

AGENDA FOR CABINET



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

Dear Member/Colleague

Cabinet

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

Date:	Wednesday, 1 June 2022
Place:	Bury Town Hall
Time:	6.00 pm
Briefing Facilities:	If Opposition Members and Co-opted Members require briefing on any particular item on the Agenda, the appropriate Director/Senior Officer originating the related report should be contacted.
Notes:	

AGENDA

1 APOLOGIES FOR ABSENCE

2 DECLARATIONS OF INTEREST

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

3 PUBLIC QUESTION TIME

Questions are invited from members of the public about the work of the Cabinet.

Notice of any question must be given to Democratic Services by midday on Monday, 30 May 2022. Approximately 30 minutes will be set aside for Public Question Time, if required.

4 MEMBER QUESTION TIME

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

Notice of any Member question must be given to the Monitoring Officer by midday Friday, 27 May 2022.

5 MINUTES *(Pages 5 - 10)*

Minutes from the meeting held on 13 April 2022 are attached.

6 BURY MARKET AND FLEXIHALL - PROPERTY ACQUISITION - PART A *(Pages 11 - 16)*

Report of the Leader and Cabinet Member for Strategic Growth and Skills is attached.

7 REGENERATION SCHEMES - DECISION MAKING *(Pages 17 - 26)*

Report of the Leader and Cabinet Member for Strategic Growth and Skills is attached.

8 ACQUISITION OF DIOCESE FINANCE BOARD PROPERTY INTERESTS WITHIN THE MILL GATE ESTATE - PART A *(Pages 27 - 32)*

Report of the Leader and Cabinet Member for Strategic Growth and Skills is attached.

9 RADCLIFFE PEOPLE AND COMMUNITIES PLAN *(Pages 33 - 118)*

Report of the Leader and Cabinet Member for Strategic Growth and Skills is attached.

10 BURY ADULT SOCIAL CARE HOUSING FOR ADULT WITH ADDITIONAL NEEDS VISION, STRATEGY, MARKET POSITION STATEMENT AND PROGRAMME OF WORK *(Pages 119 - 180)*

Report of the Cabinet Member for Health and Wellbeing is attached.

11 SUBSTANCE MISUSE SERVICE CONTRACT AND SUPPLEMENTARY FUNDING PROPOSAL *(Pages 181 - 194)*

Report of the Cabinet Member for Health and Wellbeing is attached.

12 EDUCATIONAL PSYCHOLOGY SERVICE - ESTABLISHMENT OF A JOINT RECENTLY QUALIFIED EDUCATIONAL PSYCHOLOGY TRAINING ACADEMY WITH SALFORD COUNCIL *(Pages 195 - 200)*

Report of the Cabinet Member for Children and Young People is attached.

13 CHANGES TO ADMISSION ARRANGEMENTS FOR SECONDARY SCHOOLS *(Pages 201 - 206)*

Report of the Cabinet Member for Children and Young People is attached.

14 DEMOLITION OF THE ELMS, WHITEFIELD *(Pages 207 - 210)*

Report of the Cabinet Member for Housing Services is attached.

15 BURY CORPORATE PLAN PERFORMANCE AND DELIVERY REPORT QUARTER FOUR 2021-22 *(Pages 211 - 242)*

Report of the Cabinet Member for Corporate Affairs and HR is attached.

16 CHILDREN'S SERVICES IMPROVEMENT PROGRAMME

The Chief Executive to provide a verbal update.

17 URGENT BUSINESS

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

18 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 243 - 268)*

To consider the minutes of meetings of the Greater Manchester Combined Authority held on 25 March 2022.

19 EXCLUSION OF PRESS AND PUBLIC

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

20 BURY MARKET AND FLEXIHALL - PROPERTY ACQUISITION - PART B
(Pages 269 - 290)

Report of the Leader and Cabinet Member for Strategic Growth and Skills is attached.

**21 ACQUISITION OF DIOCESE FINANCE BOARD PROPERTY INTERESTS
WITHIN THE MILL GATE ESTATE - PART B** *(Pages 291 - 330)*

Report of the Leader and Cabinet Member for Strategic Growth and Skills is attached.

Minutes of: CABINET

Date of Meeting: 13 April 2022

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

Also in attendance: Councillors N Jones and M Powell

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

Apologies for Absence: Councillor C Cummins, Councillor A Quinn and Councillor A Simpson

CA.255 APOLOGIES FOR ABSENCE

Apologies were received from Councillors Clare Cummins, Alan Quinn and Andrea Simpson.

CA.256 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.257 PUBLIC QUESTION TIME

There were no public questions.

CA.258 MEMBER QUESTION TIME

There were no Member questions.

CA.259 MINUTES

It was agreed:

That the minutes of the meetings held on 9 and 22 March 2022 be approved as a correct record and signed by the Chair.

CA.260 THE DEDICATED SCHOOLS GRANT DEFICIT RECOVERY AND SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITY (SEND) TRANSFORMATION - PROGRAMME SAFETY VALVE

Councillor Tamoor Tariq, Cabinet Member for Children, Young People and Skills, presented the report which provided an update on the deficit on the Council's Dedicated Schools Grant (DSG) and the revised plan and progress on Project Safety Valve, including how Bury was addressing the financial challenge of eliminating the cumulative DSG deficit by the end of the financial year 2024/25.

In response to Members' questions, it was noted that working with the families and carers of young people was a key part of making improvements to the Education

Health and Care Plan service, and feedback and proposals would be brought back to Children and Young People's Scrutiny along with progress on priorities.

Members expressed their thanks to officers and DfE colleagues, as well as the network of schools and parents involved in these improvements.

Decision:

Cabinet:

1. Noted the progress on the DSG recovery agreement between the Department for Education and the Council which forms the basis of the grant agreement that the Council has signed up to;
2. Supported the decisions required by officers to deliver the recovery plan within the agreed timeframe;
3. Noted the financial support provided by the DfE in assisting the Council to recover the DSG deficit and the expectation that this will lead to a balanced position by the end of 2024/25;
4. Noted that the settlement reached with the DfE will bring significant additional government funding into Bury to remove a large proportion of the DSG overspend;
5. Noted that the settlement gives the Council funding to improve services, including services for children and families with SEND; better services here in Bury will replace more expensive services out of borough; and
6. Agreed that no decisions for change affecting individual children and families will be made without them.

Reasons for the decision:

Cabinet is asked to consider the recommendations in order to demonstrate ongoing support to Project Safety Valve and SEND Transformation based on the key considerations as set out in the report.

Other options considered and rejected:

This report details the extensive progress made in respect to SEND Transformation and Dedicated Schools Grant deficit recovery where the recommendations included for consideration by Cabinet form part of the overall delivery requirements in accordance with the formal agreement between the Council and the DfE. There are no alternative options to be considered at this stage. Further recommendations will be brought to Cabinet in due course and in line with the continuing priorities of this programme.

CA.261 BURY MARKET AND FLEXIHALL - ACQUISITIONS TO FACILITATE DELIVERY OF LEVELLING UP PROJECT - PART A

Councillor Eamonn O'Brien, Leader and Cabinet Member for Finance and Growth, presented the report which sought permission for the purchase of two properties as part of the Bury Market and Flexihall project. It was noted that the full financial detail was set out in the Part B report.

Decision:

Cabinet:

1. Approved the acquisition of properties 4 Princess Parade and 47 Market Street in accordance with the terms set out in Part B of this report; and

2. Delegated the finalised terms of the agreements to the Chief Executive in consultation with Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for the decision:

To facilitate delivery of the Bury Market and Flexihall project in accordance with the Levelling Up bid submission and subsequent notification of a successful bid.

Other options considered and rejected:

An alternative option is to not purchase the property, this option was rejected as the land holding is required in order to continue with the Flexihall development.

The Council can seek to use compulsory purchase powers as an acquiring authority the Council is able to use compulsory purchase powers and acquire land without the consent of the landowner. The process however is not swift and could take in the region of 18-24 months to be concluded. The requirements of the levelling up bid stated that all funds would need to be defrayed by quarter 1 2025. This option has been rejected as the Council would not therefore have sufficient time to acquire the properties within the project delivery timeline.

CA.262 DISCRETIONARY GRANTS UPDATE REPORT

Councillor Tahir Rafiq, the Cabinet Member for Corporate Affairs and HR, presented the report which provided an update in relation to the Member's Discretionary Grants scheme, guidance issued to members, internal audit review, recipients, and plans going forward. Members commended the range of groups that benefitted from these grants, and thanked officers for their reminders and suggestion of the Mayor's charity for small amounts remaining at the end of the year.

Decision:

Cabinet noted the content of the report.

Reasons for the decision:

An internal audit review of the Elected Members Discretionary Grants scheme was undertaken in 2021, the review contained four recommendations, including that a report be provided to the Council's Cabinet on Elected Member expenditure at year end.

Other options considered and rejected:

Not applicable.

CA.263 CHILDREN'S SERVICES IMPROVEMENT PROGRAMME

Geoff Little, Chief Executive of Bury Council, provided an update on the progress of the Children's Services Improvement Programme. Members noted that since the last meeting of Cabinet Jeanette Richards had been appointed as the permanent Executive Director for Children and Young People, a position she was filling on a fixed term basis previously. This would bring certainty and stability to the leadership of Children's Services, which was important in recruiting and retaining staff, and give confidence in the Council's capacity to improve. Regarding capacity, it was noted that recruitment was underway for the Assistant Director of Social Work.

The final version of the Improvement Plan had been submitted to the Department for Education (DfE) by the deadline of 31 March. Prior to submission there was widespread involvement in the drafting from young people (via the Children in Care Council), frontline staff, Children and Young People Scrutiny Committee, and the Children's Improvement Board. It was also subject to peer challenge by other NW Local Authorities. Feedback from the DfE was now awaited. A communication process was now being prepared for April and May to explain and embed understanding of the Improvement Plan with staff and partners.

The DfE advisor (who was also the Independent Chair of the Improvement Board), Linda Clegg, had submitted her first progress report. The next milestone would be an in-depth review to be submitted in May. Ms Clegg also provided feedback to the Board at their meeting in March, along with an update from the Executive Director, and the Board discussed priorities on the Multi Agency Safeguarding Hub, quality assurance, a new approach to performance management meetings, and improvements to the data dashboard used to track progress (though this was a work in progress).

Work had started on the review of the Bury Integrated Safeguarding Partnership by an external expert and a peer review had been conducted of the Multi Agency Safeguarding Team, the actions of which were being taken forward. Issues raised by frontline staff were being addressed and Bury was reaching out to other Local Authorities for their support in making improvements, including Hertfordshire and Essex County Councils. The focus of the next Improvement Board meeting will be the recruitment and retention of staff, which remained the highest priority.

In response to Members' questions, it was noted that more detail on the work with other Local Authorities would be brought to the Improvement Board, Children and Young People Scrutiny Committee, and to Cabinet if required. Apprenticeships would be part of the discussion regarding recruitment and retention of staff, including ensuring vacancies and incentives were in place to enable Bury-trained social workers to stay working for the borough. The Leader advised that this was being supported by wider GM work looking at reducing competition between Councils and encouraging cooperation, which would benefit councils, social workers and the young people and families involved. It was also noted that social work caseloads were reducing but work was ongoing to reduce these further. Finally, Councillor Tariq advised that work with schools around children's social care was progressing through existing primary and secondary networks to secure sustainable and long-term relationships for the future.

Decision:

Cabinet noted the update.

Reasons for the decision:

This update was provided in response to a resolution of Council at the meeting held on 19 January 2022.

Other options considered and rejected:

N/A

CA.264 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

It was agreed:

That the minutes of the Greater Manchester Combined Authority meeting held on 11 February 2022 be noted.

CA.265 EXCLUSION OF PRESS AND PUBLIC

Decision:

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

CA.266 BURY MARKET AND FLEXIHALL - ACQUISITIONS TO FACILITATE DELIVERY OF LEVELLING UP PROJECT - PART B

Councillor Eamonn O'Brien, Leader and Cabinet Member for Finance and Growth, presented the report which set out the full financial details.

Decision:

Cabinet:

1. Approved the acquisition of properties 4 Princess Parade and 47 Market Street in accordance with the terms set out in Part B of this report; and
2. Delegated the finalised terms of the agreements to the Chief Executive in consultation with Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for the decision:

As set out for the Part A report.

Other options considered and rejected:

As set out for the Part A report.

COUNCILLOR E O'BRIEN
Chair

(Note: The meeting started at 6.04 pm and ended at 6.39 pm)

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 01 June 2022
Subject:	Bury Market and Flexihall - Property Acquisition (Part A)	
Report of	Leader and Cabinet Member for Strategic Growth and Skills	

Summary

In October 2021 the Council were notified of its successful bid to the Levelling Up fund for a £20million contribution towards the Bury Market and Flexihall project. The purpose of this programme is to regenerate Bury Market and deliver a new flexible events hall. Work has continued at pace towards delivering this project. To proceed with the project several property acquisitions are required to facilitate the physical development of the scheme. These properties have been identified as critical to deliver the redevelopment plans for the market and the surrounding area.

The property, included within this report, sits within the proposed footprint of the new Flexihall building. The acquisition of the property is therefore critical for the delivery of the project. External advice has been sought by independent chartered surveyors, Nolan Redshaw who have provided advice on the property value and has undertaken negotiations on behalf of the Council. These negotiations have been subject to Member approval. The details of the proposed terms of the acquisition are set out in the Part B paper on this agenda. A best value report for the property has been provided by Nolan Redshaw and is appended to the Part B report.

Recommendation(s)

1. Approve the acquisition of property at 51 Market Street in accordance with the terms set out in Part B of this report.
2. Delegate the finalised terms of the agreements to the Chief Executive in consultation with Cabinet Member for Finance, S151 Officer and Monitoring Officer.

Reasons for recommendation(s)

1. To facilitate delivery of the Bury Market and Flexihall project in accordance with the Levelling Up bid submission and subsequent notification of a successful bid.

Alternative options considered and rejected

1. An alternative option is to not purchase the property, this option was rejected as the land holding is required in order to continue with the Flexihall development.

2. The Council can seek to use compulsory purchase powers as an acquiring authority the Council is able to use compulsory purchase powers and acquire land without the consent of the landowner. The process however is not swift and could take in the region of 18-24 months to be concluded. The requirements of the levelling up bid stated that all funds would need to be defrayed by quarter 1 2025. This option has been rejected as the Council would not therefore have sufficient time to acquire the properties within the project delivery timeline.

Report Author and Contact Details:

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Name: Marc Cole

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Background

The Levelling Up Fund (LUF) bid for the Flexihall proposes to deliver the following:

- Market improvement works – to sustain and enhance the market including installation of a new roof, reconfiguration of existing spaces, access improvements and repairs and maintenance.
- Flexihall - the creation of a high quality, flexible facility at a key gateway to enhance cultural, leisure and hospitality offer. The facilities will support a range of business and community organisations and will be actively managed as part of a co-ordinated town centre offer.
- Public realm – a new public realm environment will be created to link the Market and adjacent infrastructure including Bury Interchange, Bury College and other civic infrastructure.
- Supporting activities - a range of complementary measures to diversify market demographic, including events, business enterprise and resident support.

In order to facilitate the delivery of the Flexihall the acquisition of number of properties is required. Following announcement of the LUF funding, negotiations

have taken place via specialist advisors and, subject to Member approval, acceptable terms for acquisition of the property referred to within this report have been agreed.

Links with the Corporate Priorities:

The regeneration of Bury Town Centre 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. The five themes are summarised below and how they link into the vision for Bury Town Centre.

1. **Healthy Communities:** The delivery of the Bury Market and Flexihall projects will provide community infrastructure including civic facilities and other health related services will be a true connection to the community. The implementation of active travel, walking and cycling routes connecting people with local amenities and increasing the availability of public open space will enable the community in Bury Town Centre and surrounding suburban area to reconnect and thrive.
2. **Carbon neutral:** We need to use every opportunity to ensure that development in Bury Town Centre on our land is carbon neutral and prioritises active travel.
3. **Inclusion:** making sure that everyone's voice is heard, this will absolutely be a focus through the Consultation of the levelling up project delivery.
4. **Digital first:** the full fibre roll out has enabled access to faster speeds and future-proofed infrastructure. This presents an excellent opportunity for the businesses and community with Bury Town Centre being the ideal location to cultivate new business growth, encourage start up SMEs, promote digital growth, and deliver tech enabled employment space.
5. **Inclusive Growth:** the project will include investment in physical infrastructure (roads, cycle facilities and public realm); creating more flexible and innovative/digital workspaces to encourage more businesses to open and remain in Bury; to ensure residents have the best chance to access good jobs.

