balances at the end of 2020/21 will need to be released to complete the programme in the current year.

8.3. As well as looking at the in-year financial position, it is useful to consider some of the other aspects of performance regarding the Housing Revenue Account. These are still to some degree being affected by the financial impacts resulting from the pandemic; this makes forecasting with any certainty very difficult.

- **Voids** The rent loss due to voids for April to June was on average 1.12% which is worse than the 1% void target level set in the original budget. If this performance continues, there will be a reduction in rental income of £0.037m over the original budget. Six Town Housing continue to review the voids processes and the various factors affecting demand.
- **Arrears** The rent arrears at the end of June totalled £2.019m, a reduction of 1.5% since the end of March. Of the total arrears £0.689m relates to former tenants and £1.330m relates to current tenants. An estimated £1.032m of current tenant arrears are in cases where either the under occupancy charge applies or the tenants are in receipt of Universal Credit rather than Housing Benefit; this is a reduction of £0.034m from the start of the year.

- **Bad Debts** The Council is required to make a provision for potential bad debts. The contribution for the year is calculated with reference to the type of arrear, the amount outstanding on each individual case and the balance remaining in the provision following write off of debts.

The forecast reduction in the required contribution to the Bad Debt Provision is based on an assessment of the arrears at the end of June and the potential change in arrears for the remainder of this financial year. This is very much an estimate based on current trends and expectations and is closely monitored.

- **Right to Buy Sales** The forecast for 2021/22 was set at 80, this being an increase of 34 on the level of sales assumed for Bury in the Government's self-financing valuation; the forecast is higher than in a usual year to reflect the build-up of applications during 2020/21 resulting from operating restrictions under the pandemic. There have been 9 sales in the period April to June which is 5 less than at this point last year. The number of applications currently proceeding is significantly higher than at this point last year (148 compared to 83). Whilst the valuation service has been resumed through an external provider there is still a backlog of applications and a knock-on effect on further stages in the process. Given the current situation it is difficult to forecast how many applications will proceed to completion therefore the projections of rental income have been calculated on the basis of the original sales forecast of 80; this will be reviewed again at the end of quarter 2.

9 CAPITAL PROGRAMME

9.1. The Council's capital programme was approved to a total of at £74.307m at the 24th of February budget meeting and this included:

- new funding for 2021/22 of £30.030m
- prior year commitments of £10.7m (highways, ICT and transport)
- the re-phased schemes from 2020/21 of £33.227m and
- a further £0.350m of capital schemes were identified and subsequently added to the programme per the approved Labour amendment at the meeting.

9.2. The overall budget for capital investment for the year required a small adjustment on the Children's grants of £0.039m, not originally included in the 2020/21 reviewed budgets that resulted in the total of **£74.346m** as a starting budget for 2021/22.

New Schemes and brought forward budgets from 2020/21

9.3. Since the budget meeting in February, the Council has been successful in securing a grant for 'decarbonising the public estate'. This is part of a wider GM bid and a total of £8.5m was awarded for low carbon measures to be

introduced in the operation and management of Bury Council's public buildings.

Cabinet approved in March 2021 a report authored by the Operations department for the proposed plan to spend toward decarbonising our public buildings. It is envisaged that the grant award will be spent by the end of this financial year as per the conditions attached to the grant. The proposed schemes will help achieve the Council's ambition to be carbon neutral by 2038 and generate ongoing revenue savings.

The £2m re-phased amount from 19/20 into 2021/22 for the Radcliffe new school that was not included in the 2021/22 February Council programme is now shown in the £10.5m approved adjustments, Children and Young People have required to see this amount to assist with their capital budgeting and submission of bids for new schools funding.

- 9.4. Cabinet has also given approval in July for the slippage from the 2020/21 programme at Outturn of £13.297m to be added to the 2021/22 programme; this will allow the schemes that have started before the end of March 2021 to continue and complete during this financial year.
- 9.5. The Council has received notifications since April of 2021/22 grant allocations from various Government Departments that will add a significant amount to the funding capability for investment in Bury's assets.
- DFE £7.8m
 - DfT (GMCA distribution) £2.545m
 - MHCLG (Disabled Facilities Grant) £2.077m
 - DoH *tba*

The total of £12.422m shown above is proposed to be added into this year's capital budget and to the departments and Capital themes spending plans.

The spending plans for the new allocations listed above are currently being reviewed and will be formalised in line with existing budgets and priority areas of expenditure. It should be noted that the Government's annual allocations of external funding will ensure continuity of the capital programme into future financial years and separate reports on proposed spending will be presented to Cabinet in due course as projects are developed.

- 9.6. The capital funding available exceeds the approved budget to date and a re-aligning of the two will be discussed at Gateway groups; Further reports will be presented to Cabinet for consideration and approval at Qtr2, together with the appropriate re-phasing of schemes into future years.
- 9.7. Full details on the revised Capital programme for 2021/22 at Quarter 1 are set out in Appendix 1 and a summary of the key elements are as follows:

Expenditure and forecast 2021/22

- 9.8. At the end of June 2021, a total of £7.152m of capital expenditure was realised. The first instalment of the strategic growth and regeneration property acquisition programme will add a further £2m to the total spent.

9.9. At the time of this report, the second instalment of strategic acquisition in the Regeneration Programme for the Prestwich Town Centre is near completion and will be shown in the Qtr2 report.

9.10. The forecasted spend for the year provided at Month 3 does not fully reflect the scale of expenditure that is planned for this year, that aims to recover a good proportion of the capital investment put on hold in 2020/21, as a result of the Covid 19 pandemic followed by the economic standstill.

The ongoing impact of the Covid pandemic is still felt in this financial year and continues to have an impact on the pace of expenditure although efforts are being made to seek all available resources to improve and deliver the programme in accordance with the Council's procurement rules.

9.11. Some of the existing capital schemes require a re-alignment of budget which will be undertaken and rectified in Quarter 2.

Variances

9.12. There are no significant variances to report at Quarter1 as details of the schemes in progress and yet to start during the year are still emerging.

Financing

9.13. The approved capital programme is fully financed as per resources approved at the February Budget meeting and subsequent Cabinet meetings.

9.14. All new schemes that are submitted with a request to be added into the programme will be supported by either existing resources or new external grants and contributions. There should be no further call on the Council's own resources and any changes to this position will be reported to members.

Table 13

Funding the Revised Capital Programme 2021/22	
	£m
Capital Programme 2021/22	110.565
Funded By:	
External Funding and Contributions	(37.936)
Use of Capital Receipts	(0.290)
Prudential Borrowing	(56.283)
General Fund and Reserves	(0.554)
Housing Revenue Account	(3.344)
Major Repairs Reserve	(12.158)

TOTAL	(110.565)
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Monitoring

9.15. During 2020/21 *New Capital Gateway* processes were implemented and will continue for the 2021/22 financial year, to enable reviews of all new and existing schemes against corporate priorities and the Council's capital strategy.

The capital gateway process will embed effective monitoring and reporting arrangements whilst ensuring that:

- schemes are prioritised and presented to members for consideration at appropriate times during the year
- schemes are a strategic fit with corporate priorities
- adequate resources are identified at the start of the process to ensure sufficient capacity is available to deliver the projects within anticipated timescales
- effective monitoring is carried out so that any slippage or delays can be considered and reported
- effective project management practices are embedded for all projects

10 FUTURE YEARS

10.1. Effective financial planning is key to the sustainability and operation of all local authorities. The development of the council's medium term financial strategy shows that there is a significant financial challenge in future years. The MTFS will be further refreshed and brought back to the October Cabinet meeting. With uncertainty over government funding, the delay in the key funding review and implementation plans including the CSR, fair funding review and business rates retention review, the Council needs to be more than ever financially resilient and to deliver on its plans including its savings plans.

11 NEXT STEPS AND CONCLUSION

11.1. The financial position requires ongoing scrutiny and careful monitoring in order for the Council to recover its financial position and achieve its medium term financial strategy of replenishing its reserves and producing balanced budgets in future years. Work is required during quarter 2 with all Directorates and the Executive team to put mitigation plans in place to redress the current overspends and to prioritise Council resources in line with the strategic needs of the Borough.

Community impact/links with Community Strategy

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>
No implications.	

Assessment of Risk:

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

Consultation:

Legal Implications:

There are no specific legal implications arising from this report

Financial Implications:

The financial implications are set out in the report.

Report Author and Contact Details:

SAM EVANS, Executive Director of Finance

Appendix 1

<i>Capital Theme</i>	Original Budget	Approved Slippage	Approved Adjustments	Proposed Adjustments	Revised Budget	Expenditure to June
Capital Scheme	2021/22	2020/21	2021/22	2021/22	2021/22	2021/22
	£m	£m	£m	£m	£m	£m
<i>Radcliffe Regeneration</i>						
Radcliffe Market Chambers	0.090	0.010			0.100	0.000
Radcliffe Library Refurbishment	0.000	-0.015			-0.015	0.000
Radcliffe Regeneration	16.100	0.028			16.128	0.003
Radcliffe Regeneration Action Plan	0.115	0.115			0.230	0.000
Radcliffe Hub Pre Development	0.729	0.000			0.729	0.000
Radcliffe Leisure – Design etc	0.250	0.000			0.250	0.000
Radcliffe Programme Management	0.200	0.000			0.200	0.000
<i>Sub Total Radcliffe Regeneration</i>	17.484	0.138	0.000	0.000	17.622	0.003
<i>Prestwich Regeneration</i>						
Prestwich Services Hub	0.075	0.000			0.075	0.000
Strategic Acquisition	0.000	0.300			0.300	0.022
Prestwich Urban Village	0.000	0.136			0.136	0.000
Prestwich Regeneration	0.000	1.128			1.128	0.000
<i>Sub Total Prestwich Regeneration</i>	0.075	1.564	0.000	0.000	1.639	0.022
<i>Ramsbottom Regeneration</i>						
Ramsbottom Town Plan	0.180	0.000			0.180	0.000
Upper Floor Development	0.000	0.200			0.200	0.000
Ramsbottom Market Chambers	0.120	-0.057			0.063	0.000
<i>Sub Total Ramsbottom Regeneration</i>	0.300	0.143	0.000	0.000	0.443	0.000
<i>Bury Regeneration</i>						
Bury Market/Wider Market Area	0.030	0.005			0.035	0.000
Bury Business centre	0.050	-0.015			0.035	0.000

Elizabethan Suite Update	0.000	0.080			0.080	0.000
Bury Town Centre Masterplan Civic Centre Phase 1	0.000	1.360			1.360	0.020
Sub Total Bury Regeneration	0.080	1.431	0.000	0.000	1.511	0.020
Commercial Sites Regeneration						
Commercial Sites (Bradley Fold) Regeneration	0.300	-0.023			0.277	0.000
Radcliffe SRF	0.000	0.000			0.000	0.001
Chamber Hall Phase 2	0.100	0.000			0.100	0.000
Sub Total Commercial Sites Regeneration	0.400	-0.023	0.000	0.000	0.377	0.001
Refurbishment of Bury Market						
Refurbishment of Bury Market	0.000	-0.040			-0.040	-0.063
Sub Total Refurbishment of Bury Market	0.000	-0.040	0.000	0.000	-0.040	-0.063
TOTAL - Regeneration	18.339	3.213	0.000	0.000	21.552	-0.017
Place Shaping / Growth						
Prestwich	0.000	0.064			0.064	0.000
Radcliffe	0.077	-0.026			0.051	0.000
Whitefield	0.071	0.000			0.071	0.000
Place shaping / Growth programme	0.000	0.235			0.235	0.000
Other Development Schemes	0.960	-0.006			0.954	0.124
TOTAL - Place Shaping / Growth	1.108	0.267	0.000	0.000	1.375	0.124
Sport And Leisure						
Parks and Green Space Strategy	0.450	0.370			0.820	0.116
Play Area Strategy	0.251	0.178			0.429	0.012
Outdoor Gyms	0.000	0.120			0.120	0.000
Access, Infrastructure and Quality Parks	0.000	0.228			0.228	0.063
Grass Pitch Vert Draining	0.000	-0.015			-0.015	0.000
Leisure Gym Equipment Upgrade	0.000	0.248			0.248	0.151
Bury Athletics Track	0.000	0.077			0.077	0.027
Flood Repair 3 G Pitch	0.000	0.047			0.047	0.006
3G Pitch Bury Radcliffe	0.400	-0.031			0.369	0.000
3G Pitch at Goshen	0.000	0.669			0.669	0.000