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 –

- eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under this Act.

- advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- 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.

A full stakeholder, resident and wider community engagement strategy will be undertaken during the project.

The Council has a pledge to be Zero Carbon by 2038. This means that the current estate needs to be rationalised and modernised.

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.

Environmental Impact and Considerations:

The Council has a pledge to be Zero Carbon by 2038. The proposals for the Flexihall have due regard for this pledge.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Risk: Consideration of acquisition	Council has received external real estate advice and independent assessment of value has been obtained.

Legal Implications:

Member approval is sought to purchase a property. A valuation report from Nolan Redshaw is appended to the Part B report detailing the negotiations and providing a view regarding best value. Members are asked to note that the proposed purchase is on the basis of a negotiated price to allow development to proceed. This is not an open market valuation.

The purchase is conditional upon vacant possession being granted on completion.

If members agree to the recommendations in this report full legal due diligence, will be required in respect of this purchase.

Financial Implications:

As part of the levelling up fund bid an allowance was made within the budget for the acquisition of a number of properties to successfully deliver the project. Cabinet has already approved the acquisition of three of these properties and this report seeks authority to proceed with a further acquisition.

Nolan Redshaw recognise within their report that this property was not on the open market and therefore the proposed price is a negotiated price rather than an open market valuation but that this property is essential to secure the wider regeneration benefits and deliver the project on the basis to which the funding was secured.

Background papers:

Cabinet report 26.05. 2021 Levelling up Bids

(<https://councildecisions.bury.gov.uk/documents/s27164/Levelling%20Up%20Bids%20-%20Part%20A.pdf>)

Cabinet report 17.11.2021 - Acquisition of the Mill Gate Estate

(<https://councildecisions.bury.gov.uk/documents/s29158/Acquisition%20of%20the%20Millgate%20Estate%20Bury%20part%20A%20report.pdf>)

(specifically recommendation 5 Approval of acquisition of 6 – 10 Princess Parade)

Cabinet report 15.12.2021 Levelling up Fund approval of expenditure

(<https://councildecisions.bury.gov.uk/documents/s29489/Levelling%20Up%20Fund%20approval%20of%20expenditure%20PART%20A.pdf>)

Cabinet report 13.04.2022 Bury Market & Flexihall – Further acquisitions to facilitate delivery of Levelling up project

(<https://councildecisions.bury.gov.uk/documents/s31294/Bury%20Market%20and%20Flexihall%20Further%20acquisitions%20to%20facilitate%20delivery%20of%20levelling%20up%20project%20PART.pdf>)

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

Term	Meaning

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Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 01 June 2022
Subject:	Regeneration schemes – decision making	
Report of	Leader and Cabinet Member for Strategic Growth and Skills	

1.0 Summary

- 1.1. This report sets out the governance arrangements of delivery of major time limited projects. The Council currently has a number of the major projects are in receipt of time limited funding, in order to successfully deliver these projects we need to be able to make timely decisions to enable these projects to be delivered at pace and in line with the funding requirements set by Government. As part of our successful levelling up bids we have been asked to articulate our governance arrangements, these proposals outline our response.
- 1.2 In order to ensure that we can meet these requirements it is necessary to use single Cabinet member decisions and make minor revisions to the financial approval levels for staff within business growth and infrastructure. The report sets out the current constitutional arrangements which allow for single member Cabinet decision making and recommendations for minor changes to the scheme of delegation.

2.0 Recommendation(s)

- 2.1 Agree the outline amendments to the financial regulations as set out in paragraph 10 of this report
- Assistant Director(s) of Regeneration – delegated authority to make decisions involving spending up to £75k
 - Head of Levelling Up Project Delivery – delegated authority to make decisions involving spending up to £75k
 - Regeneration Project Managers – delegated authority to make decisions involving spending up to £50k
- 2.2 Note the governance arrangements in place for the delivery of major time limited regeneration schemes.

3.0 Reasons for recommendation(s)

To ensure and facilitate timely decision making as set out in the summary section of this report.

4.0 Alternative options considered and rejected

Keep existing governance arrangements in place. This was rejected, this matter has been considered in detail by the Regeneration Board and the service has set out a series of concerns if revisions are not made. The inability for project officers to process payments will lead to delays in the delivery of the project. Delays in decision making will have an overarching impact on the delivery of the projects with the timeframes set by Government.

Report Author and Contact Details:

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5. Background

- 5.1 To ensure robust governance arrangements for our complex strategic projects the Chief Executive has established a senior officer Regeneration Board. which he chairs. The terms of reference are appended to the report (see appendix 1). At the Board it was agreed that a review of the local authority's existing scheme of delegation be undertaken to identify the potential changes needed, to facilitate the timely delivery of the various major regeneration projects falling within the Board's remit.
- 5.2 In bringing forward this report officers have drawn on the direct experience gained from the Mill Gate and Bury Market Flexi Hall, Radcliffe Town Centre and the Prestwich Town Centre regeneration projects, and the experience of other local authorities has formed the basis of a number of suggested minor changes to the existing scheme of delegation. It is proposed in line with the current constitutional arrangements there would be single Cabinet decision making.

6. Current issues with delivery arrangements

- 6.1 As the Council's three main regeneration projects (e.g. Mill Gate and Bury Market Flexi Hall, Radcliffe Town Centre and Prestwich Town Centre) enter into the delivery phase, it is essential that the appropriate Council officers are able to make operational project related decisions on a timely basis. There are four main reasons why this is important.

- The external funding provided via the Government's Levelling Up and other time limited external funds is conditional on the Council being able to spend this money and deliver the associated regeneration outputs/outcomes within specific challenging timescales. Failure to meet these timelines and the associated outputs/outcomes could ultimately result in 'Levelling Up' and other external funding being withheld or even clawed back from the authority. It will also potentially undermine confidence in the Council thus potentially negatively impacting on future competitive bids for government funding.
 - The Council has already or is about to enter into contractual relationships with a number of delivery (e.g. Vinci Construction) or JV partners (e.g. Muse). These contractual relationships will require the Council to make decisions in a timely manner, in order for partners to deliver the projects on time and within budget. Failure to do so is likely to have financial implications for the Council and potentially result in delays in delivering the projects and associated regeneration outputs/outcomes. Failure to make decisions in a timely manner will also potentially undermine confidence in the Council by its delivery partners, thus potentially impacting on market interest in future regeneration and other schemes.
 - Regeneration projects often require the acquisition of land or property from private landowners/landlords together with the relocation of commercial tenants from existing buildings. Failure to act in a timely manner can often result in landowners being unwilling to deal with the local authority or disposing of property to third parties, able to move more quickly or the Council being able to obtain vacant possession of buildings it needs to deliver key elements of major regeneration schemes.
 - The potential reputational damage to the local authority of failing to meet key regeneration milestones (e.g. relocating tenants, delivering new buildings or public open spaces) in line with published milestones.
- 6.2 Despite just beginning to enter the delivery phase of the various key regeneration projects, the situation is likely to get more challenging as we move forward particularly with the Vinci design and build contracts which already have Cabinet approval. This is because under the Pre Contract Services Agreement appointment process, the works are staggered and thus it is essential that the instructions raised to progress the work (design, planning, construction etc.) are done in a timely manner and are not subject to delays by needing to secure Cabinet approvals. An example of this is the intrusive survey works needed for the Market Chambers and Market Basement elements of the Radcliffe scheme.

7 Cabinet decision making – what our constitution says

- 7.1 Under the Leader and Cabinet model of governance, the Leader can allocate decision making power to individual Cabinet Members as well as to other committees (for example, Strategic Commissioning Board or Locality Board).

- 7.2 While decisions of the Cabinet or these other Committees will be made during pre-scheduled meetings, individual Cabinet Members may make decisions at any time in accordance with the relevant Regulations.

8 Timescales involved

- 8.1 All Key Decisions (i.e. those with financial implications of £500k or more or deemed to be otherwise significant) need to be included on the published Forward Plan for 28 days before the decision can be taken. This applies whether the decision is taken by Cabinet, an individual Cabinet Member, or another Committee with delegated executive powers.
- 8.2 As this timescale must be observed for every Key Decision, utilising the individual Cabinet Member Decision-Making process is the fastest way to get a decision made. This is because it can be signed off and published as soon as the 28 day period is ended, rather than then waiting for a Committee date closest to the end of the 28 day period.

9 Outline of Process

- 9.1 As soon as Democratic Services is notified of a Key Decision they can add it to the Forward Plan and the 28 day period begins.
- 9.2 At this point, Democratic Services need to know the report title, who the decision maker is, when the decision will be made, who the report author is, and whether the report is confidential. They do not need the full decision report, nor details of exactly what that decision will entail.
- 9.3 Once this 28 day period has elapsed, the decision can be signed off by the Cabinet Member and Democratic Services can publish it online. A five clear working day call-in period is then observed for the purposes of scrutiny, after which the decision can be acted upon. This is fastest any Key Decision can be made.
- 9.4 In each case the relevant decision would have to be compliant with the Council's procurement processes, be within budget, relate to a previous Cabinet decision and be supported where appropriate with an independent valuation for the acquisition, disposal or compensation payment in relation to property transactions.
- 9.5 These proposed changes would allow the Council and its Regeneration Board to authorise significant expenditure in line with previous Cabinet decisions and give greater delegated authority to project managers to make the day to day operational decisions needed to keep regeneration projects on track.
- 9.6 Urgency procedures would be the same as currently, with approval from Opposition Leaders and the relevant Scrutiny Chair required to agree urgency (thereby waiving the 28 day period and the 5-day call-in) and sign off required from the relevant Cabinet Member. Democratic Services would then publish the decision as normal.

- 9.7 The main benefit of using individual Cabinet Member decisions is the speed of decision making, as outlined. It is also worth noting that this decision making route already exists and would require no new processes or changes to the constitution. Opposition party leaders would be updated by existing portfolio arrangements, the Chief Executive will continue to brief opposition Leaders personally where matters of a special or strategic importance arise.

10 Recommended changes to the Council's existing Scheme of Delegation

- Assistant Director(s) of Regeneration – delegated authority to make decisions involving spending up to £75k
- Head of Levelling Up Project Delivery – delegated authority to make decisions involving spending up to £75k
- Regeneration Project Managers – delegated authority to make decisions involving spending up to £50k

Links with the Corporate Priorities:

The regeneration schemes across the Borough 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. The five themes are summarised below and how they link into the vision for Bury.

1. **Healthy Communities:** The delivery of the Bury Market and Flexi Hall and Radcliffe projects will provide community infrastructure including civic facilities and other health related services will be a true connection to the community. The implementation of active travel, walking and cycling routes connecting people with local amenities and increasing the availability of public open space will enable the community in Bury Town Centre and surrounding suburban area to reconnect and thrive.

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

3. **Inclusion:** Making sure that everyone's voice is heard, this will absolutely be a focus through the Consultation of the levelling up project delivery.

4. **Digital first:** The full fibre roll out has enabled access to faster speeds and future-proofed infrastructure. This presents an excellent opportunity for the businesses and community with Bury Town Centre being the ideal location to cultivate new business growth, encourage start up SMEs, promote digital growth, and deliver tech enabled employment space.

5. **Inclusive Growth:** The project will include investment in physical infrastructure (roads, cycle facilities and public realm); creating more flexible and innovative/digital workspaces to encourage more businesses to open and remain in Bury; to ensure residents have the best chance to access good jobs.

Equality Impact and Considerations:

There is no equality impact or considerations to this decision however full EIAs are and will continue to be considered in relation to each specific regeneration project.

Environmental Impact and Considerations:

There is no environmental impact or consideration to this decision however full environmental impact and considerations are and will continue to be considered in relation to each specific regeneration project.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
There is a risk that we will not meet funding agreement timescales if decisions are not made in a timely manner	Ensure senior review of decisions by the Regeneration Board

Legal Implications:

1. The legal issues are set out in the body of this report.

Financial Implications:

2. The changes within this report change financial delegations but do not alter budget holders' responsibilities in terms of ensuring value for money and that all expenditure is appropriately and legally incurred and is within the existing budget.

Background papers:

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

Term	Meaning

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Regeneration Board – Terms of reference

Purpose and remit

The purpose of the regeneration board is to have strategic oversight of the major projects relating to housing and regeneration for the Authority. The Board will ensure that there is decision making at the appropriate time. The Board will report quarterly to Cabinet.

For the purposes of the Board, major projects fall into one of two categories.

- (a) Those that involve the council either as the deliverer, investor, a direct procurer or a facilitator of the provision of a major capital asset and / or regeneration of a site or area;
- (b) Those not directly involving the council as landowner but which are of strategic significance to Bury such as the regeneration of a non-council owned site, the provision of major infrastructure works or sites where the Council is not directly investing funds but may have a strategic interest.

Objectives

- Timely and effective decision making
- Receive updating reports on a range of commercial projects and act as required
- Provide overall strategic direction to the project so that it achieves its objectives
- Identifying and mitigating strategic risks.
- Ensuring the projects and associated activities are delivered to time and budget.
- Monitor quality outputs and constraints.
- Define and realise benefits.
- Implement strategy.
- Confirm key tasks, priorities, and timetable for future phases of work.
- Ensure that in-house resources and consultancy are used as planned.
- Ensure that processes are put in place to learn from project experience.
- Provide Members with updating reports on the work of the Board

Projects in scope

- Bury Town Centre (including Millgate Purchase)
- JV governance – Prestwich (council/Muse) Bury Town Centre (Council/Bruntwood)
- Bury Market levelling up project
- Radcliffe levelling up project
- Radcliffe Strategic Regeneration Framework
- Prestwich development

- Northern gateway
- Chamberhall
- Delivery of brownfield land regeneration projects
- Oversight of the accelerated land disposal programme
- Bury FC
- Housing projects

Meetings

- Meetings will be held on a monthly basis. Meetings may be held in person or on Microsoft Teams.
- The meetings will be minuted.
- Papers will be circulated three working days before each meeting.
- Members who are unable to attend will be required to send a deputy. The Chair will be notified in advance.
- On agreement with the Chair the Board will be able to make urgent decisions outside the pre-arranged meetings, all decisions will be formally recorded.
- A record will be made of all decisions
- All actions agreed by the Board will be tracked and updating progress reports will be provided in advance of each meeting.

Membership

- Chief Executive (Chair)- Geoff Little
- Director of Business Growth and Infrastructure – Paul Lakin
- Chief Finance Officer – Sam Evans
- Director of Law and Governance – Jacqui Dennis
- Major Projects manager – Rebecca Lord
- Project Managers in BGI to attend when relevant projects are being discussed



Classification:
[Open](#)

Decision Type:
Key

Report to:	Cabinet	Date: 01 June 2022
Subject:	Acquisition of Diocese Finance Board property interests within the Mill Gate Estate	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

On 22nd March 2022 Cabinet noted the intention of the Manchester Diocese Board of Finance to look to dispose of their property interests within the Mill Gate Estate. The Cabinet also approved delegation to commission an independent valuation of their interests.

This report makes the case for the acquisition of the diocese interests by the Council as part of the regeneration of Bury town centre following further work in respect of the above.

Background

The report is written in the context of the regeneration of Bury town centre as a whole and the aim to improve the lives of local people and the Bury economy.

The diocese ownership is a complex structure intertwined with further Council interests within the Mill Gate Estate.

The interests to be acquired are income generating and will provide a further income stream to the Council. By acquiring these interests, the Council will have much greater control of the future development of these areas within the wider Mill Gate Estate.

A potential barrier to development of the estate will be removed with this acquisition and therefore regeneration of the town centre will be somewhat less complex once master planning of the area is complete.

This report updates Members on the work carried out following the March Cabinet meeting where the Cabinet were made aware of the intention of the diocese to dispose of their interests within the Mill Gate Estate. Ongoing discussion with the diocese has continued and the parties have opted to receive independent valuation advice rather than a joint valuation. This will provide further comfort on valuation advice received.

Members are asked to note that subject to their approval to this report, and conclusion of the delegated due diligence the acquisition will take place prior to the next Cabinet meeting.

The commercial details of the proposed transaction are within the report at Part B of this agenda.