Sustainable Tennis Strategy	0.400	-0.074			0.326	0.150
Match Fund Football Grants	0.150	0.000			0.150	0.000
Flood Repair and Defence	0.101	-1.361			-1.260	0.085
Environmental Works	0.000	0.031			0.031	0.000
Parks	0.249	0.086			0.335	0.014
Muslim Burial Site Extension	0.050	0.000			0.050	0.000
Leisure Health and Safety Improvements	0.100	0.000			0.100	0.000
TOTAL - Sport and Leisure	2.151	0.572	0.000	0.000	2.722	0.623
Operational Fleet						
Vehicle Replacement Strategy	7.260	2.083			9.343	1.922
Grounds Maintenance Equipment	0.170	0.044			0.214	0.148
TOTAL - Operational Fleet	7.430	2.127	0.000	0.000	9.557	2.070
ICT						
ICT Projects	4.984	-0.033			4.951	0.910
Improving Information Management	0.057	0.000			0.057	0.000
GM Full Fibre Project	0.000	-0.732			-0.732	0.000
TOTAL - ICT	5.041	-0.765	0.000	0.000	4.276	0.910
Highways						
Highways Investment Strategy – Tranche 2	4.000	0.000			4.000	0.000
Cycling and Walking Routes Mayors Challenge	0.025	2.745			2.770	0.097
Growth Deal	0.000	0.711			0.711	0.000
Mobile Speed Signs	0.000	0.035			0.035	0.000
Full Fibre Infrastructure	0.000	0.520			0.520	0.000
Weather Station and Road Surface Temperature Sensors	0.030	0.008			0.038	0.000
Street Lighting	3.028	0.360			3.388	0.000
Traffic Calming and improvement	0.120	-0.127			-0.007	0.299
Traffic Management Schemes	0.000	0.127			0.127	0.000
Public Rights of Way	0.050	0.058			0.108	0.068
Highways Planned Maintenance	5.979	-2.862		1.414	4.531	0.871

Pothole Fund	0.688	1.897		1.131	3.716	0.000
Bridges	0.022	-0.039			-0.017	0.027
Road Safety	0.150	0.000			0.150	0.000
TOTAL - Highways	14.092	3.432	0.000	2.545	20.069	1.361
Children and Young People						
Controcc Software	0.000	-0.019			-0.019	0.003
NDS Modernisation Including New Pupil Places	7.608	-0.011	2.000	7.492	17.089	0.342
Devolved Formula Capital	0.935	-0.119		0.309	0.816	0.029
Targeted Capital Funding	-0.130	-0.121			-0.251	0.000
Special Provision Grant	0.217	-0.005			0.212	0.046
Condition Related Schemes – Schools	0.000	-0.011			-0.011	0.000
TOTAL - Children and Young People	8.630	-0.287	2.000	7.800	18.144	0.421
Estate Management - Investment Estate:						
Demolition of Former Fire Station Bury	0.000	0.127			0.127	0.002
177 & 179 The Rock	0.005	0.000			0.005	0.000
Portland and Chesham industrial Estate	0.010	0.000			0.010	0.000
Former Prezzo, Lytham	0.055	-0.050			0.005	0.005
Back Manor Street	0.050	0.000			0.050	0.000
Tile Street	0.050	0.000			0.050	0.000
St Mary's Place	0.030	0.000			0.030	0.000
TOTAL - Estate Management - Investment Estate:	0.200	0.077	0.000	0.000	0.277	0.006
Estate Management - Corporate Landlord:						
FM Emergency Building New Major Repairs 21-22	0.200	0.000			0.200	0.000
Fernhill Gypsy and Traveller Site	2.760	0.360			3.120	0.000
Bradley Fold Welfare Facilities	0.400	0.190			0.590	0.084
Leisure Health and Safety Improvements	0.000	0.320			0.320	0.069
LED Lighting Installation	0.000	0.213			0.213	0.005
Seedfield Health and Safety	0.025	0.025			0.050	0.000
Bury Cemetery Upgrade of Welfare Facilities	0.040	0.008			0.048	0.000

Hoyles park Pavilion Demolition and Clarence Park Skateboard Park removal	0.050	-0.007			0.043	0.000
Springwater Park Land Slip	0.185	-0.021			0.164	0.057
Coroner's Service	0.000	0.013			0.013	0.000
TOTAL - Estate Management - Corporate Landlord:	3.660	1.100	0.000	0.000	4.760	0.216
Communities and Wellbeing						
Older People	0.305	-0.014			0.291	0.001
Disabled Facilities Grant	0.000	0.754		2.077	2.831	0.167
Neighbourhood Working	0.000	0.218			0.218	0.000
Planning Other Schemes	0.000	0.023			0.023	0.000
Other Development Schemes	0.027	0.000			0.027	0.000
Environmental Works	0.000	0.067			0.067	0.000
TOTAL - Communities and Wellbeing	0.332	1.048	0.000	2.077	3.456	0.167
Housing						
Housing HRA	12.254	2.328			14.582	0.559
HRA Disabled Facilities Adaptations	0.777	0.143			0.920	0.047
Empty Property Strategy	0.000	0.204			0.204	0.000
Next Steps Accommodation Programme	0.000	-0.137			-0.137	0.000
Housing Development	0.000	-0.260			-0.260	0.411
TOTAL - Housing	13.031	2.278	0.000	0.000	15.309	1.017
Climate Change						
Community Climate Capital Fund	0.000	0.187			0.187	0.006
Climate Change Resilience Fund	0.140	0.060			0.200	0.000
Electric Charging Points	0.040	0.000			0.040	0.000
Glysophate Alternative Equipment	0.000	0.050			0.050	0.000
Waste Management	0.000	-0.032			-0.032	0.042
Fly-Tipping	0.152	-0.029			0.123	0.005
Public Sector Decarbonisation	0.000	0.000	8.500		8.500	0.201
TOTAL - Climate Change	0.332	0.235	8.500	0.000	9.067	0.254
Total Capital Programme	74.346	13.297	10.500	12.422	110.565	7.152

Appendix 2: One-off Investment

Priority areas of investment at this stage are described below. Going forward, access to reserves and other funding streams will continue to be considered as part of normal service planning and proposals brought forward on a case-by-case basis.

Operations department

The Covid pandemic has caused significant delays to several key programmes and projects and the Department has been affected by substantial income losses across most of its services. The Department faces several key challenges in respect of the ability to be responsive, (both in terms of front-line service delivery, and from a customer and public perspective), to be able to recover from the effects of the pandemic in terms of key project deliverability, and to regenerate services, assets, and infrastructure.

As part of the Council approval of the budget the department was given a number of one-off funds for 2021/22. These are additional to the new £750,000 reserve that was created at 2020/21 year end and include:

- Street Scene and Road Safety (£100k) which is led by Engineers who have drawn up a provisional list of road safety schemes. There is also a further £50k in the capital programme which will be used for the same strategy giving a total budget of £150k.
- Tackling Fly Tipping (£100k) which is led by Waste Management and will be used to continue the weekend fly tipping clearance from private land and private back streets where Environmental Health are unable to carry out enforcement. It is also being used at weekends to remove waste collected by volunteer groups. The funding will also be used to provide an additional quantity of replacement litter bins.
- A school catering general reserve (£79k) which will be used to increase meal uptake, improve on the counter presentation, menu development and support roll-out of the 'Live Kitchen' system to 52 primary schools co-ordinated through the appointment of an additional catering service manager.
- A licensing reserve (£45k) of which £20k will be used to support the implementation of a second MOT testing station.
- The disruption to waste collection services and the impact of staff absences due to staff isolations have had a detrimental impact on the refuse collection services budgets in year and there is a forecast overspend of £288k. There is a reserve held by the department of £95k which they are proposing to use to partially reduce this overspend, which will leave a balance of £193k. Cabinet is asked to approve that this is funded from the waste levy reserve, alternatively it will need to be funded from the departmental reserve of £750k and other schemes to this value removed from the list.

Services are stretched across the department but two further areas of business critical activity have been highlighted for urgent investment through access to the departmental reserve of c£750,000 as follows:

- Within the Engineering Service, 8870 streetworks permits were submitted in 2020/21 (this is an increase of 39%). 1153 Traffic management applications were submitted in 2020/21 (this is an increase of 400%). An average of 165 temporary traffic regulations orders and traffic regulation orders were issued. The service receives on average 465 traffic management Councillor / public during undertaken in the first 2 months of 2021/22. The service also receives approximately 1000 road safety councillor / public enquiries (speeding/traffic calming) per year. It is therefore proposed to utilise the reserve to improve customer response to these requests.
- Streetscene: The amount required to maintain the highway in its current condition (steady state) is calculated at approximately £6m pa. The current level of capital investment in highway maintenance is approx. £5.3m pa (£3.3m via HIS 2 and £2m via Department for Transport). The carriageway revenue budget has reduced by 96%, from £1.29m in 2010/11 to £49k in 2020/21. The total budget available to Streetscene for minor / reactive carriageway repairs is £441k less than in 2010/11. In contrast, the number of jobs raised to repair highway safety defects (both carriage way and footway) increased from 7,156 in 2016/17 to 7,986 in 2020/21. This represents a 12% increase in demand. In respect of the number of jobs completed, there has been an increase of 46% since 2016/17. The Service completed 11,128 pothole repairs in 2019/20 and 12,132 in 2020/21, representing a 9% year on year increase. Insurance claims have decreased, with payments reaching £120k in 2019/20. The current budget is sufficient to reinstate road markings approximately once every 35 years however road markings typically last approximately 5-7 years. In respect of potholes the Service completes approximately 75% of repairs on time. The remaining 25% are either left unrepaired long term or repaired but not in compliance with policy. Both scenarios are exposing Bury Council to claims. It is therefore proposed to utilise the departmental reserve to bring about some visible improvements to improve our roads and infrastructure.

Specific proposals for reserve funding to manage these issues through access to the departmental reserve of £750,000 (temporary, one-off funding) and waste levy are summarised below by theme. The detail for the waste levy reserve are shown in Annex 1

Theme	Total
Better roads	£177,000
Better infrastructure	£225,990
Improved customer response	£82,400
Better Environment	£160,910
Greater community empowerment	£103,700
Fund the balance of the projected waste collection overspend	£193,000
Better Waste Management (utilising the waste levy or levy rebate)	£742,416
Total	£1,685,416

Details of areas for permanent funding have also been identified, as shown in Annex 2, but again at this stage ongoing funding has not yet been identified. As such the department is continually prioritising existing capacity and engaged in the internal transformation programme to seek to re-balance resources within the council to bolster the focus on the front line in the medium term. There may be potential for some of these resources to be funded on a one off non recurrent basis through a prioritisation process against the £750,000 reserve.