This proposed acquisition relates to the Council acquiring additional interests in the Mill Gate estate, as referenced in the report to Cabinet on 22nd March 2022.

Case for Acquisition

A comprehensive case for the Council to acquire the Mill Gate estate was set out in the report considered by Cabinet in November 2021 and was further set out in the final Cabinet report on 22 March 2022, to enter into the joint venture with Bruntwood and acquire the Mill Gate shopping centre. This acquisition further strengthens the Council's position and removes a potential barrier for redevelopment.

Acquisition price

Valuation advice has been provided by CBRE setting out the likely value of the acquisition. This report is essential to ensure that the Council is achieving value for money and responsible use of public money. This report sets out a range of valuations for the interests to be acquired based upon the rental income and future lease assumptions. Legal due diligence on title will be undertaken. The valuation advice is appended to Part B of this report.

Recommendation(s)

That Cabinet:

1. Approve the acquisition of the Manchester Diocese Board of Finance interests within the Mill Gate estate subject to approval of recommendation 2, the acquisition price being within the range set out in the Part B report and the advice set out in Appendix to the Part B report and subject to the carrying out of a formal red book valuation to provide assurance that the Council is achieving best value.
2. Delegate to the Executive Director of Place authority to complete due diligence and final negotiations with the Diocese and to agree the final terms of the transaction in line with the professional valuation advice set out in the Part B report and subject to recommendation 3 below.
3. Delegate final approval to the transaction to the Chief Executive following consultation with the Leader of the Council and Cabinet Member for Strategic Growth, the Monitoring Officer and the Section 151 Officer.
4. Instruct the Monitoring Officer to enter into and complete all necessary documents to give effect to the acquisition.

Reasons for recommendation(s)

1. To assist in facilitating the wider aspirations of regeneration of Bury town centre by securing further control over the Mill Gate Estate. To facilitate redevelopment opportunities within the masterplan for the estate.
2. To avoid the diocese interest being acquired by an 'income-investor' who could potentially look to retain the income in the long term and provide a barrier to redevelopment. This would not be insurmountable but would

delay the regeneration timescales and would certainly hold up proposals for redevelopment of the Mill Gate Estate.

3. To provide a further income stream to the Council by way of ground rent income payable under the interests to be acquired.

Alternative options considered and rejected

1. Council to not act and leave the matter to market forces. This option was rejected as if the diocese interests were to be purchased by a third party, they may not be motivated to facilitate redevelopment and could become a barrier to redevelopment of the wider Mill Gate estate.

Report Author and Contact Details:

Name: Paul Lakin
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Department: Business Growth and Infrastructure
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Name: Steven Manifold
Position: Major Projects Manager
Department: Business Growth and Infrastructure
E-mail: s.manifold@bury.gov.uk

Links with the Corporate Priorities:

The regeneration of Bury Town Centre 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 more 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. The five themes are summarised below and how they link into the vision for Bury Town Centre.

Healthy Communities: The redevelopment of the Mill Gate Estate provides options for providing new community infrastructure including adult learning, civic facilities and other health related services will be a true connection to the community. The implementation of active travel, walking and cycling routes connecting people with local amenities and increasing the availability of public open space will enable the community in Bury Town Centre and surrounding suburban to reconnect and thrive. This acquisition will assist in facilitating the redevelopment.

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

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

Digital first: the full fibre roll out has enabled access to faster speeds and future-proofed infrastructure. This presents an excellent opportunity for the businesses and community with Bury Town Centre being the ideal location to cultivate new business growth, encourage start up SMEs, promote digital growth, and deliver tech enabled employment space.

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

Equality Impact and Considerations:

1. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:
2. 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.
3. 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.
4. If proposals are brought forward to Cabinet in due course for comprehensive redevelopment, a full resident and wider community engagement strategy will be included.
5. Our Corporate Plan 2022/23 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.

Environmental Impact and Considerations:

1. Bury Town Centre is a highly sustainable location, with a major transport interchange which links to the 100-station Manchester Metrolink system, the town centre is also a major bus hub for north Greater Manchester and contains significant cycling and walking infrastructure.

2. The Mill Gate estate occupies a 15.2-acre brownfield site in the centre of the town. This presents the opportunity to introduce a significant residential capacity in the heart of a highly sustainable town-centre, one which is not car-dependent.
3. The Shopping Centre itself is of a certain age and the opportunity for refurbishment and redevelopment will enable the estate to reduce its carbon footprint over time.
4. The Council has a pledged to be Zero Carbon by 2038. We will be mindful of this when redeveloping the Mill Gate Estate.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Risk: Consideration of acquisition	Council has received external valuation and strategic advice on the acquisition that supports assessment of value for money.
Risk: Borrowing risk	Any Council lending is secured against the asset.
Risk: Development risk	Development opportunities will be identified based on local planning policies. This acquisition reduces development risk for the wider Mill Gate proposals

Legal Implications:

This report presents a further stage in the acquisition of interests in and connected with the Mill Gate Centre. Legal advice and support has been provided throughout and will be important going forward. This has been specifically provided for in that the Monitoring Officer will have oversight of the process of completion.

The recommendations provide for the necessary ongoing due diligence and other aspects together with appropriate governance and delegations to finalise this matter.

Financial Implications:

The Council already owns an interest and proportion of the freehold title of the Mill Gate Estate along with the Diocese for which both parties receive an annual income. This transaction would see the Council acquiring the Diocese share and therefore owning the full title. The ground rents do achieve an annual income,

which subject to the final value paid will either contribute to or cover the annual costs of borrowing.

CBRE have provided professional advice in terms of a range for the valuation, which can be used as part of the negotiations. However, a red book valuation will be commissioned to inform the final price to be agreed to ensure value for money is achieved on behalf of the Council.

Funding for the acquisition will be required to be added to the capital programme for 2022/23 as this acquisition was not planned at the time of budget setting in February 2022.

Background papers:

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

Report to Cabinet 17th November 2021 – Acquisition of the Mill Gate estate Bury

(<https://councildecisions.bury.gov.uk/documents/s29158/Acquisition%20of%20the%20Millgate%20Estate%20Bury%20part%20A%20report.pdf>)

Report to Cabinet 22nd March 2022 - Approval of Town Centre Regeneration joint venture with Bruntwood and acquisition of the Mill Gate estate

(https://councildecisions.bury.gov.uk/documents/s31018/Part%20A%20Millgate%20Estate%20Cabinet%20Report_Mar%202022%201%20-%20Final%20Version.pdf)

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

Term	Meaning
JV	Joint venture



Classification Open	Decision Type: Non-key
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Report to:	Cabinet	Date: 1 st June 2022
Subject:	Radcliffe People and Communities Plan	
Report by:	Cllr O'Brien, Leader of Bury Council and Cabinet Member for Strategic Growth and Skills	

Summary

In recent months work has taken place with communities across Radcliffe to develop a People and Communities Plan for the town. This report presents the draft plan for approval. It outlines the development of this work to date, the proposed delivery plans with their associated performance measures and the ongoing co-design that will continue to take place with local people and community groups as the opportunities for inclusive growth in Radcliffe continue to develop.

Recommendation

That the Radcliffe People and Communities Plan be approved and that the existing governance established for the Radcliffe SRF is used for the ongoing monitoring of delivery and performance.

Reasons for recommendation

To deliver on the Council's commitment to co-produce and deliver a plan for Radcliffe that enables the delivery of the SRF and our *Let's Do It!* vision at pace. This co-designed plan sets out the means by which to ensure the best possible conditions for the people of Radcliffe to take advantage of the significant opportunities that regeneration and Levelling Up activity affords.

Alternative options considered and rejected

The co-design of this plan with local residents, community groups, public service colleagues and businesses has been an iterative process, resulting in the plan that is presented with this report. As set out below, the physical regeneration of Radcliffe without an equal focus on the people and communities of Radcliffe risks the realisation of opportunities for significant shifts in local outcomes.

Background

The Radcliffe Strategic Regeneration Framework (SRF) is the single integrated plan for the redevelopment of Radcliffe, shaping the direction of Radcliffe's growth over the next 15 years. The SRF, adopted in September 2020 after extensive consultation, sets out the vision of Radcliffe as a prospering community, based upon a thriving town centre, promoting healthy opportunities, a good range of homes and a strong education, employment and leisure offer for all residents. As

such it represents a key component of Bury's *Lets Do It!* strategy, both in terms of key deliverables and the principles by which delivery will take place – with a focus on local neighbourhoods, through an enterprising spirit, working together and building on the strengths of our neighbourhoods.

Delivery of the SRF started with five initial priorities within Radcliffe town centre – namely the creation of a new public service hub; the creation of a lifestyle and leisure facility; the development of Radcliffe Market and Market Chambers building; a parking strategy for Radcliffe; and a whole town approach to housing. Alongside this the SRF includes the development of plans for a secondary school in Radcliffe. Good progress is being made in delivering on these initial priorities were established as a catalyst for broader regeneration of the town and local communities as a whole.

In both April and October 2021 reports on the progress of Radcliffe Regeneration were presented to the Bury Strategic Commission Board. These papers provided an overview of the neighbourhood profile for Radcliffe and detailed the intention to articulate an approach to ensuring the people and community aspects of regeneration were given as much focus as the updates on the positive progress on the physical regeneration activity which the SRF updates had previously provided; after all one element of regeneration cannot succeed without the other, they are two sides of the same coin. As such the People and Communities Plan for Radcliffe was developed as a response to this and is tabled here.

Developing the Plan

The People and Communities Plan for Radcliffe has been developed by and with the people of Radcliffe. By delivering through the Let's Do It! principles, this has involved listening to what is important to local residents in Radcliffe; supporting people to determine their own priorities; recognising the strengths and community assets of the town.

Throughout the development of the plan public services have been engaging with local individuals, groups and networks, to inform priorities, activities and approaches. This has included conversations with the people of Radcliffe through existing community networks, specially convened forums, partnership activity, joint activity through the Community Hub network and the presence of a Radcliffe Regeneration office in the heart of the town centre.

The variety of engagement approaches recognise the breadth of Radcliffe's community, including young people, families, community groups, businesses in Radcliffe (and those who may seek to invest in the town), defined communities of interest and experience.

The result of this co-design activity is a Plan which outlines:

- A new approach to community engagement and initial set of community-led priorities, which will empower local residents and improve outcomes
- A model of reformed public services to support local practitioners to work together and ensure early, joined-up and targeted support for people with most complex lives. Research shows that through targeted intervention we

can improve outcomes for some of our most vulnerable residents and reduce demand on an already over-stretched system of statutory services

- The evaluation measures that will be used to assess success.

The framework for the plan is built upon the development in the richness of understanding of Radcliffe, both in terms of further analysis of place-based data but crucially alongside this the views of local communities to outline the lived experience within which this data relates to. The plan then goes on to outline the co-design approaches referenced above to detail how this is a plan by Radcliffe, for Radcliffe.

The Plan details a new model of public services in Radcliffe through the implementation of Bury's neighbourhood model at pace, to target support in a more integrated manner, sequencing the public service provision required and ensuring a focus on place-based engagement and community capacity.

Through adopting a people centred approach, alongside ongoing analysis of data and insight of Radcliffe, a series of priorities were identified by the community, and initial thematic delivery plans for these have been produced, focusing on:

- Strengthening community safety
- Protecting and enhancing Radcliffe's environment
- Improving health and care outcomes
- Improving education outcomes
- Improving resident skills and employability
- Closing the digital divide
- Promotion of culture and sport

Performance Management through the delivery of an overarching Outcomes Framework and floor targets means bringing together the reporting requirements of Levelling Up funding, the outcomes set out in our Let's Do It! strategy and specific local measures, to ensure that the plan is driving the necessary improvements for local communities. This will also inform resourcing and investment opportunities to build on the significant capital investment the SRF has already attracted into Radcliffe.

Implementation

All the thematic delivery plans have been positively co-designed with community groups, stakeholders and residents. As such the engagement and co-production will continue into implementation where each plan will be targeted where there are areas of greatest need and opportunity. Ongoing communication and working together will be a key feature of all the thematic work outlined in the Plan and all thematic activity will be constantly reviewed to ensure this is fully inclusive, including seeking and taking advantage of new opportunities to work with wider networks and new communities. As with the developments to date this will include both informal and formal conversations, forums and the use of social and traditional.

The identified thematic leads will be responsible for providing the Radcliffe Executive Sub-Group, chaired by the Council's Chief Executive, with quarterly highlight reports

outlining progress against milestones, emerging risks and mitigation, key successes, funding opportunities and key messaging for delivery through communications.

A quarterly Performance and Intelligence update will also be provided, with progress of measures towards outcomes and will be incorporated into a routine updates to the Radcliffe Regeneration Delivery Board and an overview of progress against the Plan will be presented routinely to the Radcliffe Advisory Group.

Informal, monthly updates will also be provided to Radcliffe Ward Members and the Public Service Leadership Team by the Community Hub Manager.

Conclusion

Radcliffe is an immensely proud town with local people and communities referencing this pride throughout engagement on this Plan. The People and Communities Plan for Radcliffe provides the means through which local people, neighbourhoods, community groups and connections are shaping the future of Radcliffe, so that collectively the opportunities outlined in the SRF are realised and that the outcomes of all people in the town are given the best chance of being improved.

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	<p>Throughout the engagement with local communities, due regard has been given to communities of interest and experience, including those outlined in Bury's Inclusion Strategy in addition to the Equality Act, including Veterans.</p> <p>Specific sessions have been held to ensure the voice of different demographics of the Radcliffe community have, and continue to be involved. Specific Equality Impact considerations are being taken by leads of the themes and activities in the plan, such as in relation to the design of leisure facilities, to ensure inclusion is central to decision making, and using lived experience to help inform co-design.</p>
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Environmental Impact and Considerations:

The inclusion of a specific theme on the Radcliffe environment aligns with the commitment in Let's Do It and the Council's pledge to be zero carbon by 2038 and take collaborative steps to meet this.

Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
The predominant risk is that of a missed opportunity to shift outcomes and enable an improvement in the quality of life of residents in Radcliffe if there is not sufficient connection between local people and the opportunities provided through the Radcliffe SRF and Levelling Up	Co-development of the People and Communities Plan in itself and community-led priorities to ensure plan is by and for Radcliffe.

Consultation:

There has been significant community engagement with the people of Radcliffe to develop this plan, including to determine the priorities of local residents and businesses. As outlined in the Radcliffe People and Communities Plan this has taken the form of formal and informal activity through the Radcliffe Regeneration Office, community meetings, targeted sessions with communities in the town and with public service colleagues through the Radcliffe Public Service Leadership Team.

Legal Implications:

The Radcliffe People and Communities Plan is not a statutory planning document or requirement, rather sets out the people element of regeneration proposals.

Financial Implications:

The SRF has already generated funding from a number of sources including:

- Levelling Up funds for the Civic Hub
- DfE capital for the new school
- City Region Transport fund for transport infrastructure
- Homes England monies and Brownfield land monies along with private investment for new housing provision

Further reports will be brought to Cabinet on individual schemes as required, with thematic deliverables within this plan subject to financial monitoring and control in

accordance with existing service delivery plans. The People and Community Plan will convert capital investment into revenue benefit by helping people to have better lives and reduce their demand for high cost public services.

Report Author and Contact Details:

Geoff Little
Chief Executive
Bury Council

Background papers:

Radcliffe Strategic Regeneration Framework:
<https://www.bury.gov.uk/CHttpHandler.ashx?id=21265&p=0>

Bury Strategic Commissioning Board report, October 2021
<https://www.burycg.nhs.uk/download/AI-8-Radcliffe-Regeneration-Paper-combined.pdf>

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

Term	Meaning
SRF	Strategic Regeneration Framework



Radcliffe

People and Communities Plan

2022 - 2024

1. Introduction

Partners within the borough of Bury have agreed a vision that by 2030 the borough will be **‘achieving faster economic growth than the national average, with lower than national average of deprivation**. We will achieve our vision through a ten-year programme of reform which has an equal focus on:

- the strategic **place**-based development of our six townships through physical and economic regeneration, infrastructure improvements and housing growth, and
- harnessing the spirit and strengths of our **people**, through a neighbourhood-based approach to community engagement and integrated public services. We want to create the conditions in which individuals and communities have greater power and control over their lives and actively participate in public life, particularly those who are most disadvantaged and least heard.