Contain & Outbreak Management Fund Services Reserve

Contain and Outbreak Management funding is available to support the emergency response and recovery work which is related to infection control; emergency response and protecting the vulnerable.

At the end of 2020/21 £3.1m of the Contain and Outbreak Management Funding was uncommitted. This funding is available for use until the end of March 2022 and therefore, it is prudent not to fully utilise all at this time but to leave further headroom should there be additional demands, outbreaks and unidentified pressures later in the year.

However, since that time we have had a further spike as a consequence of the Delta variant and have agreed a supervised testing programme in schools at an estimated cost of circa £300k, which leaves an available balance of £2.8m at this time.

Within these parameters the following areas for investment are proposed which will be realigned with the council's Recovery strategy for the next 12 months.

Bid	Value	Impact
3 x Leisure Customer Services staff to boost receptions, telephones and membership admin/sales. Flexible resource that could be deployed across 3 sites, at weekends and other peak times. This will also free up the senior supervisor to develop new systems to reduce queue lengths and telephone waiting times. 3 at Grade 5.	£75,000	Implementation of the wellness strategy as part of recovery.
Better customer response by introducing leisure MIS and access control system to increase customer satisfaction, memberships and retention.	£60,000	Supporting public health by getting people back into leisure services.
Enhance Housing Standards team to deal with Covid Backlog Covid has caused a backlog on housing inspections work because of lockdowns and restrictions. Some cases are up to 18 months outstanding and involve our most vulnerable residents. The national lifting of restrictions on evictions will create a significant uplift in work requirements as tenants use inspections to hold-off on evictions. The team are public health inspectors and are under-resourced, covid has had the greatest impact in HMO's, which this team lead on.	£35,000	Improve housing standards across the Borough.

Adult Social Care - additional officer On a short-term basis to assess the implications for our market management function, and in particular the scope of the opportunity with Persona, for the review of out of borough placements for young adults with complex needs	£55,000	Better outcomes of the Persona contract. Supporting Persona to develop into the more complex end of the LD market which helps Persona become better VFM and also help meets the needs of the borough and gaps identified. This in turn will lead to a reduction in OOB placements, bring people back in borough is often cheaper, enables better outcomes and local people should be able to live locally.
Continuing Health Care Team - extension to review fast track arrangements, and installation of IT system	£200,000	Recovering from the backlogs caused by the pandemic and the increased numbers of those accessing packages of care sometimes for longer than required or without timely assessments.
Children's Social Care Out of borough placements review. Lockdown saw an increase in referrals to childrens social care and we need to bring this vulnerable cohort of children back into borough	£300,000	Supporting our vulnerable children
Additional capacity for the childrens Safeguarding team Lockdown saw an increase in referrals to childrens social care and these children and our families are some of our most vulnerable residents	£500,000	Supporting our vulnerable children
Funding for BEATS to support Pulmonary Rehab –significant increase in residents needing to access the service due to impact of Covid on NHS waiting lists and affects of Covid on patients with long term conditions	£30,000	

Increased capacity for additional independent domestic violence advisors (IDVA) , in the context of spiralling case volumes as a result of the pandemic. Case numbers rose from 544 in 19/20 to 836 in 20/21 numbers for the first qtr of 21/22 are still at these increased levels with 197 cases	£60,000	Capacity will support the establishment of case management for all high risk cases within the new multi-agency neighbourhood model; designed to improve outcomes and reduce demand
Prevention activities Third sector to do some of the lower-level care needs, home from hospital support, befriending, friendly face checks etc	£60,000	Anticipated impacts around <ul style="list-style-type: none"> - reduced bed usage - reduced DTOC days - increased number of people living at home independently and linked to community services - reduced levels of loneliness and isolation - increased sense of health and wellbeing
6 month contract for Admin assistant to support backlog in DFG	£11,400	Supporting the vulnerable to get aids and adaptations
Extension of additional member of staff for 6 months to implement the urgent care review	£39,000	
IT to support wide adoption of Social Prescribing – Elemental Elemental is the platform utilised to record the social prescribing data by The Beacon and the GP practices. They can then extract and report on uptake and impact. A key advantage of this system is interoperability with GP systems and the ability for direct referrals, ease of access and saves the referring GP's time.	The cost includes additional work on EMIS web (to obtain a deeper understanding of the uptake and impact of the referrals made) is £32,784 inc VAT.	
Work placements for care leavers	£7,000	Providing care leavers with opportunities to develop skills in a working environment and raises profile of care leavers in the Council.

<p>The implementation of Signs of Safety and the Advanced Practitioner model has been impacted by Covid and remote/agile working which is more time consuming as well as having to train new social workers who predominately are newly qualified and require more individual support.</p> <p>The impact of Covid on vulnerable children and families is nationally well documented and Bury is experiencing increasing demand with cases being more difficult and complex.</p>	£70,000	<p>An extra Advanced Practitioner will support frontline practitioners and managers and build resilience, support newly qualified workers as well as students on placements and social work apprenticeships as we work to increase a pipeline of qualified staff to create staff stability in order to meet the increasing demand on statutory social work and safeguarding services as a result of Covid.</p>
<p>Covid recovery in children's services: The full extent and impact of Covid 19 on the development, education, and opportunities for Bury's children and young people is not yet fully understood and may not be for some time. However there are already emerging issues and anticipated outcomes:</p> <ul style="list-style-type: none"> •The education gap between those children considered to be disadvantaged and their counterparts will have widened. •The higher infections rates in Bury and GM will lead to Bury schools system being disproportionately impacted when compared to national •The pandemic has increased inequality in the borough; there has been a 5% increase in the overall number of children eligible for free school meals since 2019. •There is a potential for increased school exclusions and reduced attendance as some young people struggle with the return to school •There are indications of increased rates of anxiety and mental health concerns 	£120,000	<p>A universal quality assurance visit to all schools for the Autumn term will be implemented, focusing on school leadership and the curriculum, with an independent Quality Education Partner to explore the impact of Covid on pupils and young people.</p> <p>A recovery lead will co-ordinate the Covid recovery strategy across schools, ensuring that schools and the Council are working together to overcome some of the anticipated outcomes in order that our children and young people are supported throughout the education system in particular at points of transition and that opportunities and pathways are open to all post 16 so that the hopes, ambitions and aspirations of all our young people can be realised.</p>
Total	£1,655,184	

Wider transformation strategy

The proposals in this document reflect tactical, short term investments to respond to particular departmental priorities. The Cabinet has, however, at its meeting in July, agreed a transformation strategy as an enabler of wider service improvements and the Bury 2030 vision, which will deliver c£6.8m over a three year period. An overview of the three component programmes are *Let's do it*

- **...Well** (Internal transformation). This programme will seek to establish the structures, systems and processes to drive a high performance organisation. This work will embed the improvement work proposed in Children and Young People's Services and the principles of internal reform proposed here by the OCO into a business as usual approach
- **Once** (Customer contact and transact strategy). This programme will harnesses digital-first delivery through a single, digital front door providing integrated self-service access to back office processes. This work will incorporate the specific proposals made for customer contact improvement in the leisure and highways services. The short term funding accessed through these proposals will be used to bolster capacity to develop transformed processes whilst also maintaining a quality offer for customers
- **Flexibly** (Estates). This programme will seek to optimise the agile working strategy in order to rationalise the council's estate; create investment opportunities from capital receipts and savings from reduced revenue building running costs and oversee the establishment of a Corporate Landlord function proportionate to the future estate size through reinvested resource

Annex 1: Better waste management - to be funded via the Waste Levy: -

Theme / Description	Indicative Value
Waste and Transport: Contamination Officers x 2 Grade 9 to minimise waste contamination issues and associated cost working with the community.	£145,916 (2 year levy funding)
Waste and Transport: Investment for 1 new Rotopress RCV, 1 ex demo small RCV to provide resilience to rural collections and 1 new Variopress RCV. Funding via Waste Levy approved.	£500,000(one-off – Levy rebate)
Waste and Transport: Additional Officer to specifically work with STH, other RSLs and private landlords to tackle issues associated with communal waste bins. To develop and implement design solutions to improve cleanliness of sites and maximise recycling - Grade 9. Vehicle cost funded via Waste Levy.	£36,500 (one-off – Levy rebate)
Waste Management: Permanent service to remove fly tipping from private land and private back streets where enforcement is not possible. Currently funded as a one-off in 21/22.	£60,000 (one-off – Levy rebate)
Total	£742,416

Annex 2: Additional proposals which could be funded on one-off non recurrent basis by re-prioritising the £750,000 reserve

Theme / Description	Indicative Value
Better infrastructure Engineers: Advanced Design Fees to enable greater access to TfGM and external funding opportunities	£50,000
Better infrastructure Strategic Projects: Grade 15 Operations Service Manager to lead on major projects and monitor the capital programme.	£57,671
Better infrastructure Better customer response Streetscene: Grade 15 Service Manager - Highways Operations to manage the Service enabling the Head to focus on strategic responsibilities and development.	£57,671
Better infrastructure Better customer response Engineers: Grade 9 Street Works Engineer to monitor all external/public utility works on the highway.	£36,500
Better environment Better community involvement Waste Management: Environmental quality strategy lead. To oversee the plans and actions towards transforming and empowering residents and communities to take greater ownership of their neighbourhoods in a high-profile way	£44,000
Total	£245,842

Briefing Note: Bury Council 2021/22 Covid Grants/Funding Support

Background

1. This briefing note largely focusses on financial year 2021/22¹ and provides a summary of the Covid funding support Bury Council has received.
- 1.1. Since the beginning of the Pandemic the Government has announced multiple funding streams in recognition of the ongoing Covid related pressures on councils. **Appendix A** summarises the £115.440m funding received in financial year 2020/21. A number of these allocations now require reconciliations and any unspent monies to be returned. These reconciliations are ongoing at this time
- 1.2. The position on grants and Covid support has continually changed and may continue to do so for the remainder of the current financial year.
- 1.3. The rest of this briefing note provides a summary of the 2021/22 covid funding and support received by Bury Council which can be broadly categorised into three areas,
 - I. Support for expenditure as a result of Covid-19
 - II. Support for income loss as a result of Covid-19
 - III. Covid-19 Support for Business

Support for Expenditure as a result of Covid-19

2. Local Authorities have received additional support for covid related expenditure enabling councils to fulfil a critical role during the pandemic including containing outbreaks, and testing and protecting the population from Covid-19.
- 2.1. Bury Councils **2021/22** support for Covid related expenditure is currently c.£12m. Appendix B provides a list of the current covid grant support and an explanation of what each grant is providing support for

Support for Income Loss as a result of Covid-19

3. The council submits a monthly return (Titled 'COVID-19 local authority financial management information) to the Ministry of Housing Communities and Local Government (MHCLG) detailing Income loss as a result of Covid-19. The income losses fall into two areas:
 - i. Council Tax, Business Rates, and non-collection fund items
 - ii. Revenue Budget income losses
- 3.1. Table 1 below summarises the current estimated losses (or gains) for Council Tax, Business Rates, and non-collection fund items as a result of Covid 19. After Business rate losses, council tax gains and non-Collection fund losses are factored in there is a net income loss of £0.764m. The figures in table 1 below are compared against the 2021/22 budgets which were adjusted for the impact of Covid based upon best estimates at the time.

Table 1

Description	2021/22 Loss/ (Gain) (£000)
Business Rates	773

¹ The section on support for business summarises the full support received across 2020/21 and 2021/22

Council Tax	(2,310)
Total Collection Fund	(1,537)
Non-Collection Fund	2,301
Total Income Losses (Gains)	764

3.2. Table 2 Summarises the forecast £11.534m Revenue Budget income losses relative to pre covid budget forecasts

Table 2

Income source	2021/22 Loss (£000)
Highways and Transport Sales, Fees & Charges losses	617
Cultural & Related Sales, Fees & Charges losses	1,134
Other	777
Sales, Fees & Charges (SFC) income losses total	2,528,
Commercial Income losses (dividends)	6,135
Commercial Income losses total	6,135
Non collection fund losses sub total	8,663

Covid-19 Support for Business

4. Over the period of the pandemic Local authorities have received and distributed funding to support small and medium sized businesses in England. To date £79.946m has been received by Bury Council to support businesses. Table 1 below summarises the amount of money that Bury council has received for the duration of the Pandemic (i.e., 2020/21 & 2021/22)

Table 3

Business Support Grants		Total Allocation (£000)
Restart Grant Scheme		9,282
Small Business Grant Fund (SBGF) & Retail, Hospitality and Leisure Business Grants Fund (RHLGF)		42,920
Pubs Grant		87
Local Authority Discretionary Grant Fund		1,957
Local Restrictions Support Grant ²	Initial Allocations	10,762
	Additional Restrictions Grant ³	1,383
Closed Business Lockdown		13,555
Total		79,946

² The LRSG is made up of multiple grants and eligibility is subject to government criteria

³ The ARG is available for discretionary payments to business including those not eligible for the LRSG.

Appendix A – Analysis of Grants Received in 2020/21 as a result of Covid -19

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Information	Additional Notes
Business Rates Grants	42.920	Grant payments of £10k and £25k to eligible business and funding for a discretionary scheme.	The scheme is now closed.
Local Restrictions Support Grant Closed (Addendum & Sector)	8.358	Funding to support businesses legally required to close during a national lockdown and those legally closed since March (e.g., nightclubs).	New Allocation received January 2021
Local Restrictions Support Grant (Closed)	0.376	Funding to support businesses in Tier 3 and 4 areas legally required to close.	
Local Restrictions Support Grant (Open)	1.653	Funding to support businesses that remain open but who are severely impacted by the restrictions.	
Christmas Support Payment – Wet-pubs	0.083	Funding to support wet-led pubs where tier 3 restrictions imposed	
National Lockdown Top-Up Grant Jan-Feb 2021	9.036	One-off top-up grant for retail, hospitality and leisure businesses closed in national lockdown Jan-Feb 2021	
Additional Restrictions Grant (ARG)	5.738	One-off funding of approx. £20/head of population for business support activities, primarily in the form of discretionary grants during restrictions in November and January.	Top Up received January 2021.
New Burdens (Revenues and benefits) for the administration of the business rates grants.	0.170	New costs to support the administration of grants to businesses and increase in welfare and benefit claimants.	Decision made and funding used to increase capacity in the revenues and benefits team.
New Burdens – Administration of Retail, Leisure and Hospitality Grants	0.076	New costs to support the administration of grants to businesses and increase in welfare	Top Up Received January 2021

		and benefit claimants.	
Local Restrictions Support Grant (RSG) allocation 16 February – 31 March	4.735		
Sub Total	73.145		
Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Information	Additional Notes
Sales Fees & Charges compensation scheme 1 st round	4.897	No additional costs. This grant is un-ringfenced and is available to support the Council to meet additional costs and loss of income as a result of COVID-19.	
Sub Total	1.912	Additional Information	Additional Notes
COVID-19 Tranche 1	5.364	un-ringfenced grant and is available to support the Council to meet additional costs and loss of income as a result of COVID-19.	
COVID-19 Tranche 2	5.253		
COVID-19 Tranche 3	1.699		
COVID-19 Tranche 4	3.324		
Sub Total	15.640	Additional Information	Additional Notes
Hardship Relief Fund	1.880	Criteria on how this should be allocated was provided by government. Majority to be used to fund £150 credit on council tax bills to working age residents eligible for local council tax support scheme. Remainder allocated to hardship and welfare schemes.	Currently held within the Collection Fund as most of the costs will be incurred within the fund.
DEFRA Food and Essentials Hardship Grant	0.229	Allocated to wider food offer to support vulnerable people and FSM provision at October half term, and to support those	

		suffering from hardship as a result of self-isolation. Working with Bury Community Support Network to identify vulnerable group and to target support.	
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Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Information	Additional Notes
Self-Isolation Grant	0.171	Grant payments to eligible claimants who are self-isolating	Government Criteria
Self-Isolation Grant Top Up	0.124		Received January 2021
Next Steps Accommodation Programme	0.081		
COVID Winter Grant scheme	0.619	To support families/vulnerable households particularly with food, energy, and water bills to the end of March. Was utilised to fund free school meals since Christmas holidays and for the remainder of the financial year.	
Sub Total	3.104	Additional Information	Additional Notes
Re-Opening High Streets	0.169	Grant offset fully by new additional costs.	This grant will be paid in arrears on qualifying expenditure.
Sub Total	0.169	Additional Information	Additional Notes
Infection Control Tranche 1	2.396	Monitoring assumes that the grant will be offset fully by new additional costs.	All of the grant received has been allocated to care home and other organisations as specified in the grant criteria.

Infection Control Tranche 2	1.934	Monitoring assumes that the grant will be offset fully by new additional costs.	All of the grant received has been allocated to care home and other organisations as specified in the grant criteria.
Sub Total	4.330		

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Information	Additional Notes
Test and Trace	1.080	Monitoring assumes that the grant will be offset fully by new additional costs.	Additional costs will be reflected within the OCO department
Test and Trace Enhanced Support	0.150	Monitoring assumes that new costs will be incurred. Focus on communications and approval for additional support obtained.	Report approved.
COVID Marshall Funding	0.104	Monitoring assumes that new costs will be incurred.	Report approved via Emergency Powers Group.
Test, Track & Contain grant	1.528	Allocation of resource has been submitted to MHCLG.	Additional costs will be reflected within the OCO department.
Clinically Extremely Vulnerable (CEV) funding	0.142	Monitoring assumes that the grant will be offset fully by new additional costs.	Additional costs will be reflected within the OCO department
Contain Outbreak Management Fund	0.764	Monitoring assumes that the grant will be offset fully by new additional costs.	Funding received for December 2020
Contain Outbreak Management Fund	0.764	Monitoring assumes that the grant will be offset fully by new additional costs.	Funding received for January 2021

Contain and Outbreak Management	0.764	Monitoring assumes that the grant will be offset fully by new additional costs	Funding received for February 2021
Workforce Capacity Fund	0.408	80% allocated to care homes. 20% discretionary.	EPG decision February 2021
Adult Social Care Rapid Testing Fund	0.592	80% allocated to care homes. 20% discretionary.	EPG decision February 2021
Community Champions Fund	0.467		EPG decision February 2021
Clinically Extremely Vulnerable	0.162	Monitoring assumes that the grant will be offset fully by new additional costs	
Sub Total	6.925		

Analysis of Grants Received 2020/21 as a result of COVID -19			
Description	Amount (£m)	Additional Information	Additional Notes
Wellbeing for Education Grant	0.030	Allocated to Schools	Non-ringfenced grant to better equip education settings to support wellbeing and psychological recovery as they return to full time education.
Covid catch-Up Premium	2.367	Allocated to Schools	Additional funding to help children catch up on lost learning and reach expected curriculum levels during the 2020/21 academic year. It should be noted that £0.875m of the funding was received by the council to be passported to academies. Funding will be received in 3 tranches (Autumn, Spring and Summer terms).
Covid Exceptional Cost Re- Imbursement Scheme	2.645	Allocated to Schools	Reimbursement scheme to allow schools to reclaim any exceptional costs incurred during lockdown from March – July 2020 in relation to premises, cleaning and free

			school meals plus other costs that are subject to DfE scrutiny and validation. Of the funding allocated £0.660m is for academies.
Holiday Activities and Food Programme 2020/21	0.073	Allocated to Schools	To be used for FSM and activity over Easter
Hospital Discharge Programme	5.100	Allocated Adult Social care Budgets	To facilitate the rapid transfer from hospital beds funding made available to support the cost of the first 6 weeks of community care
Sub Total	10.215		
TOTAL	118.425		

Appendix B - Support for expenditure as a result of Covid

Title		Description	Full Year Cost (£)
Covid 19 Funding for Adult Social Care	Hospital Discharge Programme	Relates to enhance the NHS discharge process so patients who no longer need urgent treatment can return home safely and quickly. Agreement with Bury CCG is as follows: Qtr 1 (April - June) - Council able to Recharge DHSC funding pot for the first 6 weeks of Care Package Costs Qtr 2 (July -September) Council Can Recharge the DHSC funding for the first 4 weeks of Care Package Costs Qtr3 &Qtr 4 (October-March) Council Can Recharge the DHSC funding for the first 4 weeks of Care Package Costs	2,200,000
	Infection Control	To distribute the fund in accordance with the grant conditions to continue to reduce the rate of transmission of Covid-19 within and between care settings through effective infection prevention and control practices and increase the uptake of staff vaccination	732,510
	Infection Control - Extension		513,130
	Rapid testing	Funding to support additional rapid testing of staff in care homes, and to support visiting professionals and enable indoors, close contact visiting where possible.	472,426
	Rapid testing - Extension		383,970
Other Government Funding For Local Authorities	DWP Covid Winter Grant Scheme 2021-22 (extension / top-up)	Additional funding to support those most in need with the cost of food, energy, water and other essentials.	582,982
	Welcome Back Fund (formerly Reopening high streets Fund)	The Welcome Back Fund is providing councils across England a share of £56 million from the European Regional Development Fund (ERDF) to support the safe return to high streets and help build back better from the pandemic.	170,000
	Covid 19 Unringfenced Funding	Emergency funding for Local Government in 21/22 announced in December 2020. £1.55bn unringfenced funding for Local authorities to use to respond to the Covid 19 pandemic	5,330,086
	Additional Funding for Local Elections	£15m grant allocated across local authorities to cover the additional costs of the local elections in England (i.e ensuring polls are covid secure)	97,639
Containment Outbreak Management Fund (COMF)	Containment Outbreak Management Fund	The Fund is ring-fenced for public health purposes to tackle COVID-19, working to break the chain of transmission and protecting the most vulnerable. Whilst the specific public health activities that can be funded are subject to local decision making a list of activities that this funding could be used for is included in the general Contain Outbreak Management Fund policy letter of 1 December 2020.	1,375,000
Total			11,857,743

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Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	1st September 2021
Title of report:	Treasury Management Outturn 2020/21
Report by:	Leader of the Council and Cabinet Member for Finance and Growth
Decision Type:	Non- Key Decision
Ward(s) to which report relates	All

Executive Summary:

- 1.1 The report outlines the financial position and provides an update on the following aspects of the Treasury management function throughout 2020/21. The report covers:
- the Council's capital expenditure and financing;
 - the treasury position as 31st March 2021;
 - the investment and borrowing strategy and
 - borrowing and investment Outturn.
- 1.2 The Council is required by legislation to produce an annual Treasury Management review of activities and the actual prudential and treasury indicators for the year. This report meets both the CIPFA Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).

Recommendation(s)

Overview and Scrutiny Committee is asked to note the report.

Cabinet is requested to approve, 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.