... *“Let’s do it!”*

If the ambition for inclusive growth for the borough is to be realised it must be prioritised in Radcliffe, which has the highest proportion of opportunities for growth and the highest proportion of deprivation of all of the borough’s townships. The continued regeneration of Radcliffe is therefore an established priority and, in 2021, the Council agreed a Strategic Regeneration Framework (SRF), the vision for which is to **become a place where residents will be able to access the widest range of services and amenities and where the business base of the town centre can be encouraged to diversify and flourish**.

The SRF:

- pulls together plans for a series of regeneration components to transform the attractiveness and vibrancy of Radcliffe town centre, including development of a Civic Hub; ongoing development of Radcliffe market and market chambers; a new high school and the creation of approximately 500 new homes on a brownfield development site;
- is supported by an agreed multi-million pound investment scheme including the £20m capital contribution which has been secured through the national Levelling Up Fund and equivalent funding now committed by the Council.

The SRF also highlighted the opportunity to improve the health and well-being of the local population and to reduce inequalities. This paper responds to that challenge by setting out a **People and Communities Plan** to develop the skills, strengths and successes of individuals and communities, in parallel with the economic development, in order that some of the great causes of inequality may be tackled: a poor start in life; blinkered horizons; poor education; poor health and poor-quality work.

This Plan has been actively shaped by residents, businesses, local groups and landowners and produced by the Radcliffe Executive Sub-Group, chaired by the Chief Executive of Bury Council. It follows the *Let’s do it!* neighbourhood model and describes how this Radcliffe will lead the way in its implementation, including:

- A new approach to **community engagement** and initial set of **community-led priorities**, which will empower local residents and improve outcomes
- A model of **reformed public services** to support local practitioners to work together and ensure early, joined-up and targeted support for people with most complex lives. Research shows that through targeted intervention we can improve outcomes for some of our most vulnerable residents and reduce demand on an already over-stretched system of statutory services
- The **evaluation** measures that will be used to assess success.

This plan is not about the actions of any single individual or organisation, however, but the actions that we will all take together. Of course, it contains goals and priorities for the Council, the NHS, GMP and other public services, all of whom have a critical role to play, but it is also about what our communities, and the individuals within them, can do to make life better for themselves and their neighbours. This is a strategy about taking part, working together and getting things done.

“If the Council goes ahead and does things without the community’s blessing, they won’t be accepted, and the community on its own doesn’t have the power to make things happen.” (Community group chair, Radcliffe West, September 2021)

The guiding principles which underpin all of the proposals in this plan are:

- **Listening to what is important to residents within Radcliffe** and using local insight to help achieve outcomes.
- Supporting the people of Radcliffe to **determine their own priorities** which will influence where we all focus our efforts.
- Recognising and valuing the **important contribution of voluntary, community and faith groups** in improving quality of life.
- Adopting an **asset-based approach** across all partners which means recognising the strengths of people and communities; a shared understanding of what a good life means and the targeting of resources based on risk.
- **Empowering public service staff** to work together to support people in ways that work for them rather than being constrained by organisational boundaries and procedure.

2. Radcliffe

Radcliffe is one of the six townships in the borough of Bury, comprised of the three wards of Radcliffe North & Ainsworth, Radcliffe East, Radcliffe West. Radcliffe is a place of significant social opportunity but with some profound challenges. The original proposal for a People and Communities Plan in September 2021, provided a detailed neighbourhood profile and outcome baseline. Headlines included:

- Radcliffe has the most concentrated and entrenched deprivation in the borough. The area which includes Coronation Road is the fifth most deprived in Greater Manchester, with additional high levels of deprivation around the town centre including Water Street, the St Thomas Estate and Milltown Street.
- Radcliffe is one of the least ethnically diverse townships in Bury. Radcliffe has a higher proportion of white, working age males than elsewhere in the borough. However, recent changes as new communities have moved into the town has started to change the ethnic makeup of the town.
- Radcliffe is more age diverse than other places in the borough, with a higher-than-average proportion of 20 to 34 year olds and those aged over 64 to 85.
- Radcliffe West has the lowest levels of life expectancy for both males and females compared to the borough as a whole.
- Radcliffe is significantly worse than Bury and England averages for all causes of mortality, in particular coronary heart disease.
- The areas with the highest proportion of people living with a limiting illness or disability are around the Coronation Road area.
- Short and long-term unemployment within Radcliffe is above the regional and national averages.
- In Radcliffe, there are more lone-parent households and under 65 one person households than the Bury and England percentages.
- Approximately 29% of all Six Town Housing properties in Bury are located in Radcliffe.
- Radcliffe wards have one of the highest proportions of reported fly tipping in the borough.
- Radcliffe town centre has the highest reported levels of anti-social behaviour across the borough as a whole, particularly around Coronation Road, Spring Lane and Redbank Fields.
- 72.2% of early years pupils achieved a good level of development in 2019, in line with the national rate of 72% and the rest of the borough at 71.6%.
- 54% of pupils were achieving expected levels and above at KS1 and KS2 for reading, writing and maths, significantly lower than the national rates of 65%.
- 25.3% of Radcliffe pupils gained a 5+ in English and Maths at GCSE, lower than the national average of 43.2% and the rest of the borough at 39.8%.
- 77.4% of pupils in Radcliffe attend a good or outstanding school, this is lower than the national rate of 85.6%

3. Delivering a People and Communities Approach in Radcliffe

Regeneration is as much about hearts and minds as it is bricks and mortar. In Radcliffe it is an opportunity to better *understand* and *empower* people through the co-design of new community spaces and public services; the *engagement* of local contacts and creation of new ones and *harnessing the passion and pride* that local people have for Radcliffe.

This plan seeks to involve Radcliffe people in the exciting opportunities ahead by applying the tools of the *Let's do it!* 'People and Communities Centred Approach'. The approach, summarised below, is about using a range of practical tools to:

- **Recognise individual and community assets** through strengths-based working. Assets include community groups; friends; relatives and neighbours, who all work together to support one another and develop a place
- **Connect** community assets through networks of community champions; relationships between public sector services; families and social networks and voluntary, community and faith organisations
- **Mobilise and grow assets** through, for example, participatory budgeting; social prescribing; developing the role of the VCFA and community-led commissioning
- Bring **alliances** of community, voluntary and faith groups together to act collaboratively as a voice in their local neighbourhoods

*In recent research the strength of community action initiatives in Radcliffe was noticed, including classes for refugees and asylum seekers, coffee mornings which have helped with isolation and groups for men to gather and discuss mental health issues
(Temple, 2022)*

Some of the activity undertaken in Radcliffe so far, following this approach, is described below:

- The establishment of a Community Hub with a full time manager and team of Community Engagement Champions who network with individuals and groups across all parts of Radcliffe including a specific focus on the regeneration activity.
- Development of ward summaries detailing community groups and networks across Radcliffe.
- The establishment of a Regeneration Office in Radcliffe.
- Neighbourhood Pitch funding event at Radcliffe Market where local community groups promoted their activity alongside targeted support on debt advice, Adult Learning provision and engagement on regeneration proposals
- Engagement with all Radcliffe ward members and the Bury South MP.
- Workshops and meetings with town centre businesses.

- Engagement with key landowners and tenants (e.g. Homes England, Canal and River Trust) and statutory partners (e.g. Environment Agency, Transport for Greater Manchester).
- Community meetings including a dedicated community forum, with subsequent community-led meetings on community safety and collaborative personal safety event sessions for International Women's Day with Greater Manchester Police.
- Resident led community days in October and December 2021.
- Race Listening Events in Radcliffe as part of the delivery of Bury's Inclusion Strategy.
- Facilitating a Radcliffe Volunteer Fair at the Outreach Centre in early 2022.
- Feedback through public services as part of the Public Service Leadership Team and wider practitioner network.
- A deep-dive piece of independent research was commissioned in September 2021 to develop a deeper understanding of the identity and dynamic needs of communities in Bury, including Radcliffe.

*Local residents were particularly positive of recent opportunities for community funding. In 2021/22 27 local community groups received investment of **over £160k** in Radcliffe against local Covid recovery priorities, Health Improvement and Climate Action activities.*

*This included **over 3,000** votes being cast in the Neighbourhood Pitch participatory budgeting where local residents determined the allocation of funding.*

3.1. Community feedback in Radcliffe

A number of key themes have emerged from resident engagement so far about how they feel about living in the town. We have heard that its people are seen as the best thing about Radcliffe is its people; there is a strong community spirit and lots of great community groups with the opportunity to link up better – but – there is a need to change negative perceptions of Radcliffe.

There is a genuine sense of enthusiasm about the opportunity to enhance identity and belonging through cultural events and festivals and there are numerous active community groups in Radcliffe that could have a greater impact if they had the opportunity to work together. Some more specific feedback has included:

- There is a network of vibrant local social action groups and community groups within Radcliffe, and opportunities for further collaboration.
- Radcliffe is an area with a strong local identity. There is a strong connection to the rich history and heritage of Radcliffe.

*In the spring of 2022 the fabric of Radcliffe has been explored through a textile project connecting people and place. A series of free workshops have been run as part of **Spirit of a Place Radcliffe** as a piece of community art,*

where individuals and families with links, stories and memories of the town have come together to stich a mark onto a map of Radcliffe.

“We’ve had such a lovely time sharing our stories, memories and wishes for the town – it has been so good to get out, see people and even learned a new skill”

(Radcliffe workshop attendee)

- There is a high level of cynicism from residents and a perception of broken promises and disparity of service provision, including a lack of accessibility to local provision.
- Community safety concerns exist, specifically in relation to the vicinity of the Metrolink, prevalence of drug usage and anti-social behaviour.

Following concerns raised by local residents on persistent ASB, public services including Bury Council (Youth Services, Community Hubs and Community Safety) and Greater Manchester Police have worked in partnership with key local groups including Growing Together Radcliffe and Step Change which has resulted in securing a venue for delivery of youth provision and diversionary activity (including through StreetGames) and deliver sessions on tackling knife crime.

- There is a perceived lack of services and opportunities for young people in Radcliffe.
- There is a perceived lack of support for homeless and at risk of homelessness.
- Concerns exist over the number of people with multiple needs from outside of the borough are being placed in Radcliffe.
- A feeling amongst residents that Radcliffe is overlooked for cultural activity.

*Funding through Bury’s Town of Culture programme saw Radcliffe host an **Art and Culture showcase in December 2021** with activities from wreath making and decoupage, to history talks; Pravara dancing to childhood crafts with Incredible Edibles. There were also sessions with the MAD Theatre group, Radcliffe Brass band, Creative play by the Early Bird Project and Art for Dementia.*

- Concerns were expressed over poor environmental quality; however this has resulted in a strong community response through the Radcliffe Litter Pickers and various local environmental and gardening projects.

4. Co-Designed Priorities for Radcliffe 2022-24

As a result of the engagement and analysis so far, a series of community priorities have been determined for delivery between public services and Radcliffe residents by 2024. These priorities will be developed into a programme of work, to be co-ordinated by the Community Hub, which engages local people with the regeneration and improvement agenda in Radcliffe.

4.1 Strengthening Community Safety

During 2022 the Community Safety Partnership (CSP) undertook extensive consultation to co-design the new Community Safety Plan for the borough, including the production of a strategic needs assessment which reviews crime and disorder data from across the partnership to identify priority themes and particular geographies with additional needs. This work highlighted the concerns on Radcliffe residents about community safety, particularly in relation to:

- Anti-social behaviour (linked but not limited to the Metrolink station),
- Drug abuse and related crime and road safety
- Youth violence
- A lack of confidence in reporting crimes and a need to improve the relationship between residents of Radcliffe and the community safety partnership including GMP.

“Safety is our number one priority – we want to feel safe, for the streets to be safe, to not have to witness crime and disorder. If this improves it will help improve the whole area” (Radcliffe resident, Radcliffe community forum 2021)

It is intentional that Community Safety is the first priority listed, as this is the topic that has been most frequently cited as a priority for collaborative action. A place-based interpretation of the borough-wide CSP will be produced for Radcliffe which deals with specific local issues across each of the six priorities of the plan:

- Reducing drugs related crime
- Domestic abuse
- Community cohesion
- Creating and Maintaining Safe spaces
- Crime and anti-social behaviour
- Reducing reoffending

Community-led community safety sessions on ASB, knife crime, safe travel, women’s safety and speeding have taken place in recent months; with GMP’s neighbourhood policing team, the Community Engagement Champion, Ward Councillors and local groups coming together to build a safer community. This has increasing community visibility and participation in Operation Saturn and improved relationships to share local insight

4.2 Protecting and Enhancing Radcliffe’s Environment

The quality of the natural and built environment is a priority for many Radcliffe people. Ward Councillors regularly receive case work relating to waste, fly tipping, road safety and street cleanliness. There is a vibrant voluntary sector working on environmental issues in Radcliffe including gardening groups, litter picking, friend's groups, self-managed allotments, football pitches and bowling greens and self-managed sport clubs. Through this plan we aim to embrace the work already being carried out and to respond to priority concerns about council-owned infrastructure.

In 2019 the Council declared a Climate Emergency and committed to achieving the Greater Manchester target of carbon neutrality by 2038. In 2021 this was followed by the production of a Climate Action Strategy and Climate Action Plan, following a process of resident consultation. Key priorities highlighted from the people of Radcliffe in this consultation included:

- Protecting existing green space
- Increasing recycling rates
- Divesting use of fossil fuels
- Increasing renewable energy production
- Reducing climate impacts associated with consumption, energy, and travel.

Radcliffe Litter Pickers has sought to improve St. John's Church Yard to create a 'safe haven garden' allowing people to meet outdoors, socialise and improve their mindfulness, whilst encouraging local biodiversity. Building on the strengths and passion of this group, support was provided through community and public services and funding to make this a reality.

A community-led Environmental Forum will be established for every township, including one in Radcliffe. This Forum will be empowered to drive work towards local carbon neutrality and to support and enhance the work of community groups and council partners working towards a clean, green environment.

4.3 Improving Health and Care Outcomes

Radcliffe residents experience some of the poorest health outcomes in the borough, including some of the lowest levels of life and healthy life expectancy and higher prevalence of preventable disease higher rates including coronary heart disease, deaths from circulatory diseases, deaths from causes considered preventable and deaths from all causes.

As with the other townships Radcliffe has had an Integrated Neighbourhood Team (INT) in operation for nearly three years – bringing adult community nursing and adult social care teams under single line management. This has recently grown to include Mental Health Support. Active Case Management is the established intervention method for people with multiple health and care needs and there is a weekly cycle of multi-disciplinary team meetings linked to GP practices. The multi-disciplinary teams are composed of a range of health and care professionals who support care planning and case co-ordination.

Social prescribing is well established with a Radcliffe Neighbourhood Link Worker and a new PCN funded Mental Health Practitioner has recently come into post.

The Locality Plan for the transformation of health and social care, approved in September 2021, sets out the challenges of the health and care system over the next few years, but also the vision and core principles of the way in which the health and care system will work differently. Core to this vision is a focus on addressing population health and health inequalities and drawing on the wider determinants of health and care to secure better outcomes for residents and less cost to services. A local health and care improvement plan will be developed to implement the Locality Plan in Radcliffe, based on the principles of prevention, self-care and access to local assets, including prevention, including:

- Improving physical activity through access to green spaces and proposed leisure facilities.
- Increased community engagement on healthy eating and basic cookery skills.
- Engagement on culture, community and social activity to tackle loneliness and low-level mental health, including through the well-established social prescribing team in Radcliffe.
- The ongoing development of the health and care neighbourhood team with the addition of a new Radcliffe Neighbourhood Link Worker and a new PCN funded Mental Health Practitioner, to support residents to be in control of their lives and in control of the way health and care services are organised around them.

Let's Live Well Radcliffe is a collection of activities across the Radcliffe area to people connected, moving more and supporting health improvement activities. From 'Grow Your Own' space with Woodies Men in Sheds to Run Together Radcliff and walking football at Radcliffe Sonics

4.4 Improving Education Outcomes

Radcliffe residents are frustrated about the long-term absence of a high school in Radcliffe. Furthermore, Radcliffe children are underachieving at Key Stage 1 (5-7 years) and Key Stage 2 (7-11 years) in comparison with Bury as a whole and England average.

The Council's long-term ambition to see the establishment of a new secondary school to serve Radcliffe is now close to being delivered. The Department for Education has confirmed its support to the development of a new school, and Star Academy has been selected as sponsor. A site has been confirmed on land off Spring Lane and a feasibility study is being undertaken (March 22). It is anticipated that the new school will admit its first cohort of students in September 2024.

If, however, the full benefit of this significant investment in new educational provision is to be realised it must be accompanied by a broader strategy that seeks to address the impact of inequalities not just as they present at high school, but beginning in early years and continuing to high quality post-16 provision. Strong leadership from schools will be secured to progress such an integrated plan which provides young people with the skills, confidence and ability to fulfil their ambitions.

Beginning in early years, a key part of this delivery plan is ensuring that parents and children have the opportunities to ensure that children enter primary school ready to

learn and that when in primary schools the children of Radcliffe have access to high quality provision. Our aim is that all young people are able to transition effectively to a range of high quality high schools, not only the new school in Radcliffe, but to other schools of their choosing. Following a successful time at high school it then essential that all young people then have clear pathways to relevant, high quality post-16 courses and that all of these measures build to provide young people with the skills, confidence and ability to fulfil their ambitions.

The leadership from schools serving the Radcliffe community is essential if these ambitions are to be met. Schools are at the heart of the communities they serve, and understand the challenges that families face on a day to day basis. School leaders and their staff are responding to the needs of children and young people, and their families, and are able to see first-hand, what works, but also where the barriers are. School leaders therefore have a key role in engaging with their communities and driving forward the ambitions for Radcliffe.

The development of this thematic plan has therefore been informed, and will continue to be guided by, the input from the leaders of those schools serving Radcliffe, and importantly, linking with Star Trust as plans are progressed to establish the new secondary school.

The initial focus of that engagement has identified:

- Early years – the need to work with early years providers and community groups in target neighbourhoods to improve school readiness.
- Primary phase - support for recovery of learning post Covid; supporting best practice from and to Radcliffe Primaries. A focus on improving attendance and particularly using 'Team Around' to focus on Persistent Absence as improving attendance will improve outcomes.
- Identification of families with complex problems or at risk of having problems. Extension of 'Team Around' using Radcliffe Public Service Leadership Team and the wider Practitioner Network.
- Supporting schools to encourage pupils and families to eat better food and increase physical activity levels.
- Brokering relationship between Star Academy and Radcliffe primary schools.
- Focus on transitions and curriculum development at KS2/KS3.

4.5 Improving Resident Skills and Employability

Radcliffe has a relatively high percentage of households who earn below 60% of the median national income, before housing costs. The highest area of poverty is around the centre of Radcliffe which includes Coronation Road, Spring Lane and Redbank Fields. In terms of employment deprivation these areas are in the top 1% most deprived in the country.

Some of the principal causes of this deprivation are worklessness and benefits dependence. Radcliffe has the second largest proportion of NEETs (Not in Employment, Education or Training) in the borough and significant dependence on benefits including Universal Credit and housing benefit around the centre of Radcliffe and Disability Living Allowance and Personal Independence Payment in the southern part of Radcliffe North around Coronation Road area. A skills and employability strategy will be developed, to give local people the skills and aspiration to access and remain in quality work. It will seek to ensure:

- Young people leave education and training ready to succeed in the labour market, with a balance of academic, technical and 'life ready' skills.
- Adults can acquire the skills and support they need to fulfil their career potential and adapt to changing employer needs throughout their lives, from entering employment for the first time through to highly skilled careers and retraining.
- Employers have access to a local workforce with the skills required, which allows companies to compete on the basis of high productivity, good quality work and excellent employment practices
- Residents are supported by a welfare system, under Universal Credit, that provides access to good work for those who can, support for those who could and care for those who can't.

The strategy will involve:

- Engagement with local businesses to understand their skills/talent needs, particularly in the economic sectors that will be developed through the SRF
- Better understanding of residents' barriers to accessing adult education and skills provision.
- Close working with partners and providers including Bury College, Holy Cross College, Bury Adult Learning and the Working Well service, to ensure their offers improve an individual's employability and addresses the barriers that are highlighted by residents.
- A blended offer for adult skills and development including community-led provision for skills for life and learning for pleasure; an academic offer for employment and progression skills; community engagement to raise personal confidence and aspiration and supported employment including placements, internships and apprenticeships.

The local community have expressed the need for the people of Radcliffe to be able to take advantage of job opportunities arising from the regeneration activity – including both the physical building activity and the roles that result from the works. Engagement has included sessions with Procure Plus to pilot the delivery of Construction Skills Certification Scheme training at the Outreach Centre in Radcliffe to promote opportunities to get involved and accredited; along with volunteering as a way of increasing skills and confidence as a stepping stone into employment

4.6 Closing the Digital Divide

The GM Full Fibre Network will bring better public Wi-Fi coverage into Radcliffe town centre, including connecting around a dozen public sector buildings to full fibre. In

support of the expanded digital infrastructure, progress must be made on digital inclusion to ensure local people have the skills and confidence to access technology.

Recent research highlighted that people who have the most engagement with the internet reside in Radcliffe East, but there is much more limited engagement within Radcliffe West.

In Radcliffe West there is evidence of ‘passive and uncommitted users’ i.e. those with limited or no interaction with the Internet and ‘digital seniors’ i.e. those that are retired and relatively affluent, adept enough to use the Internet for information but less so for social networking purposes.

Such a divide must be tackled as the pandemic has shown how, when people are unable to use the internet easily or effectively, they can become cut off from wider society. Some children struggled to keep up with education during the lockdowns, while older people could not necessarily shop online or use devices to ‘meet’ relatives.

Through the Community Hub team and colleagues at Bury Adult Learning and Digital Eagles team, work has taken place with community groups who have identified digital gaps; for instance Redbank Tenants and Residents Association and Diggle Lane allotment were supported, including how people could access information via The Bury Directory, engage in local consultations online and vote online for Neighbourhood Pitch funding.

This workstream will seek to widen digital skills among people of all ages and ensure these can be used effectively through faster internet speeds and the wider availability of digital technology. It will be progressed through a network of “Champions” through the Bury Adult Learning network and the Barclays Life Skills project.

4.7 Promotion of Culture and Sport

Culture and creativity are key points of the *Let's Do It!* Strategy, as they are important for personal growth, community cohesion and quality of life. Radcliffe is already a cultural leader in the borough, through the range of active community groups; flagship events such as Radcliffe carnival and home to the greatest number of Grade I listed buildings in the borough. The SRF provides significant new opportunities to develop the cultural offer, through the space that will be available in the redeveloped Market basement; new civic hub and the enterprise centre, which has the potential to be an engine of cultural production.

“A healthy, happy community has community groups in it – but specifically, culturally enriching groups. The key is that they’re there to enrich peoples’ lives, not to provide a safety net – that bit must be done by the public sector.”
(Infrastructural development programme lead, Radcliffe)

Sport is also a key component of Radcliffe’s cultural landscape, although data tells us that levels of physical activity in Radcliffe are lower than other parts of the borough despite some of the best access to green space. A “Live Well Move More” local delivery pilot has been underway in Radcliffe, led by public health, which will be further developed to encourage an active society. The new leisure facilities within the civic

hub will again further this ambition if the right offer is included to encourage a buoyant community sports sector.

“Sport opens doors and opportunities that other activities don’t” – Community Engagement Champion in Radcliffe, who worked with Radcliffe Football Club to collaborate with dozens of young people at a school holiday club on the future on Radcliffe following concerns that young people were not engaged in discussions on regeneration.

The future development of Radcliffe’s cultural offer and, specifically, the use of community and events space within the new built environment, must be led and owned by Radcliffe residents. A proactive process of co-design will be followed to ensure this space is developed to support local identity and to cement community.

4.8 Thematic Delivery Plans

The detailed plans for delivery and measures of success for each priority are appended in Section Eight of this report. The delivery of the thematic plans will be coordinated through the governance arrangements outlined later in this report which are the existing arrangement to oversee the SRF.

It is important to note that through co-design with residents and communities these delivery plans have been designed to be targeted towards areas of greatest need and opportunity. Some of the activities represent small scale interventions which will make a notable difference in the short term to quality of life, others mark the start of more complex projects which may take longer but will ultimately ensure the issues identified within the Plan are addressed.

5. A New Model of Public Services in Radcliffe

Our vision for Radcliffe is built upon conversations with communities and our goal is simple: ***to improve the health, wealth and well-being of the Radcliffe population by ensuring it is a place where anyone, regardless of where they come from and who they were born to, can thrive.***

Public services will seek to engage all Radcliffe residents and community groups in the vision for their future, but we know some people do not engage in public life and have complex lives which means they need more targeted support. We understand that these people are often high-end users of public services and that without more focussed intervention to help them turn their lives around we will not be able to radically shift the outcomes for the place.

This section therefore describes the second priority strand to the people and communities' plan: the swift and extended implementation of the neighbourhood model of public services in Radcliffe. The neighbourhood model was established in the *Let's do it!* strategy and involves the following integrated teams working at place-level in each neighbourhood, including Radcliffe:

- **Two multi-agency practitioner networks** which comprise:
 - **An Integrated Neighbourhood Health and Care Team (INT)** who actively case manage those with multiple health and care needs through a weekly cycle of multi-disciplinary team (MDT) meetings linked to GP practices.
The current team is comprised of District Nurses, the adult care, community mental health team and a named lead GP together with a Radcliffe Neighbourhood social prescribing link worker and a new Primary Care Network funded Mental Health Practitioner. Evaluation has pointed to the positive impact of the MDT approach in Radcliffe including reducing staff isolation with complex cases, encouraging a more holistic and person-centred approach and building new and productive relationships between different services and professionals.
 - **Children's early help**, an integrated team of children's social work and the local schools.
Radcliffe has the largest proportion of Children in Need (CIN) plans in the borough, the second largest proportion of children with a Child Protection (CP) plan and the second largest proportion of Children Looked After (CLA). Radcliffe West has had the highest number of early help cases for children; yet also has the highest proportion of families who have been successfully worked with as a result of the Supporting Families programme.
- **A Public Service Leadership Team (PSLT)** comprised of the Community Hub Manager; GMP Neighbourhood Inspector; Health and Care INT Lead; Six Town Housing Neighbourhood Co-ordinator; Children's Early Help Locality Lead; Beacon Service Link Worker (Social Prescribing) and Public Health Neighbourhood Lead. This local leadership team is responsible for:

- Developing and understanding place insight: data for evidence-led discussions, assets, key local practitioners and case management information.
 - Identifying and coordinating integrated response to place-based issues.
 - Developing relationships and connections, including identifying workforce development needs and opportunities.
 - Oversight of case activity to ensure cases are being dealt with by the most appropriate part of the system and that this is joined up to ensure effectiveness.
 - Ensuring connectivity between case work and community activity through the Community Hub.
- **A community hub** which connects all the resident, community and mutual aid/volunteer networks in a place, to co-ordinate activity and ensure access to resources.

Working together, the key features of this approach are:

- Delivering strengths-based assessments through, crucially, active listening
- Recognising and untangling the complexity and multiple contacts people have with different services
- Ensuring bespoke support, both properly sequenced direct provision and enabling tailored self-help through a bespoke support plan
- Ensuring clarity in end of support, empowering self-reliance
- A focus on place-based engagement and community capacity
- Targeted community support for both early engagement and supporting step-down activities.

Outcomes of this approach in Radcliffe, to date, include:

- 198 people in Radcliffe were supported through integrated health and care active case management in 2021/22.
- Targeted support to vulnerable households in addressing Winter pressures, including through Corrie Gardeners, Trinity Foodbank, Staying Well Team, front line public service practitioners and a pop-up stall at Radcliffe Market.
- Engagement with Women of Worth to support victims of Domestic Violence and ensure wraparound support including social prescribing activity to link into Live Well projects.
- Joint activity between Six Town Housing, GM Fire and Rescue and the Council to address youth ASB and deliberate fires across Radcliffe.

In support of the SRF the neighbourhood model will be further strengthened in Radcliffe during June 2022, on a pilot basis for potential borough-wide roll out, through:

- A third public service practitioner network which will provide focussed support for **adult only households with complex lives**. This group will establish whether the volume and complexity of adult-only issues e.g. substance misuse; domestic abuse; anti-social behaviour; worklessness and homelessness requires dedicated specialist capacity, or can be addressed through the expansion of the existing Early Help infrastructure.

An initial group of households are being identified to test this approach, with their consent, working with families already supported by multi agencies, through the identification of a lead key worker.

- A piece of **detailed data analysis**, with an initial focus on understanding the impact of Covid on health inequalities and our local response to this, will be complete by the end of June 2022 to:
 - define the cohorts of individuals and families in Radcliffe who are most at risk of high end public service;
 - identify people meeting that definition and
 - organise the targeting of the neighbourhood model at those individuals and families.

The intention is that data will include sources from public services including health data (e.g. A&E admissions and community mental health referrals); children's and adult social care data; housing and homelessness records and GMP information. Subject to the findings and detailed privacy notices, this data will inform the PSLT meetings where it will be combined with the knowledge of practitioners on the ground to choose cases for intensive integrated intervention and to track progress of delivery and outcomes.

6. Outcomes

What matters most from this plan is that the people of Radcliffe can see tangible changes and improved quality of life. This must link explicitly to our goal to improve the health, wealth and well-being of the Radcliffe population by ensuring it is a place where anyone, regardless of where they come from and who they were born to, can thrive.

Whilst progress will be monitored through ongoing dialogue with residents and community groups it will also be formally assessed through a detailed performance framework aligned to the:

- Priorities agreed with residents
- LET'S Do It! Outcome framework
- Greater Manchester Strategy
- SRF Requirements
- Funding criteria linked to the Levelling Up monies and wider government monitoring

Each of the seven thematic delivery plans have outlined metrics for success and for measuring progress against objectives. All thematic plans have a detailed list of key metrics which are available on request and will be presented in the public domain at a Radcliffe level.

Data will be collected against each of the metrics and, where necessary, further discussions will be held with thematic leads to identify appropriate targets. It is important that these targets reflect the need to drive inclusive growth and reduce health inequalities at a faster rate than elsewhere in the borough to make the step change in quality of life aspired to in this plan. This will involve setting “floor targets” for each measure which is the minimum standard or improvement that is acceptable to demonstrate the progress required.

Trend analysis will be completed where required and regular reporting processes will be developed which will be taken through the Radcliffe community governance mechanisms, in the Radcliffe Advisory Group which include community groups and Ward Councillors.

Progressing these goals in Radcliffe will help ensure that the overarching vision of the Let's do it! strategy is achieved. The strategy includes seven overarching outcome measures which together are the conditions of a thriving place:

Outcome	Target
Improved quality of life	Reduce the life expectancy gap between our worst and best performing areas to under 13 years for men and 10 years for women.
Improved early years development	Narrow the gap between the school readiness levels of all pupils and those eligible for free school meals to no more than our previous best performance of 8.5 percentage points.

Improved educational attainment for our young people	Narrow the gap in average attainment 8 score for all pupils and those eligible for free school meals. Our target is to maintain or improve current gap of 8.8 percentage points.
Increased adult skill levels and employability	Increase the gap of adults with no qualification and those with NVQ Level 3+ qualifications by reducing the number of adults with no qualifications and improving on our previous best position of 58.5 percentage point in 2017.
Delivering inclusive economic growth	Maintain position in Top 3 GM ranking for average total household income and increase the proportion of households in the top quartile.
Delivering carbon neutrality by 2038	By 2030 maintain decline in CO2 emissions per capita and be within the top 5 localities in GM with the lowest emissions.
Improved digital connectivity	Improvement in the borough rank within GM for digital connectivity based on the % of people over 16 who state they have not used the internet in the last 6 months or ever.

7. Implementation

The seven thematic delivery plans within this overarching People and Community framework, together with the co-ordination of public service reform, will be assigned an accountable lead and co-ordinated by the Community Hub Manager, as follows:

Workstream	Lead
Community Safety	Bury Community Safety Lead
Environment	Environmental Forum Chair
Health & Care	Health & Care INT Lead
Skills	Unit Manager, Economic Strategy, Bury Council
Culture	Strategic Partnerships Manager, Bury Council
Digital	Digital Inclusion Lead, Bury Council
Education outcomes	Assistant Director of Learning, Bury Council
Culture & Sport	Strategic Partnerships Manager, Bury Council

The identified thematic leads will be responsible for providing the Radcliffe Executive Sub-Group with quarterly highlight reports outlining progress against milestones, emerging risks and mitigation, key successes, funding opportunities and key messaging for delivery through communications. A quarterly Performance and Intelligence update will also be provided, with progress of measures towards outcomes. In turn the Radcliffe Executive Sub-Group will report to:

- Radcliffe Regeneration Advisory Group
- Radcliffe Regeneration Delivery Board
- Radcliffe Cabinet Committee
- Cabinet

Informal, monthly updates will also be provided to all Radcliffe Ward Members and the Public Service Leadership Team by the Community Hub Manager.