2 Introduction

- 2.1 The Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2020/21. This report meets the requirements of both the CIPFA Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 2.2 During 2020/21 the minimum reporting requirements were that the full Council should receive the following reports:
- an annual treasury strategy in advance of the year (approved 26/02/2020)
 - a mid-year, (minimum), treasury update report (approved 25/11/2020)
 - an annual review following the end of the year describing the activity compared to the strategy, (this report)
- 2.3 In addition, this Council has received quarterly treasury management update reports on the following dates:-
29th July 2020
24th November 2020
23rd February 2021
- 2.4 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 2.5 This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports by Cabinet before they were reported to the full Council.

3 The Council's Capital Expenditure and Financing

- 3.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:
- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
 - If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.
- 3.2 The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual expenditure and how this was financed.

	2019/20	2020/21 Revised	2020/21
	Actual £M	Budget £M	Actual £M
Capital Expenditure:			
Non-HRA	25.017	43.546	19.069
HRA	7.666	9.830	7.841
TOTAL CAPITAL EXPENDITURE	32.683	53.376	26.910
Resourced By:			
Capital Receipts	1.931	0.609	1.544
Capital Grants	11.772	14.978	9.388
HRA	7.136	9.830	7.841
Revenue	2.568	3.889	2.475
Unfinanced capital expenditure	9.276	24.069	5.663

4 The Council's Overall Borrowing need

- 4.1 The Council's underlying need to borrow to finance capital expenditure is termed the Capital Financing Requirement (CFR).
- 4.2 To ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2020/21) plus the estimates of any additional capital financing requirement for the current (2021/22) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2020/21.
- 4.3 The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31st March 2020 Actual £M	31st March 2021 Budget £M	31st March 2021 Actual £M
Gross borrowing position	215.902	237.188	206.016
CFR	259.305	287.266	264.967
(Under) / over funding of CFR	(43.403)	(50.077)	(58.951)

- 4.4 The authorised limit is the "affordable borrowing limit" required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2020/21 the Council has maintained gross borrowing within its authorised limit.
- 4.5 The operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

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

	2020/21 £M
Authorised limit	305.000
Maximum gross borrowing position	215.994
Operational Boundary	270.000
Average gross borrowing position	196.224
Financing costs as a proportion of net revenue stream:-	
Non - HRA	3.01%
HRA	14.96%

5. Treasury Position as at 31st March 2021

- 5.1 The Council's treasury position at the end of 2019/20 and 2020/21 (excluding borrowing by PFA and finance leases), position was as follows:

		31st March 2020			31st March 2021		
		Principal		Avg. Rate	Principal		Avg. Rate
		£M	£M		£M	£M	
Fixed rate funding							
	PWLB Bury	134.071			133.885		
	PWLB Airport	11.828			11.828		
	Market Bury	49.000	194.899		60.300	206.013	
Variable rate funding							
	PWLB Bury						
	Market Bury		0.000			0.000	
Temporary Loans / Bonds		21.003	21.003		0.003	0.003	
Total Debt		215.902		3.95%	206.016		3.70%
Total Investments			29.410	0.61%		15.928	0.13%
Net Debt			186.492			190.088	

- 5.2 The maturity structure of the debt portfolio was as follows:

Maturity structure of fixed rate borrowing	2019/20 Actual £M	2019/20 Actual %	2020/21 Actual £M	2020/21 Actual %
Under 12 months	22.186	10.28%	5.190	2.52%
12 months and within 24 months	5.000	2.32%	13.000	6.31%
24 months and within 5 years	8.000	3.71%	7.300	3.54%
5 years and within 10 years	5.550	2.57%	31.550	15.31%
10 years and within 15 years	26.000	12.04%	0.000	0.00%
15 years and over	149.166	69.09%	148.976	72.31%
Total Debt	215.902	1.00	206.016	1.00

5.3 The Council's investment portfolio was as shown below:

	Investment balance at 31/03/2020 £M	Amount Invested in year £M	Investments realised in year £M	Investment balance at 31/03/2021 £M
Fixed Rate Investments	0.000	0.000	0.000	0.000
Total - Fixed rate	0.000	0.000	0.000	0.000
Notice Accounts				
Barclays Bank - 32 day Notice account	1.000		(0.750)	0.250
Barclays Bank - 95 day Notice account	0.250			0.250
Lloyds - 32 day Notice account	3.000	0.000	(3.000)	0.000
Santander - 31 day Notice account	0.000	7.000	(7.000)	0.000
Santander - 35 day Notice account	1.000	15.000	(16.000)	0.000
Santander - 60 day Notice account	0.000	3.000	(3.000)	0.000
Total - Notice accounts	5.250	25.000	(29.750)	0.500
Call Accounts				
Barclays Bank - Flexible Interest Bearing Current Account	24.160	319.330	(328.070)	15.420
Bank of Scotland - Call Account	0.000	3.000	(3.000)	0.000
Total Investments	29.410	347.330	(360.820)	15.920

5.4 All of the Council's investments are held for a period of up to 1 year.

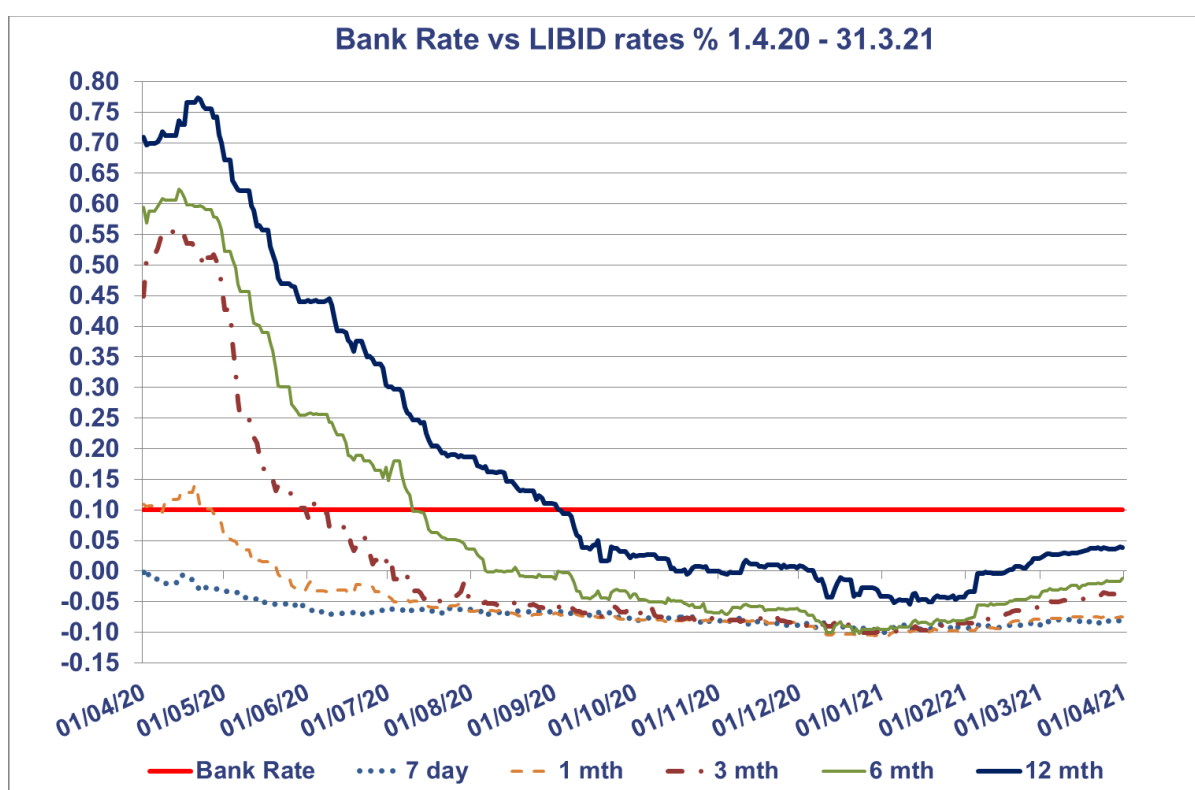
6. The Strategy for 2020/21**6.1 Investment strategy and control of interest rate risk**

6.1.1 Investment returns which had been low during 2019/20, plunged during 2020/21 to near zero or even into negative territory. Most local authority lending managed to avoid negative rates and one feature of the year was the growth of inter local authority lending. The expectation for interest rates within the treasury management strategy for 2020/21 was that Bank Rate would continue at the start of the year at 0.75 % before rising to end 2022/23 at 1.25%. This forecast was invalidated by the Covid-19 pandemic bursting onto the scene in March 2020 which caused the Monetary Policy Committee to cut Bank Rate in March, first to 0.25% and then to 0.10%, in order to counter the hugely negative impact of the national lockdown on large swathes of the economy. The Bank of England and the Government also introduced new programmes of supplying the banking system and the economy with massive amounts of cheap credit so that banks could help cash-starved businesses to survive the lockdown. The Government also supplied huge amounts of finance to local authorities to pass on to businesses. This meant that for most of the year there was much more liquidity in financial markets than there was demand to borrow, with the consequent effect that investment earnings rates plummeted.

6.1.2 This authority does not have sufficient cash balances to be able to place deposits for more than a month so as to earn higher rates from longer

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

- 6.1.3 Investment balances have been kept to a minimum through the agreed strategy of using reserves and balances to support internal borrowing, rather than borrowing externally from the financial markets. External borrowing would have incurred an additional cost, due to the differential between borrowing and investment rates as illustrated in the charts shown above and below. Such an approach has also provided benefits in terms of reducing the counterparty risk exposure, by having fewer investments placed in the financial markets.
- 6.1.4 The information below show Bank and London Interbank Bid Rates (LIBID) for a selection of periods, the average interest rates, the high and low points in rates, spreads and individual rates at dates through and at the end of the financial year.



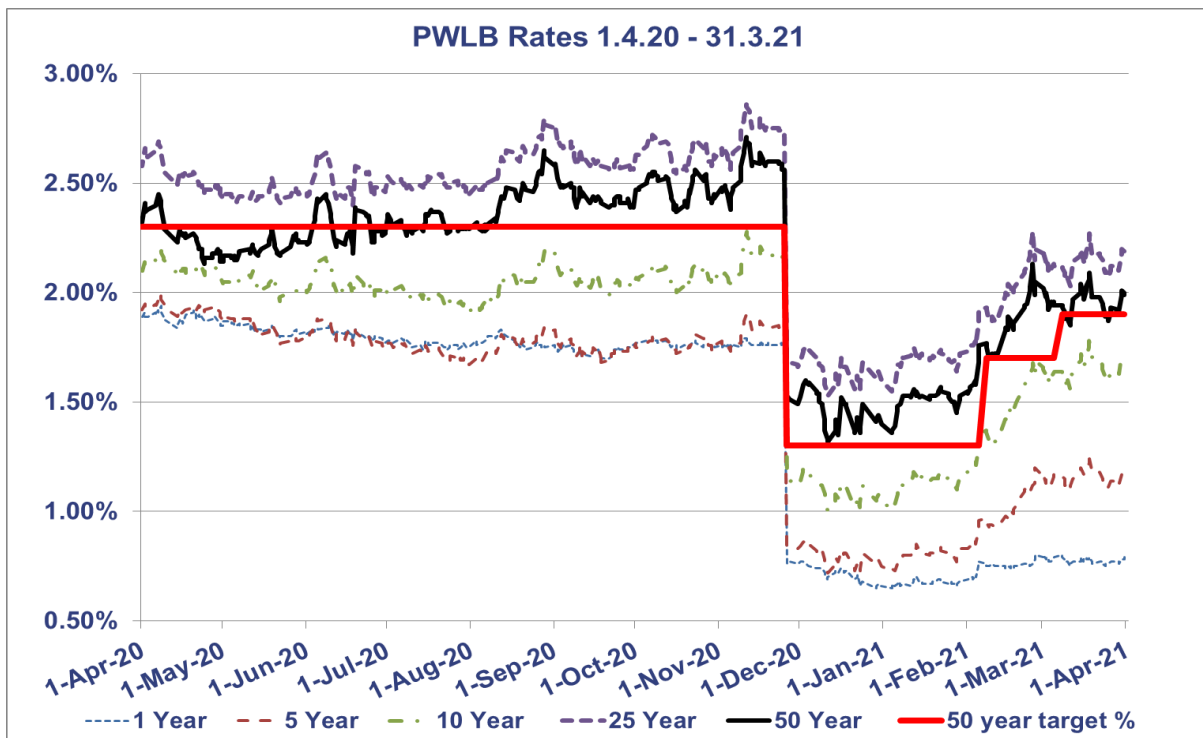
	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.10	0.00	0.14	0.56	0.62	0.77
High Date	01/04/2020	02/04/2020	20/04/2020	08/04/2020	14/04/2020	21/04/2020
Low	0.10	-0.10	-0.11	-0.10	-0.10	-0.05
Low Date	01/04/2020	31/12/2020	29/12/2020	23/12/2020	21/12/2020	11/01/2021
Average	0.10	-0.07	-0.05	0.01	0.07	0.17
Spread	0.00	0.10	0.25	0.66	0.73	0.83