7.1 Communications and Engagement

It is important that stakeholders bring local people, community leaders and those with influential voices on the journey too. The acknowledged sense of scepticism and disillusionment amongst some people must be tackled and confidence given that a brighter future really will materialise for the town.

There has already been a significant process in providing information for Radcliffe people on the regeneration process. This has included:

- Leaflets to all households at key stages of the SRF development process, press and social media campaigns and drop-in stakeholder briefings.
- A Radcliffe Regeneration Office opened in September 2021 as a base for project officers to be available to provide information to local residents and businesses.
- A Radcliffe Regeneration Advisory Group has been working for the past several years engaging local community groups and businesses in the regeneration process.
- The Radcliffe Town Centre Recovery Board has been supporting Radcliffe businesses through the pandemic.

Moving the conversation onto firmer and more optimistic ground will mean continuing this process of listening, understanding and then playing back to the people of the town their views, their hopes and, of course, their concerns. To achieve this a resident communications and engagement strategy will be developed which, following engagement with local groups, will involve:

- Ongoing engagement with local people, influencers and stakeholders through one-to-one interviews; workshops; “dropping in” to existing forums such as community centres, youth groups or business clubs.
- Continuous consultation to support the introduction of the new secondary school, including supporting Star Academy to engage with residents through the Radcliffe Regeneration office and directly via the primary schools.
- Creating “pop-up” exhibitions and information, including
 - Supporting the request for a screen in Radcliffe market which residents can maintain with updates and asks for involvement
 - Creating a “story board” which promotes the ideas, achievements and aspirations of local people through the SRF
- An SRF “ambassador” events programme, with speakers and takeaways.
- Maintaining the dedicated Regeneration Office as exhibition space with comments cards in a public space in a public space.

These processes of engagement are connected to the local democratic process through quarterly meetings with Ward Members from all three Radcliffe wards and the inclusive governance structure described above which includes the Council; external advisors and local stakeholders.

8. Thematic Delivery Plans

Priority			Community Safety		
Objective 1: Reducing Drug-Related Offending					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Community Intelligence capture	Map hotspots of drug related activity in Radcliffe Neighbourhood Policing surgery to take place specifically focusing on drug usage	Implement mechanism to capture community intelligence to build richer picture of drug-related offending and harm at Ward level	Refresh local drug and substance misuse commissioning intentions through use local insight		Drug-related crime figures
Targeted activity to address offending	Community intelligence and partnership data to inform targeted Radcliffe action through Operation Saturn Drug-related offending specific activity within Radcliffe within Operation Avro activity in May in partnership with local authority and communities		Routine focus on drug-related offending as part of Radcliffe based GMP Operations		Drug-related crime figures

Identification and proactive preventative work with young people	Work collaboratively with the Radcliffe Friday Youth Night project at the Roc Centre, wider Youth Service to identify and support young people at risk of substance misuse and drug-related offending, including diversionary summer activity	Develop specific local education session for inclusion in PSHE curriculum for Radcliffe secondary schools for the 22/23 Autumn term including One Recovery, Early Break and Achieve Diversionary activity formulated as part of Holiday Activity Fund	Young People's Circles of Influence session on drug-related offending, co-designed with young people of lived experience Explore options for youth provision in new Hub including drop-in support	Implement agreed options for youth provision in new Hub	Reduction in youth ASB
Proactive partnership activity in targeted locations	Police led partnership activity at data and insight driven locations including Riverside Walk and Pioneer Mill	Co-ordinated GMP/health sessions on engagement and activity during "Taking Action on Addiction Week" in mid-October			
Objective 2: Supporting Victims and Tackling the causes of Domestic Abuse					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Implementation of MARAC development plan and neighbourhood model	Improving Adults Lives Active Case Management to be established and review priority cases for Radcliffe	Review of Radcliffe based domestic abuse cases through active case management to address trends and commonalities to inform commissioning intentions	Review Safe Accommodation provision in the borough and specifically demand in relation to Radcliffe	Further review of Radcliffe based domestic abuse cases through active case management to address trends and commonalities to inform commissioning intentions	DV Active Case Management data including number of re-presentations and case closures

Timely, local, accessible advice and information	Gap analysis for current advice and information (including peer-support) channels available within Radcliffe (physical locations and online routes)	Increase awareness of community-led Domestic Abuse Network within Radcliffe Promotion of local support through Domestic Violence Awareness Week in late November 'No More' Week in February 2023 on the run up to International Women's Day on 8 th March	Clear ecosystem of support to victims available and widely, regularly promoted across Radcliffe	Multi-agency, co-ordinated support available through the Radcliffe Civic Hub	
Local engagement with domestic abuse perpetrator programmes	Radcliffe based individuals identified through work of MARAC and active case management to take part in the perpetrator programmes available, including those most prevalent on the Radcliffe Neighbourhood Policing Team profile		Continued awareness raising of perpetrator programmes in Bury and restorative practices to increase referrals		Number of Radcliffe residents through Drive perpetrator programme
Objective 3: Strengthening Community Cohesion					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Tackling Hate Crime	Mapping of Radcliffe based hate crime	Community led programme of	Community led programme of	Community led programme of	Increased % reporting of a

	incidents and community-mapping of reporting centres	activities for Hate Crime Awareness Week including community and youth settings (October and February)	activities for Hate Crime Awareness Week including community and youth settings (October and February)	activities for Hate Crime Awareness Week including community and youth settings (October and February) Civic Hub established as Hate Crime Reporting Centre	decreased volume of hate crime incidents in Radcliffe Increase in the number of Hate Crime Ambassadors in Radcliffe
Furthering social inclusion	Cohesion messaging embedded within Radcliffe Carnival and associated Jubilee activities through linkages to the Creative Case for Inclusion Group	Coffee, cake, collaborate session amongst Radcliffe community and resident groups Migrant related activity building on Radcliffe drop-in with Red Cross	Further Coffee, cake, collaborate session amongst Radcliffe community and resident groups	Community-led Coffee, cake, collaborate session amongst Radcliffe community and resident groups	
Firmer links between faith groups and cohesion	Engagement session with Radcliffe Faith leaders on the People and Communities Plan and firming network connections	Joint cohesion messaging in relation to Diwali-Hanukkah-Christmas period, supported by the Events Safety Advisory Group			
Objective 4: Creating & Maintaining Safe Spaces					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Women and Girls' Safety	Promote Licensing Safety Charter consultation across licensed premises in Radcliffe; and	Promotion campaign of Women and Girls' Safety Plan across communities of interest and	Encouragement of adoption of Safety Charter principles beyond licensed premises, particularly	Promotion of Women and Girl's Safety Plan update through International Women's Day activity	Percentage of Radcliffe licensed premises signed up to Women's Safety Charter

	<p>pending outcome of consultation encourage uptake of the charter</p> <p>Establish a Radcliffe Lean-In Circle following self-defence sessions and International Women's Day discussions including Women of Worth and Corrie Gardeners</p>	<p>experience across Radcliffe, including sessions in each Radcliffe school</p> <p>Specific activity developed for Radcliffe with public service colleagues and community groups to promote the White Ribbon Campaign</p>	across the night-time economy		
Water Safety	Engagement through GM Fire and Rescue with Radcliffe schools on water safety messaging in the summer term, including reference to Radcliffe Canal and Elton Reservoir		Proactive engagement with private land-owners with water courses on their land on water safety measures		
CCTV and Lighting	CSP funded additional CCTV installation on junction of Coronation Road/ Westminster Road, covering the entrance to Red Bank Field	Lighting and safety details in relation to regeneration proposals co-designed with local communities	Joint engagement with Culture and Sport thematic stakeholders on lighting and safety in relation to active travel		
Transport and Highways	Ongoing partnership work with TfGM, GMP and the Council		Consideration of safety implications when designing		

	to increase confidence of safety on the Metrolink at Radcliffe station Multi-agency review of parking and traffic concerns around Cams Lane School		areas around new buildings, particularly the new high school		
Objective 5: Tackling Crime and Anti-Social Behaviour					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Specific Radcliffe focus on GMP/Partnership Operations	Multi-agency day of action in Radcliffe town centre and neighbourhoods as part of Operation Avro Public service collaboration and community engagement through monthly Operation Saturn exercises	Public service collaboration and community engagement through Operation Treacle around Halloween	Rolling programme of GMP Operations delivered in partnership with wider public service colleagues and community leads	GMP led operations with community involvement co-ordinated locally in conjunction with the Civic Hub	Number of warrants issued and arrests through Operations Reduction in crime rate in each Radcliffe Neighbourhood Beat area
Site-specific activity	Seek to secure the Manchester Anti-Violence Bee Monument for engagement in Radcliffe, in particular relating to the Metrolink vicinity including potential for visit to Spring Lane school	Multi-agency focus on sites of greatest ASB and crime records as per August/September Neighbourhood profiles to increase neighbourhood resilience through the 'Problem Oriented Policing' approach	Assess Radcliffe content of CSP Violent Crime Needs Assessment to co-ordinate community engagement and partnership response		

	<p>Engagement with McDonalds and Asda store management (and Asda community champion), alongside CSP colleagues with regards to additional measures to reduce ASB and shoplifting at Riverside Retail Park</p> <p>Engagement with Bury Street Pastors to expand operations in Radcliffe, including increasing visible around the Metrolink station and on the Bury Line, particularly on Sunday evenings</p>				
Develop a partnership menu of tactical options for tackling residential burglary	Routine partnership messaging to promote community safety updates, advice and means by which local people can support neighbourhood resilience.	Develop networking opportunities for Radcliffe based Neighbourhood Watch groups, to share insight, local data and explore additional engagement channels			

		Targeted action on specific streets.			
Focus on youth offending and reducing anti-social behaviour	Continued work with youth services and community group to provide positive activities and deliver engagement through primary schools	Link to preparation for Hate Crime awareness week	Link to preparation for Hate Crime awareness week	Link to preparation for Hate Crime awareness week	Reduction in youth offending
Objective 6: Reduce Reoffending					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Phased, co-ordinated interventions through a key worker model	Active Case Management of persistent ASB offenders, including review of tenancy sustainment approaches for those which are Six Town Housing residents	Focus on probation/prison leavers and pathways into local provision/support			Reduction in re-offending rate
Key stakeholders					
GMP	Neighbourhood Inspector, Neighbourhood Sgt, Neighbourhood Beat Officers, PCSOs, Cadets; Partnership Team				
Community	Ward Councillors; Growing Together Radcliffe; Bury Community Power; Youth Services; Women of Worth; Cams Lane Neighbourhood Watch; Early Break				
Public Services	Six Town Housing Neighbourhood Co-ordinators and Radcliffe TRAs; TfGM; GM Fire and Rescue Service; SafeNet				

Priority	Protecting and enhancing Radcliffe's environment				
Objective 1: Let's reduce fly tipping and improve environmental cleanliness and increase recycling					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Waste Awareness and Recycling Campaign	Employ 2 additional waste and recycling officers fixed term for 2 years funded from the GM waste levy rebate Establish baseline data for recycling Engage with R4GM and design waste awareness and recycling campaign Improve the website and information for households for recycling Refresh the Zero Waste Strategy	Implement roadshows, door to door engagement and leaflets to promote the benefit of recycling in Radcliffe Work closely with schools in Radcliffe to promote and educate children about the benefits of recycling 'Right Stuff Right Bin' campaigns Promote Radcliffe recycling champions	Further targeted recycling campaigns in Radcliffe Continue to Monitor progress and recycling performance in Radcliffe	Consolidate all recycling activity and maintain good communications and information	Reduce missed bins in waste management Recycling targets
Removal of and Enforcement of Fly Tipping. Improve street cleaning	Toolkit for community groups to collect fly tipping evidence Delivery of new road sweepers	Re-invest Litter and Fly Tipping enforcement fines back into extending the environmental enforcement service	Continue to encourage community action and self-help project – especially in hot spot areas	Continue to encourage community action and self-help project – especially in hot spot areas	Fly Tipping tonnages Street cleaning standards FPN's for fly tipping Prosecutions for major fly tipping

	<p>Additional weekend removal of fly tipping in targeted areas</p> <p>Replace worn out litter bins where resources permit</p> <p>Draft exit plan for follow up work after the Community Clean Ups</p>	<p>Continue with clean ups and enforcement in targeted areas</p> <ul style="list-style-type: none"> • Coronation Estate • Victoria Estate/Ulundi St • Eton Hill Rd / Holland St <p>Work with Housing associations such as Six Town Housing to improve the local environment and raise awareness with residents</p> <p>Review street cleaning rounds</p>			
Targeted Community Litter Picking and Community Clean up Days	<p>Prepare plans for 3 community led clean up days by volunteers and residents in target areas of Radcliffe. Community Grants available.</p> <p>Draft localised comms for clean-up – Lets Keep Radcliffe clean</p>	<p>Continue to implement clean-up days and monitor public realm standards</p> <p>Support Litter-Picking groups with the provision of PPE, training, bags and removal of bagged waste after litter picking events</p>	Continue to seek external funding and small grants that will support environmental volunteer groups and identify further suitable targeted projects	Continue to support and empower the voluntary sector including litter and gardening groups	<p>Increase community action days</p> <p>External grants for volunteer groups and projects</p>
CCTV in Fly Tipping Hot Spots	Review existing fly tipping hot spots and locations of any	Rotate CCTV cameras as required and promote	Annual review of hot spots and CCTV	Continue to reduce fly tipping hot spots and utilise CCTV	Reduction in Fly Tipping incidents and tonnage

	temporary CCTV cameras Encourage more residents to report fly tipping incidents	awareness of CCTV coverage	locations for fly tipping	withing available resources	
Objective 2: Let's - Improve our local parks and play areas and provide well maintained open spaces					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Parks Improvement Strategy and Green Flay Awards	Develop detailed improvement plans for improving Close Park and Bolton Road Park and procurement of works as required Submit applications for Green Flag and refresh park management plans Completion of parks tennis courts improvements (surfacing and nets) Support Close Park with the football club with changing rooms development Ongoing annual programme to treat	Parks improvement works on site Works includes infrastructure improvements, landscaping, parks furniture Support Close Park Football with bids for additional funding as required for changing rooms	Final completion of parks works from 22/23 Close Park changing rooms improvements Develop Green Flag Standard for Radcliffe Cemetery	Coronation Park Improvement scheme Green flag for Radcliffe Cemetery	Green Flag award for Close Park and Bolton Road Park Grounds maintenance standards Tennis activities and income Reduction in invasive weeds

	invasive weeds such as Giant Hogweed and JKW on Council owned land in Radcliffe including the town centre, main parks and other green spaces				
Play Area Strategy and new Radcliffe Town Centre Play Area	<p>Prepare designs and tenders for play area improvements at Coronation Park and Bolton Road Park (Close Park PA is completed)</p> <p>Prepare outline design for new play area at Riverside gardens</p>	<p>Implement play area works at Coronation Park and Bn Road Parks and develop designs and tenders for Bright Street PA (subject to funding)</p> <p>Develop funding package for Riverside Play Area</p> <p>Improve ball zone in Bn Rd Park</p>	<p>Review 23/24 play strategy and submit bids for funding</p> <p>Implement new play area Riverside Gardens and improve Bright Street PA</p>	Review 23/24 play strategy and submit bids for funding	<p>Maximise use of Section 106 funding to support play provision</p> <p>ROSPA play area standards</p> <p>Planned programme of inspections</p>
Springwater Park Floods Improvement Works	<p>Continue to monitor land movement (if any), communication with affected residents and friends group.</p> <p>Completion of EA Springwater residual works</p> <p>Continue to pursue Government Funding</p>	<p>Develop detailed design and tenders of the highest priority works on a risk management basis.</p> <p>Keep residents, and other affected properties informed as well as the Friends Group</p>	Implement Phased works on highest risk areas. Works adjacent to the river in summer when water levels are at their lowest	Continue to monitor Springwater Park and facilitate further works as required including funding bids	<p>Completion of EA works</p> <p>Continued monitoring of any land movement</p>

	for Springwater flood works Develop detailed schemes based on surveys and evidence collected so far and 3-year programme of works				
Tree Planting in Open Spaces	Work in partnership with City of Trees to develop tree planting schemes in Radcliffe Implement new tree planting at targeted sites	Continue to identify suitable sites for tree planting Continue to work with City of Trees, schools and volunteers on tree planting projects	Continue to investigate funding for tree planting	Continue to investigate funding for tree planting	New trees planted in Radcliffe
New 3G all-weather pitch and changing at Redbank PF. Promote grass pitch improvements at all sites with the County FA	Develop detailed business plan with Radcliffe Football Foundation Submit planning application for the 3G pitch and changing rooms Consultation with local residents and stakeholders Submit Grant application to the FF	Award of Grant subject to successful bid to the FF Continue to work with Radcliffe Football Foundation to develop the business and football development plan and wellness projects Implement grass playing pitch improvement where grants are awarded	Final on-site completion of the 3G pitch, changing and grass pitches at Redbank PF Establish 3G steering group and maintenance regimes	Monitor 3G and playing pitch performance and funding	Grass playing pitches improved Successful completion of the Redbank PF development project

	Work with Radcliffe Football Clubs regarding pitch improvement grants				
Objective 3: Let's – Develop and empower our communities and volunteers to make Radcliffe cleaner and greener					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Local Grants to Support Community and Volunteer Environmental Groups	Health improvement grants awarded to Radcliffe Litter Pickers (Safe Haven garden) and to Corrie Gardeners (Expansion of Community Garden) Award available small (up to £1000) grants to environmental volunteer groups	Continue to implement grant funded environmental improvements schemes Continue to support voluntary groups to secure external funded projects	Continue to develop and support new litter picking and environmental groups	Continue to develop and support new litter picking and environmental groups	Case studies of successful community led projects
Empower Environmental Volunteers to collect Fly Tipping Evidence to support Enforcement	Toolkit for community groups to collect fly tipping evidence	Liaise with Local Community action groups to improve evidence gathering to support enforcement Work with any volunteers who have collected evidence to produce witness statement that will be	Continue to develop and support volunteers in gathering evidence Constantly monitor the tool kit and make any necessary improvements or additions	Continue to develop and support volunteers in gathering evidence Constantly monitor the tool kit and make any necessary improvements or additions	Case studies of successful community lead projects that result in enforcement Number of FPN issues from evidence gathered from Environmental Volunteers

		used in any ongoing enforcement action Work with volunteers to ensure they are able to attend courts to act as a witness in prosecution of littering and fly tipping cases			Number of successful prosecutions resulting from evidence gathered by environmental volunteers
Enable and Empower local Environmental, litter picking and gardening groups	Support local volunteer groups through new 12 month position of volunteer coordinator withing wellness Service Provide support with litter pickers, PPE, training, removal of bagged waste and obtaining external funding where possible	Provide support where possible for Little Britain Anglers in their quest to improve the environment of the canal in Radcliffe including support for the Canal Boat Floral Feature Support volunteers in connection with Chapel Field LNR	Look at ways to expand existing groups as well as enable new community groups not currently covered by volunteers	Continue to support and grow environmental volunteering across Radcliffe	Number of registers volunteers or volunteer groups
Objective 4: Let's - Improve the quality and safety of our roads and public realm					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Highway Improvement Strategy – HIS2 and HIS3	The planned surface treatment works for 22/23 will be less in Radcliffe as 55% of the 21/22 programme was in Radcliffe. The 22/23 surface treatment includes	Completion of 22/23 planned surface treatment and resurfacing contracts started in Q1 & Q2	Implement 23/24 programme of resurfacing and plan the 24/25 programme Approval of 24/25 surface treatment programme	Implement 24/25 programme of resurfacing and surface treatment as well as plan and approve the 25/26 programme	Area of road surface treatments completed Roads resurfaced Potholes repaired

	<ul style="list-style-type: none"> • Pilkington Road (Full length) • Red Bank Road (Full length) • Turks Road (Countess Lane to Freshfields) • Turks Road (Eastfields to Ainsworth Road) • Unsworth Street (Full length) <p>HIS2 resurfacing schemes for 22/23</p> <ul style="list-style-type: none"> • Cross Lane, Radcliffe • Pilkington Way & New Road, Radcliffe • Bolton Road, Radcliffe • James Street North, Radcliffe <p>Prepare 3 year resurfacing plan for HIS3</p>	<p>Approval of 23/24 surface treatment programme</p> <p>Approval and advance design of HIS3 resurfacing programme</p>	Year 1 of HIS 3 resurfacing	Year 2 of HIS 3 resurfacing	
<p>Street Lighting Improvement and LED investment programme</p> <p>Roads Safety Schemes</p>	<p>Street Lighting Column replacement programme for Radcliffe in 2022/23 is as follows:</p>	<p>Completion of 22/23 column replacement started in Q1 & Q2 and planning for 23/24</p>	<p>Implement 23/24 programme of column replacements and planning for 24/25</p>	<p>Implement 24/25 programme of column replacements and planning for 25/26</p>	<p>Completion of programmed column replacements</p>

	<ul style="list-style-type: none"> • Kearsley Road, Radcliffe • Withins Lane, Radcliffe • Lowe Street, Radcliffe • Salisbury Road, Radcliff • Outwood Road, Radcliffe 				
Road Safety Schemes	<p>Road safety Schemes planned for 22/23</p> <ul style="list-style-type: none"> • Ainsworth Village Road Safety improvements • Barlow Street Area 20mph Zone • Darbyshire Street 20mph speed limit area • Greenbank Road 20mph speed limit area • A665 Radcliffe Moor Road – road safety scheme • A665 Radcliffe New Road – Vehicular Activated Safety sign 	<p>Completion of 22/23 road safety schemes started in Q1 & Q2</p> <p>Establish road safety programme for 23/24 (subject to available funding)</p>	Implement 23/24 road safety programme and planning for 24/25 (subject to available funding)	Implement 23/24 road safety programme subject to available funding	Improved road safety

	<ul style="list-style-type: none"> Grindsbrook Road – Additional 20 repeaters Turks Road area – Additional 20 repeaters 				
Improve Quality of Public Realm and upgrade of all Public area CCTV from Analogue to IP	Engineers and Streetscene Services to be involved in the planning and design of quality public realm space associated with the new Radcliffe Hub	<p>Ensure new public realm designs has adequate funding for longer term maintenance of any new public realm spaces</p> <p>Work with volunteer groups to maintain existing public realm and gardens/planted areas</p> <p>CCTV cameras to be upgraded in accordance with the GM1 Full Fibre Roll Out. (PN) Completion expected.</p>	Oversee Radcliffe Hub public realm works working with consultants or contractors	Handover of new public realm spaces to Engineers and Streetscene	Engagement with volunteers
Objective 5: Let's Involve local people in our Carbon Management Plans and improve local air quality					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Increase community engagement in climate action	Establish a community led Environmental Forum for Bury West that	Representatives from the Forum to attend the Climate Action Board to help	Increase attendance and engagement with the Forum, which in		Environmental Forum established.

	has representation from Radcliffe residents.	influence climate action in Bury at the strategic level.	turn increases local climate action.		
Increase number of publicly available Electric Vehicle Charging Points (EVCI)	Appoint a supplier to install EVCI in locations identified in Radcliffe.	Install EVCI at these locations.	Identify more suitable EVCI locations alongside regeneration.	Install more EVCI.	Number of publicly available electric vehicle charging points in Radcliffe.
Decrease in carbon emissions from Council buildings	Support new Council buildings installed as part of the regeneration plans to be carbon zero. Transformation project to rationalise the council estate which will include an assessment what Council buildings are situated in Radcliffe and which will remain in the long term plan.	Produce Heat Decarbonisation Plans (HDPs) for Council Buildings outlining what is required to retrofit existing buildings in Radcliffe that will be retained in future to net-zero.	Use funding/'invest to save' models to carry out works identified in HDPs as funding is available.	Use funding/'invest to save' models to carry out works identified in HDPs as funding is available.	Emissions produced from council buildings.
Increase in number of homes retrofitted for better energy efficiency standards	Support GMCA's retrofit accelerator project. Support Six Town Housing's social housing decarbonisation projects.	Use communications to promote the retrofit accelerator project in Radcliffe and how this can help homeowners.			Number of privately owned properties carrying out retrofit projects. Number of social housing properties that have been decarbonised.

Increase Renewable Energy Generation	The Local Area Energy Plan demonstrates that there are suitable areas for Solar Energy Generation in neighbourhoods in Radcliffe	Target the specific areas to encourage retrofitting (as funding becomes available).	Continue to work with the regeneration team to incorporate renewable energy generation into plans		Amount of renewable energy generated within the local area.
Air Quality	<p>GM to review Clean Air Plan and present new proposal to government – further actions can be added to this plan following development</p> <p>Work with local schools to highlight air quality issues and encourage action in a proactive manner.</p> <p>New Electric Vehicle Charging infrastructure to be installed at Bradley fold to support fleet upgrades which in turn will benefit Radcliff</p>	<p>Continue to develop the active travel and public transport networks to reduce reliance upon cars.</p> <p>Delivery of 13 electric vans for the Council which in turn will benefit Radcliff</p>	Promote the low-traffic neighbourhood model and encourage their incorporation across Radcliffe's neighbourhoods.		Air quality in the local area (Specific measurements taken from monitoring sites)
Key stakeholders					
Environmental Cleanliness and Recycling	Recycle for Greater Manchester; GMCA Waste Management; Operations Waste Management; Environmental Health; Local Litter Picking Groups; STH				
Parks, Play Areas and Green Spaces	Local Football Clubs and Bowling Clubs; Self-Managed Allotment Sites; Football Foundation; Sport England; County Football Association; ROSPA; Local Parks Friends Groups; Growing Radcliffe				

	Together; Little Britain Anglers; Radcliffe Litter Pickers; Friends of Springwater Park; Environment Agency; Green Flag Award; Leisure Services; Lawn Tennis Association; City of Trees; Radcliffe Football Foundation
Communities and Volunteers	VCFA; Radcliffe Litter Pickers, Growing Radcliffe Together, Little Britain Anglers, Parks Friends Groups, Friends of Springwater Park;
Roads and Public Realm	Department for Transport; Transport for Greater Manchester; Street Scene Service; Street Lighting; Road Safety Team; Engineers Team;
Carbon Management and Air Quality	Greater Manchester Combined Authority; Transport for Greater Manchester; Climate Action Board; Bury West Environmental Forum; Environmental Protection

Priority	Health & Care				
Objective 1: Develop and deliver Neighbourhood health plan and care and associated plans					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Develop and implement Radcliffe Health and Care Plan	Engagement with Neighbourhood health and care stakeholders Confirm borough level priority – the proposal is that the population health improvement priority will be prevention of coronary heart disease with a neighbourhood focus in Radcliffe on Adverse Childhood Experiences Development of detailed delivery plans, including metrics and measurement plan	Delivery of the plan against the key health outcomes for Radcliffe Monitoring and reporting to allow for interim evaluation Refresh of Neighbourhood Health and Care plans for 2023/24	Refreshed planning cycle	Refreshed planning cycle	To be determined through Health and Care Plan
Coronary Heart Disease Prevention	Development and agreement of GP practice contribution to plan and KPIs for inclusion in Locally Commissioned Services Framework	Delivery of targeted activity in Radcliffe Monitoring and reporting to allow for interim evaluation			

	<p>Identification of baseline data at Neighbourhood and practice level and agreement of measurement plan</p> <p>Develop plan for and commence delivery of Neighbourhood level activities to support CHD prevention</p>	Refresh of Neighbourhood Health and Care plans for 2023/24 (
Neighbourhood priority of Adverse Childhood Experiences (ACE) and trauma informed practice	<p>Stakeholder engagement through health and care neighbourhood meeting</p> <p>Brief training needs analysis</p> <p>Development of training offer</p>	<p>Roll out of training</p> <p>Identification of learning from 'trauma informed GP practice work in Greater Manchester</p> <p>Establishment of Community of Practice</p>			
Develop supplementary health improvement plans with a local focus on primary prevention and wider determinants	Develop a discrete supplementary plan which outlines current health improvement activities and priorities to be worked on from a	<p>Review Health Improvement Funded projects to assess impact</p> <p>Engagement with Move More Pilot in Radcliffe as per Sport priority</p>	Table update at Health and Wellbeing Board to demonstrate learning and future actions		

	primary prevention perspective	Review progress against Health Improvement Plan			
Anticipatory Care	Development of plans for implementation of Anticipatory Care within the Radcliffe neighbourhood, aligned to Primary Care Network, the GM ICS plan and local priorities.	Commence implementation of Anticipatory Care model Promotion of the model to community leads to raise awareness and opportunities to engage further			
Objective 2: Strengthen and develop the workforce					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Recruitment to existing health and care vacancies	Implementation of next phase of existing programme to build workforce capacity and address existing vacancies in health and care workforce across public services and independent care sector: Programme 1 - entry level and experience care roles [support workers, HCAs]	Programme 2 – qualified social work and nursing roles Programme 3 – qualified therapy and mental health roles	Promotion of health and care careers options within Radcliffe Works offer		KPIs developed to measure a range of indicators for recruitment process steps, quality of experience for applicants/managers and fill rates.

Improving staff wellbeing	<p>Pilot roll out of wellbeing conversations</p> <p>Evaluation and consideration of roll out plan priorities for Health and Care teams</p>	Implementation of the plan with integrated Neighbourhood team (including training for managers, awareness raising for staff)	Ongoing delivery		<p>Level of utilisation of tools</p> <p>Staff feedback on interventions delivered</p>
New ways of working with people and communities	<p>Development of system wide training portal including testing and launch</p> <p>Commencement of roll-out of Strengths Based Training to staff who did not receive the training in wave 1</p>	<p>Extension of Strengths Based training to new staff groups working at Neighbourhood level</p> <p>Evaluation of Strengths Based Training input</p> <p>Decision on whether to progress roll-out of Ethnographic training (funding dependent)</p>	<p>If funded, roll out of ethnographic training to identified staff working at neighbourhood level</p> <p>Training needs analysis for Neighbourhood health and care workforce</p> <p>Development of integrated workforce development plan</p>	Continued implementation of integrated workforce development plan (<p>Level of training uptake</p> <p>Training evaluation</p>
Development of Neighbourhood Health and Care Leadership Teams	<p>Identification of Team members / representatives</p> <p>Agreement of scope, function and roles and responsibilities</p>	<p>Commence delivery of programme</p> <p>Completion / evaluation of OD / leadership development</p>	Leadership Teams to routinely meet and deliver to set and deliver against local priorities in conjunction with partners and communities		<p>Evaluation of programme with participants</p> <p>Evidence of application of theory in practice</p>

	Leadership Team formation support and development of OD / leadership development plan				
	Commission delivery of OD / leadership development				
Primary Care Network Additional Roles Reimbursement scheme [ARRS]	<p>New Mental Health Practitioners commence in post in Radcliffe</p> <p>Induction and orientation of Radcliffe based MHP</p> <p>Establishment of referral pathways and operating model</p>	<p>Decision on approach to next wave of ARRS Mental Health Practitioner recruitment e.g. post type required in each Neighbourhood</p> <p>Further work on alignment of new ARRS roles with Neighbourhood Health and Care model</p>			Number of new health & care posts in Neighbourhoods
Objective 3: Deliver high quality targeted interventions and case co-ordination to individuals with multiple health and care needs through an MDT approach					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Active Case Management	Complete ripple effect mapping appraisal to better understand enablers and impact of multi-disciplinary approach in the	Evaluation of impact of Radcliffe case management to date, identifying impact to date, community connections to harness further; opportunities to			

	Neighbourhoods and share learning Develop options for further priority cohort identification for active case management	deepen links with broader neighbourhood model			
Quality Improvement (West INT Lead)	Review Bury West self-assessment Develop Bury West INT quality improvement plan Commence delivery of improvement plan	Delivery of improvement plan Self-assessment	Annual self-assessment and QI cycle	Annual self-assessment and QI cycle	Improvement in Quality Framework self-assessment scores
Evaluation of individual impact from Active Case Management	Deliver test of change to assess viability of different outcome measurement tools Agree preferred tool(s) for adoption and Standard Operating Procedure	Deployment of outcome measurement tool			Evidence of improved outcomes following ACM intervention
Objective 4: Ensure effective joined up working with the wider Neighbourhood infrastructure					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Alignment with Improving Adult Lives and Children & Families Early Help	Work with partners to define respective roles, remits and referral pathways	Ongoing review and development through the Bury Public Service Reform Steering Group			