6.2 Borrowing strategy and control of interest rate risk

- 6.2.1 During 2020-21, the Council maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt, as cash supporting the Council's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as investment returns were very low and minimising counterparty risk on placing investments also needed to be considered.
- 6.2.2 A cost of carry remained during the year on any new long-term borrowing that was not immediately used to finance capital expenditure, as it would have caused a temporary increase in cash balances; this would have incurred a revenue cost – the difference between (higher) borrowing costs and (lower) investment returns.
- 6.2.3 The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this was kept under review to avoid incurring higher borrowing costs in the future when this authority may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt.
- 6.2.4 Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Director of Finance therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks:
- * if it had been felt that there was a significant risk of a sharp FALL in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
 - * if it had been felt that there was a significant risk of a much sharper RISE in long and short term rates than initially expected, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.
- 6.2.5 Interest rate forecasts expected only gradual rises in medium and longer term fixed borrowing rates during 2020/21 and the two subsequent financial years. Variable, or short-term rates, were expected to be the cheaper form of borrowing over the period.
- 6.2.6 The table below shows the interest rate forecast as at mid-year 2020/21

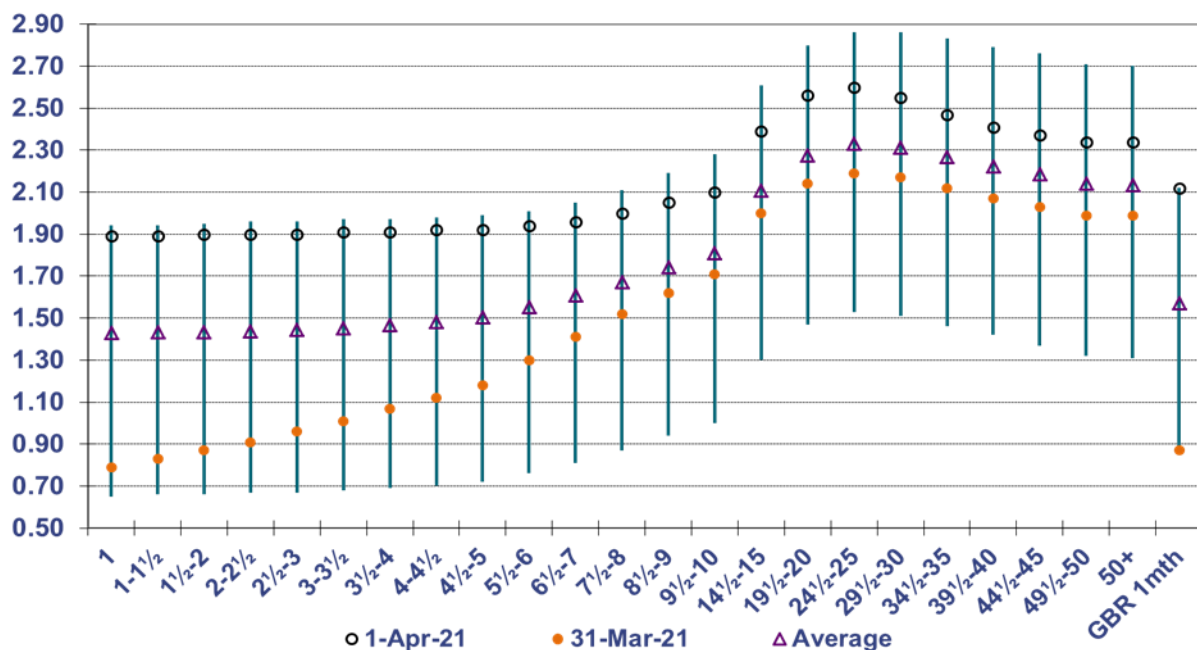
Link Group Interest Rate View		9.11.20													
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	
5 yr PWLB	1.80	1.80	1.80	1.80	1.80	1.90	1.90	1.90	1.90	1.90	2.00	2.00	2.00	2.00	
10 yr PWLB	2.10	2.10	2.10	2.10	2.20	2.20	2.20	2.30	2.30	2.30	2.30	2.30	2.30	2.30	
25 yr PWLB	2.50	2.50	2.60	2.60	2.60	2.60	2.70	2.70	2.70	2.70	2.80	2.80	2.80	2.80	
50 yr PWLB	2.30	2.30	2.40	2.40	2.40	2.40	2.50	2.50	2.50	2.50	2.60	2.60	2.60	2.60	

6.2.7 The information below show PWLB rates for a selection of maturity periods, the average borrowing rates, the high and low points in rates, spreads and individual rates, at dates through and at the end of the financial year.



	1 Year	5 Year	10 Year	25 Year	50 Year
Low	0.65%	0.72%	1.00%	1.53%	1.32%
Date	04/01/2021	11/12/2020	11/12/2020	11/12/2020	11/12/2020
High	1.94%	1.99%	2.28%	2.86%	2.71%
Date	08/04/2020	08/04/2020	11/11/2020	11/11/2020	11/11/2020
Average	1.43%	1.50%	1.81%	2.33%	2.14%
Spread	1.29%	1.27%	1.28%	1.33%	1.39%

PWLB Certainty Rate Variations 1.4.20 to 31.3.2021



6.2.8 PWLB rates are based on, and are determined by, gilt (UK Government bonds) yields through H.M.Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields. Inflation targeting by the major central banks has been successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not **need to** raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years. We have seen over the last two years, many bond yields up to 10 years in the Eurozone turn negative on expectations that the EU would struggle to get growth rates and inflation up from low levels. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession.

6.2.9 Gilt yields fell sharply from the start of 2020 and then spiked up during a financial markets melt down in March caused by the pandemic hitting western countries; this was rapidly countered by central banks flooding the markets with liquidity. While US treasury yields do exert influence on UK gilt yields so that the two often move in tandem, they have diverged during the first three quarters of 2020/21 but then converged in the final quarter. Expectations of economic recovery started earlier in the US than the UK but once the UK vaccination programme started making rapid progress in the new year of 2021, gilt yields and PWLB rates started rising sharply as confidence in economic recovery rebounded. Financial markets also expected Bank Rate to rise quicker than in the forecast tables in this report.

6.2.10 At the close of the day on 31 March 2021, all gilt yields from 1 to 5 years were between 0.19 – 0.58% while the 10-year and 25-year yields were at 1.11% and 1.59%.

6.2.11 HM Treasury imposed two changes of margins over gilt yields for PWLB rates in 2019/20 without any prior warning. The first took place on 9th October 2019, adding an additional 1% margin over gilts to all PWLB period rates. That increase was then, at least partially, reversed for some forms of borrowing on 11th March 2020, but not for mainstream non-HRA capital

schemes. A consultation was then held with local authorities and on 25th November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields are as follows: -

- PWLB Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB Certainty Rate is gilt plus 80 basis points (G+80bps)
- PWLB HRA Standard Rate is gilt plus 100 basis points (G+100bps)
- PWLB HRA Certainty Rate is gilt plus 80bps (G+80bps)
- Local Infrastructure Rate is gilt plus 60bps (G+60bps)

6.2.12 There is likely to be only a gentle rise in gilt yields and PWLB rates over the next three years as Bank Rate is not forecast to rise from 0.10% by March 2024 as the Bank of England has clearly stated that it will not raise rates until inflation is sustainably above its target of 2%; this sets a high bar for Bank Rate to start rising.

7 Borrowing Outturn

7.2 Treasury Borrowing

7.2.1 The Council has taken out market loans totalling £12.3m during 2020/21. The borrowing was undertaken to replace temporary loans with short term loans, thereby locking in lower rates for a longer period.

	Balance at 31st March 2020 £M	Loans raised in year £M	Loans repaid in year £M	Balance at 31st March 2021 £M
PWLB	134.071	0.000	(0.186)	133.885
Market	49.000	12.300	(1.000)	60.300
Temporary Loans	21.000	0.000	(21.000)	0.000
Other loans	0.003	0.000	0.000	0.003
Bury MBC Debt	204.074	12.300	(22.186)	194.188
Airport PWLB Debt	11.828	0.000	0.000	11.828
Total Debt	215.902	12.300	(22.186)	206.016

7.3 Debt Rescheduling

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

7.4 Borrowing in advance of need

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

7.4 Repayment of Debt

During 2020/21 the Council made a net loan repayment of £9.886m, at an average loan rate of 2.06%.

7.5 Summary of debt transactions

Management of the debt portfolio resulted in a fall in the average interest rate of 0.17%, representing net General Fund savings of £0.339m p.a.

8 Investment Outturn

8.1 Investment Policy

- 8.1.1 The Council's investment policy is governed by MHCLG investment guidance, which has been implemented in the annual investment strategy approved by the Council on 26/02/2020. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).
- 8.1.2 The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

8.2 Resources

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

Balance Sheet Resources	31 March 2020	31 March 2021
	£M	£M
Balances General Fund	6.990	34.241
Balances HRA	8.393	10.422
Earmarked reserves	52.626	104.474
Provisions	13.996	11.835
Usable capital receipts	6.974	4.890
Total	88.979	165.862

8.3 Investments held at 31 March 2021

- 8.3.1 The Council managed all of its investments in house with the institutions listed in the Council's approved lending list. At the end of the financial year the Council had £15.920m of investments as follows:

Type	Institution	Amount	Term	Rate
		£M	Days	%
Call Accounts	Barclays Bank	15.420	0	0.05%
Total Call Accounts		15.420		
Notice Accounts	Barclays Bank	0.250	32	0.09%
	Barclays Bank	0.250	95	0.26%
Total Notice Accounts		0.500		
Total Investments		15.920		

- 8.3.2 The Council maintained an average balance of £31.729m of internally managed funds and earned an average rate of return of 0.13%. The comparable performance indicator is the average 7 day LIBID rate which was 0.07%.

Community impact/ Contribution to the Bury 2030 Strategy

Delivery of the Bury 2030 strategy is dependent upon resources being available. The delivery of the strategy may be impacted by changes in funding and spending.

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.

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

Assessment of Risk:

The following risks apply to the decision:	
Risk / opportunity	Mitigation
There are considerable risks to the security of the Authority's resources if appropriate treasury management strategies and policies are not adopted and followed.	Regular monitoring and reporting ensures that any changes in the financial position are quickly identified and action can be taken to manage the overall position.

Consultation:

There are no consultation requirements arising from this report.

Legal Implications:

There are no specific legal implications in this report. The S 151 officer has confirmed that the report meets the requirements of the CIPFA code of practice on Treasury management and the CIPFA prudential code for Capital finance in Local Authorities.

Financial Implications:

The financial implications are set out in the report. The continuation of the Covid pandemic has impacted significantly on both the revenue and capital budgets across the whole of the Council and needs to be carefully monitored. The in-year position will be reflected in an updated medium term financial strategy and will inform the budget setting process for the 2022/23 financial year.

Report Author and Contact Details:

Sam Evans
Executive Director of Finance (S151 Officer)

Background papers:

The Council's Financial Position as at 31 December 2020
Capital Strategy and Capital Programme 2021 – 2022/23
Treasury Management Strategy and Prudential Indicators 2020/21
Treasury Management Outturn Report 2019/20

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

Term	Meaning

APPENDIX 1: Approved countries for investments as at 31st March 2021

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also have banks operating in sterling markets which have credit ratings of green or above in the Link credit worthiness service.

AAA

- Australia
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France

AA-

- Belgium
- Hong Kong
- Qatar
- U.K.

(note the Council only invests in the highest rated UK institutions)

APPENDIX 2: DELEGATION AND RESPONSIBILITY

The following personnel are involved on a regular basis in Treasury Management: -

Executive Director of Finance (Section 151) Officer	Overall supervision of Treasury Management function and cash flow. Regular reviews of Treasury Management Strategy and monitor performance.
Head of Management Accountancy	Manage and undertake day to day Treasury Management Activities in accordance with Treasury Strategy and Policy Statement.
Senior Accountant	Deputise for Head of Management Accountancy in their duties as required.

APPENDIX 3: Treasury management scheme of delegation

(i) Full council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Boards/committees/Council/responsible body

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Body/person(s) with responsibility for scrutiny

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

APPENDIX 4: The treasury management role of the section 151 officer

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

The above list of specific responsibilities of the S151 officer in the 2017 Treasury Management Code has not changed. However, implicit in the changes in both codes, is a major extension of the functions of this role, especially in respect of non-financial investments, (which CIPFA has defined as being part of treasury management).

- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following (TM Code p54): -
 - *Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;*
 - *Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;*
 - *Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;*

- *Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;*
- *Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.*

SCRUTINY REPORT



MEETING: **SCRUTINY AND OVERVIEW COMMITTEE**

DATE OF MEETING **14TH SEPTEMBER 2021**

SUBJECT: **WASTE MANAGEMENT STABILISATION**

REPORT FROM: **CLLR ALAN QUINN – CABINET MEMBER FOR ENVIRONMENT**

CONTACT OFFICER: **DONNA BALL - EXECUTIVE DIRECTOR OPERATIONS**

1.0 BACKGROUND

- 1.1 In 2011 the recycling rate in Bury was 27% one of the lowest in GM. We took the decision to purchase 80,000 green bins to collect paper and card and 24,000 bins to collect garden and food waste.
- 1.2 In October 2014 Bury became the first Council in England to introduce 3-weekly collections for residual waste. The move was successful in that residual waste tonnages reduced by **17%** and recycling tonnages increased by **10%** in the first year, whilst the collected bin waste recycling rate increased to an average of **57%** and ongoing savings in excess of **£800,000** through reduced disposal costs were achieved in 2014.
- 1.3 We have been hit by government cuts of over £102,000,000 since 2010. The waste department, like all other departments has had to find ways of saving money.
- 1.4 However, it is nearly seven years since these major changes were made, and in February 2021 Cabinet approved a saving of £150k from the waste collection service together with the continuation of the vehicle replacement programme that was agreed as part of the 2020/21 capital programme. This was to support the modernisation of the service and to make it fit for purpose in 2021 and beyond.
- 1.5 The review of new rounds was designed to:
- Re-balance the collections rounds to even out the workload and rebalance the distribution of several thousand new homes that have been built in the borough.
 - Achieve a **£150k** Council saving (reduction of 1 vehicle and crew).
 - Optimise the rounds to ensure 2 weekly brown bin collections are more efficient
 - Allow for changes in the tonnages of each waste stream presented for collection
- 1.6 During 2021 the Waste Management Service has seen the investment in new vehicles to replace the old fleet. This investment will help improve air quality and supports the climate change emergency declared by the Council and the commitment to be carbon neutral by 2038. The new vehicles will also improve H&S performance and service quality as well as make the service as efficient as possible.
- 1.7 Following the waste service review the new revised rounds came into operation on 21st June 2021.

2.0 Issues

2.1 The review of household waste collection rounds incorporated several complex factors including:

- The balancing of waste collection rounds with varying tonnages across each waste stream needing to be collected and disposed of on the same day.
- Balancing 3 weekly blue, green and grey rounds with 2 weekly brown bins
- The collection of brown bins on a different day to the other bins to improve efficiency
- **87,750** properties serviced, with **130,000** collections taking place each week
- Refuse collection vehicles (RCV's) requiring 2 or 3 'tip-offs' each day at waste transfer stations across Greater Manchester
- Allowing for unplanned issues on routes such as traffic, blocked access to streets and vehicle/mechanism breakdowns
- Different types of properties (terraced, detached, semi-detached, apartments, farms etc)

The redesign of waste collection rounds was carried out using existing data, experience within the service and support from a national consultant (Webaspx) specialising in the design and implementation of waste collection rounds.

2.2 The major redesign of waste collections rounds requires crews to learn new collection routes and it can take time to allow the new routes to settle in and for the staff to become familiar with them. Data needs to be gathered to monitor and analyse performance so the new rounds can be reviewed and tweaked as required

2.3 Implementation of the Waste Management modernisation programme has been gradual since 21 June however, performance has improved to near 'business as usual' over the past few weeks. The service has experienced a number of issues during the roll out of the new rounds including a national shortage and inability to recruit HGV drivers, Covid 19, a requirement for some staff to isolate, familiarisation of many different rounds by each crew as well as some resistance to the changes by a small number of crews.

2.4 There is an existing resilience issue with the rural/farms routes where there is an average of **2700** collections per week. The service has one small RCV for the rural areas which is subject to a high level of wear and tear going up and down unadopted roads. The rounds are also complex which can create an issue, even with maps when a backup crew is needed. The service is in the process of purchasing a second good quality small RCV to support the farms route combined with training more drivers and loaders to be familiar with the routes

2.5 There is a global issue with the supply chain including freight and shipping which is affecting all businesses nationally. The waste service is not exempt from this problem, and it is already having an effect on the supply of waste service products such as compostable liners and waste and recycling bins. The Council's stores staff are in regular contact with suppliers. There is also a worldwide shortage of silicon chips due to covid which means that vehicles are delivered late. For example, our new gulley wagons and road sweepers will be delivered late due to this shortage.

3.0 New Rounds

3.1 The Council purchased specialist waste collection round optimisation software called Easyroute Pro. in 2015 from a company called Webaspx. The specialist software was used to produce an entirely new set of collection rounds that are more balanced, and which are as efficient as possible. Round optimisation will save 4% on miles travelled and fuel used. The rollout of the new rounds commenced on 21 June and close monitoring of the rollout is being carried out.

Each crew previously had 4 routes to learn and now all operatives are required to familiarise themselves with 12 rounds. This familiarisation has taken longer than expected and has had an impact on residents and their collections.

- 3.2 A full assessment of which rounds are failing to complete and why is underway in order to ascertain a better understanding of the issues and ensure that the data is robust.

In the meantime, some of the rounds which have been failing to complete are being given some assistance as part of the monitoring process. As of w/c 24th August the majority of collections are being completed as scheduled. However, due to the dynamic and variable nature of the service there is always a risk of some missed collection such as through occasional vehicle breakdowns, staff shortage, traffic, blocked access etc.

The reassessment of the rounds is ongoing with data being collected for all rounds. A review will be carried out working with supervisors, the workforce and the Trade Unions as well as with our specialist consultant Webaspx who helped design the new rounds

- 3.3 Performance has improved to near 'business as usual' over the past few weeks and we are putting in extra capacity to maintain this improvement in performance until the new rounds can work well without the additional support. It is also important to give as much time as possible to let the new rounds settle down and ensure accurate data is collected and the routes are fully tested before they are changed. This review is likely to take 6 to 8 weeks, during which time a revised stabilisation plan will be developed, and any rebalancing of rounds will be considered. This will be implemented to cause the minimum disruption to residents.

4.0 Replacement of the waste collection vehicle fleet

- 4.1 Most of the refuse collection vehicles in Bury were nearly 9 years old. The vehicles had an original life expectancy of 6 years. The vehicles were increasingly unreliable and expensive to maintain and a challenge to keep roadworthy. Some older vehicles have failed, meaning that replacement vehicles are hired in at considerable cost, in order to be able to deliver the service. It was also critical to replace the waste collection vehicles as they would have been non-compliant with the proposed GM Clean Air Zone which will be introduced in May 2022.

- 4.2 Waste Management and Transport undertook extensive research into replacement vehicles, involving discussions with vehicle manufacturers, visits to other Councils to see working demonstrations of vehicles, gathering feedback from waste management operational staff and transport professionals. The vehicle favoured by both Waste Management and Transport was the Faun Rotopress for a range of reasons including:

- Vehicles have just **10** moving parts, as opposed to a standard compaction vehicle which has **37** moving parts. It is therefore low on maintenance, easy to repair and with very short downtimes.
- Low body weight and high payload.
- Reduced fuel consumption.
- Expected lifespan of the Rotopress body is **10-15** years. The body could also be converted to an electric drive some years down the line.
- The Rotopress vehicles are shorter than the "compaction vehicles" which makes it easier for them to navigate smaller roads.
- They can carry at least half a tonne more of waste
- They are also in service with Bolton, Wigan, Stockport and Rochdale Councils.
- They use a Mercedes chassis and engine which our mechanics are used to working on.
- Mercedes has a large depot in Bolton which carries spare parts which is a cost saving as we have a local supplier.
- Electric vehicles were considered but as they are twice as expensive and the product still not mature yet, they were not chosen.

The Council progressed a procurement exercise and new vehicles have since been delivered to support the service modernisation. **14** new Rotopress vehicles have been delivered with **2** further due by the end of September. There are also **4** new Variopress RCV's delivered (similar to the existing type) to be used on the blue bin routes to minimise noise from blue bin/co-mingled recycling waste

- 4.3 It is also planned to purchase a further **2** new RCV's as well as an extra farms/rural RCV as part of the modernisation plans to maximise resilience within the service

5.0 Workforce Implications

- 5.1 Now that the service has been reviewed and collection service design is being implemented the staffing requirements for the future are much clearer. We are aware of the national shortage of HGV drivers (possibly up to 100,000 based on figures from the Haulage Association) and plans are in place to recruit or train drivers as well as consider permanent combined driver/loader position to minimise the need to use agency staff. We are going to respond to the national shortage of HGV drivers also by introducing an apprenticeship scheme as well as train up our existing staff where possible.

We now have the opportunity to make some permanent appointments to Operative and Driver/Team Leader positions reducing the current over reliance on agency and temporary staff, a number of whom have worked for the service long term. The process of recruitment is now underway, and an apprentice scheme will be worked up to train more drivers.

- 5.2 The service is committed to the ongoing development and training of its staff, and it aims to deliver a range of practical and bespoke training on an ongoing basis. This will often be delivered in the form of toolbox talks lasting 10-15 minutes, which are best delivered first thing in the morning when the workforce is all gathered together at the depot. The focus on training will generally be on service delivery standards, team leadership, H&S and transport and vehicle related issues and will be delivered through various means, but mainly toolbox talks.

5.3 COVID-19

Coronavirus has a significant impact on our waste collections. The tonnage data used to redesign the rounds was based on an average 4% covid uplift (April 2020 -July 2020). Since the first national lockdown in April 2020 (during 20/21 financial year) we have seen a higher than expected increase of **18.2%** for comingled waste (blue bins), **15.6%** for garden and food waste (brown bins), **11.6%** for residual waste (grey bins) and by **7.9%** for paper and card (green bins).

Due to continued home working these tonnages have not returned to pre-covid levels and this is a cost we may have to absorb in the future. These increased tonnages as a result of more people working from home has also been the experience across GM and nationally and is not just confined to Bury.

6.0 Performance.

Since 21 June the performance dropped to below acceptable levels at the start but has since recovered, but we've still more to do to build in resilience. The percentage of missed bins had a peak at the start of August when **22.2%** of bins were missed because the rounds weren't working well enough as well as from sickness absence and holidays. At the end of week commencing 16th August this had reduced significantly to **1.9%** of bins missed per day.

- A total of **130,000** properties are scheduled to be collected each week
- **19** vehicles are out each day on the new routes
- The weekly working pattern remains Tuesday to Friday
- Crews are dedicated to the collection of one waste stream

- Mileage of the new routes is reduced by **4%**
- Routes are more compact and efficient
- Missed bins are usually scheduled to be collected within **5** days of being missed and if missed at the end of the week then Saturday or Monday may be utilised

The service performance dashboard can be found in **Appendix 1**

7.0 Communication

7.1 In the run-up to the implementation period a series of communication materials were delivered to all households to ensure residents were well informed ahead of the planned changes. All residents received:

- pre-notification leaflet.
- change of collection day leaflet.
- new format, easy to follow collection calendar.

Extra one-off collection leaflets were also delivered to appropriate households.

These communication materials were complemented by:

- a briefing note for all councillors and the contact centre.
- bulletins and information on our website.
- press releases issued to our media list and shared on our social channels.
- a social media campaign.
- awareness-raising via our customer contact centre.

A strong call to action to sign-up for bin alerts flowed through all communications activity.

The website is updated on an ongoing basis with the latest service information. If collections are missed, these are also listed along with a planned date for return. This information is shared with the Customer Contact Team for consistency of message.

Email reminders and updates are being issued each week (more detail at 7.2)

7.2 Email reminder and updates system (bin alerts)

The campaign to sign residents up to ebin alerts is ongoing and has been successful. Residents can sign up to receive email reminders and alerts from Waste Management at www.bury.gov.uk/bincollections. All that's needed is a post code, address details and an email address they want us to use. As of 27 August, there were **43,690** subscribers signed up for bin alerts (around **3,000** more than prior to the new rounds).

Every week an automated email is sent to each subscriber the day before their scheduled collection informing them of the colour of bin that is being emptied and the day that it is scheduled to be emptied on. This email is automatically generated using the data that is stored on our database so any changes made in this will be reflected in the emails.

Emails can also be sent out through the database to specific rounds and streets and a generic email can be sent to every subscriber if needed. The update emails are written by a member of office staff and sent out at the end of the day (when necessary) to apologise to residents that we have been unable to empty their bin and tell them when we plan to return.

8.0 Risks

- Waste management is a dynamic and changeable service by its nature. Therefore, there will always be a risk of missed bins through breakdowns, sickness levels, shortage of agency staff, blocked access and shortage of HGV drivers. This was already evident prior to the commencement of the new rounds.
- Covid remains a risk through social isolation when required as well as a higher risk of employees being off work through Covid related issues as we go into autumn and winter. The situation will be closely monitored
- Lack of knowledge of the farms routes to enable effective cover is being addressed. It is planned that an additional drivers and loaders will be trained on the farms rounds as well as purchase an ex-demo small RCV to provide back-up to the farms round.
- A small number of the workforce may continue to resist change. Workforce performance is being monitored, training is being provided and support where needed as well continuing to collect robust data and deploy processes for reviewing incomplete rounds
- There is also a risk that the planned saving of **£150k** is not achieved in 21/22. However, if not achieved this financial year, the saving will be achieved in full next year and every year after that.

9. Longer term modernisation

Work has begun on longer term planning, particularly the technology challenges and opportunities and a scheme to develop our own drivers in-house. An assessment has been made about the technology challenges in the service and work is required to reduce the number of systems in Waste Management and integrate the final solution into the Council's Microsoft cloud environment and CRM system. Work has also started to develop an apprentice scheme to train and develop drivers. These will be brought forward as part of a wider Operational Service Modernisation Plan.

List of Background Papers: -

Contact Details: -

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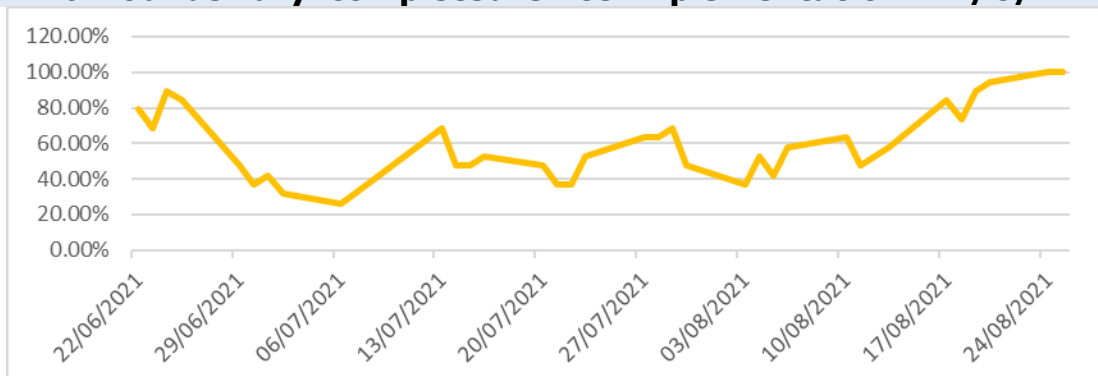
Executive Director sign off Date: _____

Executive Team Meeting Date: _____

Appendix 1

Waste Management – Data Dashboard

% Rounds fully completed since implementation 21/6/21



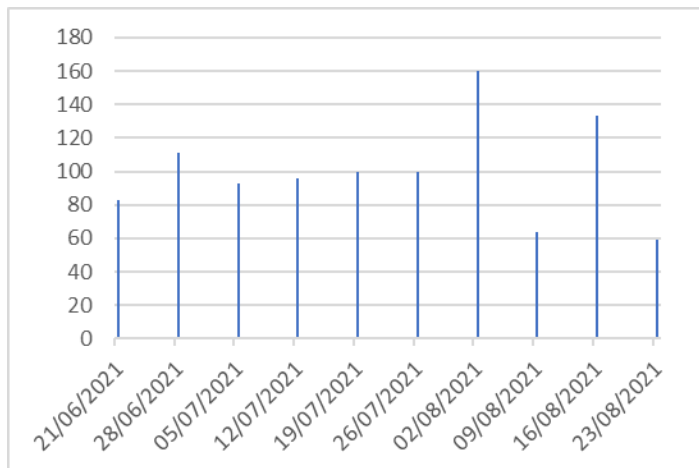
The graph above shows the number of rounds that have completed since 21/06/21. The incomplete rounds include any that are only partially incomplete (could be any number of bins left). It also includes any rounds that we have not been any to deploy due to staffing shortages etc.

% of calls answered by the Contact Centre for Operations* (*It is not possible to break them down by Service type)

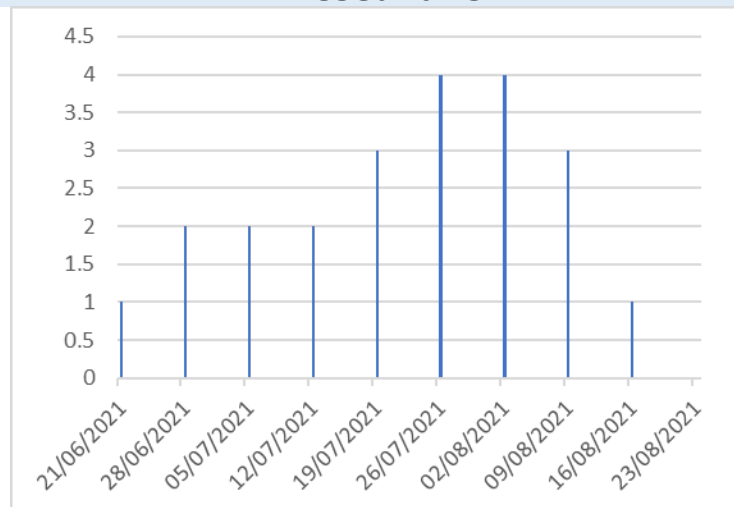


The percentage of calls answered will be affected through sickness and holidays etc in the Contact Centre

Weekly number of informal complaints re: missed bins

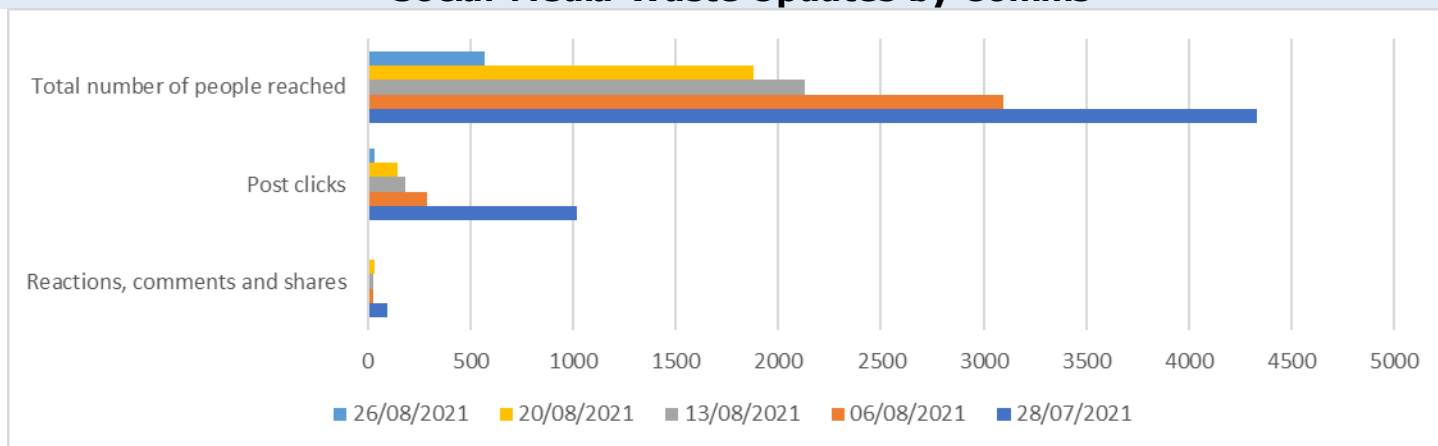


Weekly number of formal complaints re: missed bins



The 2 graphs above show the number of complaints received each week. This spiked at the start of August which coincided with the same period that the service struggled with sickness absence and holidays. Since 17/08/21 complaints (especially formal) have been on a downward trend which coincides with the decrease of number of missed bins.

Social Media Waste Updates by Comms



The graph shows that the level of social media engagement or reaction has steadily decreased