	Define in Standard Operating Procedures where required				
	Agree governance and reporting arrangements				
Objective 5: Develop the capacity and capability to support community involvement and co-production					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Delivery of the programme funded by GM Workforce Collaborative	Finalise delivery priorities and plan across the programme elements inc: <ul style="list-style-type: none"> - Community engagement - Reverse mentoring for health and care leaders - Creation of spaces to build connections and relationships between communities and public services - Development of community collaboratives 	Programme delivery Determine community involvement in shaping 2023/24 Radcliffe Health and Care Plan	Evaluation and Learning event(s) of Workforce Collaborative		
Key stakeholders					
Public health; Radcliffe Health and Care Integrated Neighbourhood Team (INT); Radcliffe GP practices; Tower and Bury PCNs; Northern Care Alliance Community Health; Pennine Care Foundation Trust; Bury Voluntary and Community Faith Alliance; Healthwatch Bury; Beacon					

Service; Live Well Service; Radcliffe Community Hub; Radcliffe Primary Care Centre; projects which received Health Improvement Funding and are part of the Move More Pilot

Priority			Education		
Objective 1: Improved Early Years Development					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Work with early years providers and community groups in target neighbourhoods to improve school readiness	Engage with early years providers and networks through Radcliffe Early Years Hub to ensure sufficiency of high-quality early years provision Targeted activity through Early Help team to promote Healthy Start voucher uptake in Radcliffe	Develop proposals for how national Family Hub model can be applied to Radcliffe			
Objective 2: Improved educational attainment for all our young people					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Improve education outcomes at all Key Stages	Deliver Recovery of Learning Plan against timelines including focus on sharing practice, effective transition and those disadvantaged by the pandemic by June 2022 Evaluate & re-broker support plans for Radcliffe schools	Review and refresh the recovery of learning plan based on summer outcomes/ intelligence by September 2022 Quality assurance of school performance through analysis of outcomes including attendance assurance visits to			

	<p>judged less than good by June 2022</p> <p>Deliver statutory moderation in primary schools to assure and share effective practice by June 2022</p> <p>Sharing of learning event from NW1 Maths Hub Y5 – Y8 continuity project by June 2022</p> <p>Bury Ready Together (PVI/ schools) share practice on the new EYFS framework by July 2022</p> <p>Evaluate the effectiveness of the self-improving school led system leading to refreshed co-produced Bury Toolkit by July 2022</p> <p>Review Quality Assurance processes for 2022/23</p>	<p>re-categorise schools for support by October 2022</p> <p>Share strategic priorities with all stakeholders through system by October 2022</p> <p>Support plans for Category 3 & 4 schools, signposting, brokerage and commissioning by November 2022</p> <p>Deliver targeted support and intervention in line with information from quality assurance & cross-service intelligence by January 2023</p>			
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	academic year by August 2022				
Improving attendance	Targeted approach on tackling persistent absence from schools through the 'Team Around the School'/ 'Team Around the Family approach'	Further identification of families with complex lives or at risk of crisis as extension of 'Team Around' approach through Radcliffe Public Service Leadership Team and front line practitioner network			
Objective 3: High Performing Schools and education ecosystem					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Develop assurance systems and processes	<p>QA universal entitlement developed</p> <p>Quality Standards and Performance Team aligned with Radcliffe locality</p> <p>Revised Health check/ Developmental Reviews developed through system leaders, with a specific focus on Radcliffe</p>	<p>QA visits complete and reports submitted</p> <p>Support plans based on principles of school-to-school support agreed</p>			

Facilitate collaborative working to strengthen the self-improving school led system through:	<p>Restart Phase 2 of Schools Partnership Programme (SPP) working with Education Development Trust</p> <p>Review two programmes with Research School Network and refresh offer for 22/23 academic year</p>	Support the Year 5-8 maths continuity project, including sharing learning event			
Engagement with Multi Academy Trusts to develop strong and sustainable leadership and governance across Radcliffe schools	<p>Active involvement of school leaders and MATs in relationships with Radcliffe businesses – aligned to skills priority</p> <p>Active involvement to inform and deliver new skills strategy and pathways to further and higher education.</p>	<p>Pupil place planning, forecasting impact on supply and capacity, including in relation to new SRF housing</p> <p>Promoting the opportunities of the Northern Gateway, to build optimism, ambition and pathways for young people in Radcliffe schools</p>			
Work with Star Academy and other school leaders/governors/C EO's to develop a comprehensive and	Brokering relationships between Star Academy and Radcliffe primary schools; focus on	Development of alternative admission arrangements and consultation on any proposed changes to	Implementation of new admission arrangements – September 2024		

integrated educational offer for all CYP attending Radcliffe schools	transitions as KS2/KS3 curriculum	secondary school admissions			
Objective 4: Educational opportunities for all					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Education as component of broader skills strategy	<p>Co-produce skills strategy with stakeholders aligned with Council priorities/ GM landscape and Levelling Up</p> <p>Use #BeeWell survey outcomes and Circles of Influence to ask, listen to and respond to youth voice</p> <p>Provision map the planned further development of technical qualifications and progression pathways</p>	Target internships/ apprenticeships including for communities of interest, e.g. SEND & care leavers, within Radcliffe			
Key stakeholders					
School Leaders; Governing Bodies; Multi Academy Trusts; Diocesan Authorities; Regional Schools Commissioner; Parents; current and prospective pupils; Children's Strategic Partnership Board; Early Years and School Readiness sub-group; Youth Cabinet					

Priority	Skills and Employability				
Objective 1: Young people leave education and training ready to succeed in the labour market with a balance of academic, technical and 'life ready' skills					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Awareness raising of funded skills and employability support through engagement activity with parents, teaching professions and learners to plant seeds of jobs for the future	<p>Select and approach a Radcliffe Primary school in partnership with Childrens and Young People to deliver a parent/carer, teaching professionals and learner workshop</p> <p>Identify established community enabler to host further drop-in activity</p> <p>Development of an Interactive session bringing together Labour Market Information; Adult Skills Support (AEB); digital support; employability Support and business start-up information</p>	<p>Delivery of interactive skills and opportunity session in education and community based settings</p> <p>Evaluation to inform repeat session across different settings and inform of gaps in knowledge/provision</p> <p>Develop programme of technical and life skills provider marketplace sessions to regularly promote offer</p> <p>Opportunities to be included in reference to the Northern Gateway site to raise awareness of opportunities this site will present to the people of Radcliffe and future career options</p>	<p>Based on previous sessions, deliver of enhanced place-based profiling and market place of opportunities with a specific focus on addressing barrier and gaps raised in previous sessions</p> <p>Develop spaces for young people to access training and skill development support within new Civic Hub and Enterprise campus</p>	<p>Provision of life skills and opportunity support via Hub and Enterprise Centre campus</p>	<p>Increase uptake and referrals to provision</p> <p>Increased uptake and referral to AEB provision</p> <p>Reduction in NEET population</p> <p>Reduction in youth unemployment</p>

Deep dive engagement with Young People	Engagement with Children's Strategic Partnership Board to maximise co-design opportunities for skills and employment development	<p>Youth Cabinet Circles of Influence session on skills and opportunity, specifically focusing on Radcliffe</p> <p>Specific outreach to Friday Night Youth Club at ROC Centre to work with young people on the nature and topic of skills and employability support they would like to engage with the club.</p>	Exploration of community mentor scheme, outlining pathways and opportunities local people have succeeded through and reference points for advice and guidance	<p>Develop mentoring programme to include peer-support element</p> <p>Showcase of Enterprise Centre to young people to promote opportunities on their doorstep and inspire entrepreneurialism</p>	Number of skills and opportunity mentors
Review Offer to Schools Menu	<p>Refresh Offer to Schools Menu on economic development and skills related support in the context of the SRF and Levelling Up Opportunities</p> <p>Engage with Barclays as part of Thriving Local Economies pilot to ensure reach into Radcliffe settings and communities</p>	<p>Specific engagement with schools in Radcliffe and on border of the town, to promote offer in context of Levelling Up and SRF opportunities</p> <p>Deliver National Careers Service sessions in conjunction with anchor community organisations, including Radcliffe FC and Outreach Centre</p>	Review Offer to School Menu in light of Enterprise Centre developments and opportunities to link young people to this emerging facility		Education setting uptake of Offer menu.

Objective 2: Radcliffe adults can acquire the skills, mindset and support they need to fulfil their career potential					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Radcliffe Works Employment, Health and Skills Fair	Co-design of an employer-led partnership event to take place in Radcliffe with live vacancies, skills provision and guidance on wrap around support Engagement with Growth Hub to develop and promote the fair to ensure regional support	Delivery of inaugural Radcliffe Works Employment Health and Skills Fair following significant local promotion in education, employment and community settings; including referrals via social prescribing and Job Centre Plus	Evaluate and repeat, with follow on event focus dependent upon outcomes which will be measured in onward referrals/raised awareness/job outcome	Radcliffe Works fair within new Civic Hub/Enterprise Centre campus	Attendees and positive outcomes from Employment, Health and Skills Fair (vacancies met; scheme enrolment)
Review of Adult Learning provision in Radcliffe	Audit of current learner volumes and demographics in relation to Radcliffe residents Identification of gaps of communities (hyper-local geographic settings and communities of interest) which have previously not-engaged, or engaged less, with Adult Learning provision	Strengths-based discussions with current Adult Learning providers and learners accessing provision from Radcliffe as to what works well and existing barriers to access Identification of additional/alternative course provision and develop proposals as to funding and	Repeat audit activity to track impact of interventions	Opportunities for Adult Learning provision to be accessed via the Civic Hub site	Adult Skills levels (Reduction in individuals with no qualifications; increase in number of people with NVQ Level 3+)

		Radcliffe based location for such provision			
Work in partnership with construction partners to achieve social value commitments	<p>Support by sharing information and targeted outcomes for Radcliffe communities including taster sessions, raising awareness of the sector as a source of good employment</p> <p>Construction and related sector Bootcamp activity to raise awareness of skills progression and new career pathways</p>	Delivery of a series of 'Have a Go Events' - sector specific events to demonstrate the wide variety of skills and job opportunity and pathways to the sector. Hosted by a local employer and co-sponsored by construction partner	Co-delivery of further 'Have a Go' activities including phased opportunities for those furthest from employment to work-ready, and on growth sector roles as per insight from the Growth Hub		<p>Construction partner achieves social value commitment and other added value activity.</p> <p>Model established to take to other areas and sectors.</p>
Promotion of GM Good Employment Charter	Promotion and support for local organisations across the public, private and voluntary sector to become a GM Good Employment Charter Member, promoting good jobs that pay well	Engagement with Radcliffe's largest employers to review progress towards the Charter, including support via Growth Hub to take steps towards achieving this	Showcase to celebrate those organisations which have achieved Member status to promote opportunities within these and encourage other organisations to meet these standards		Number of Radcliffe employers a Member/ Supporter of the Good Employment Charter

Steps to Success	Refreshed promotion of the Steps to Success offer by Six Town Housing to their residents in the context of the GM Housing Provider Pledge	Collaboration between Six Town Housing and Beacon Service to provide tailored support including access into funded support through Restart and Working Well through a key-worker style approach	Review of GM Housing Provide Pledge commitments by Six Town Housing and wider housing providers in Radcliffe		Number of STH residents into training and employment
Objective 3: Employers have access to a local workforce with skills required to allow high productivity, good quality work and excellent employment practices					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Development of Radcliffe Work and Skills ecosystem including the development of a Radcliffe Enterprise Centre	Proactive engagement with Radcliffe businesses to best understand existing and upcoming pressures, particularly in relation to workforce supply (quantum and capabilities) Above engagement to inform development of Offer to Schools Menu and Radcliffe Works fair	Further development of Radcliffe Works branding and structures to between connect local people to employment and career opportunities Further opportunities sought for employers to inform skills development and implementation provision in Radcliffe Target Community Wealth Building activities of pathways into employment, such as Kickstart, apprenticeships and	Ensure Radcliffe's contribution to, and benefit from, Greater Manchester Innovation Accelerator pilot as a cluster of 4th Industrial Revolution Foundries Determine opportunities for Bury's communities of the Multiply Scheme which targets disparities in numeracy levels with investment in courses for adults		Radcliffe employment rate

		T-levels, in particular reaching individuals currently furthest from employment			
Objective 4: Residents are supported by a welfare that provides access to good work for those who can, support for those who could and care for those who can't					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Tailor and target local support, including welfare support	<p>Build on local success of Working Well to further target and promote in-work progression offer, including through the Health and Disability Green Paper</p> <p>Promotion of work of Ingenus; Restart and Job Entry Targeted Support to Growing Together Radcliffe and with Radcliffe Public Service Leadership Team, including support relating to the cost-of-living crisis</p> <p>Provision of employment and training opportunities as part of wrap-around resilience support alongside targeted Household</p>	<p>Further roll out of Working Wardrobe scheme in Radcliffe</p> <p>Citizens Advice Bureau drop-in sessions within Radcliffe locality to promote welfare entitlement, in conjunction with DWP and work coaches on employment related support</p>	Determination of welfare and employment support opportunities through new venues within Radcliffe town centre including Civic Hub and Enterprise Centre		UC claimant figures for Radcliffe

	Support Fund payments				
Key stakeholders					
Bury Employment, Health and Skills Task Group; Digital Inclusion Group; Bury Adult Learning; Adult Education Budget (AEB) Providers; DWP; Housing Providers; Radcliffe Community Groups; Vinci; Employability Providers; Ingeus; Trinity Foodbank					

Priority			Closing the Digital Divide		
Objective 1: Raise local branding and raise awareness of digital activity in Radcliffe					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Develop the Radcliffe Works – Digital for All brand	Community engagement via partners and Community Hub Managers to signpost to a single point of contact for digital related information and support Develop dedicated platform on The Bury Directory and partner websites/platforms Develop partner sharing protocol to ensure provision access and knowledge of provision is up to date and disseminate accordingly	Apply best practice from GM Digital workstream to opportunities and communities in Radcliffe	Digital marketing and signposting embedded in Radcliffe community to increase footfall to crease footfall to dedicated platform	Promotion of Radcliffe Works within infrastructure of Civic Hub, library and enterprise centre	Increased uptake of Radcliffe Works tool
Support residents of Radcliffe to access one to one support to address their digital skills needs	Drop-in sessions and signposted to Adult Education including through Bury Adult Learning, Learn My Way and iDEA provision.	Co-delivery of drop-in sessions to be set up and delivered at Trinity Baptist (in conjunction with Six Town Housing) and New Life Church	Review nature of support required by Radcliffe residents and demographics of those accessing support to review opportunities to address any gaps in access in terms of		Residents able to access swift solutions to initial ICT problems and engage in discussions around progression opportunities

	Targeted promotion of access provision through Radcliffe Public Service Leadership Team and community groups		topic of support or particular communities of interest which would benefit from further tailored support		
Co-design online basic tutorials that can be accessed at any time and hosted on free to access sites, including YouTube/partner sites	Engagement with community groups on known gaps and areas of local interest to address initial tutorials on Set up working group to design and film tutorials, led by individuals from Radcliffe	Promotion of initial tutorials, including how community and public service colleagues can support individuals to use these tutorials, such as through the Staying Well Team, social prescribers, community groups and faith networks. Work with Inclusion Group partners for translated versions	Develop further tutorials across the themes of the People and Community Plan, including accessing training opportunities; Universal Credit and welfare information; accessing public health support and connectivity to local groups through the Bury Directory		Measure viewing activity and feedback Usage numbers for new/improved facilities
Objective 2: Increase activity to reduce access to digital kit as a barrier					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Digital Loan and technological availability	Widen digital loan scheme in Radcliffe Explore linkages with the Digital Poverty Alliance including Tech4Families and Tech4PrisonLeavers campaigns	Engage with community groups to facilitate drop-in skills sessions leading to enhanced digital skills training via local funded provision	Review the Radcliffe offer in light of the Good Things Foundation approach of Affordable Internet	Library and enterprise centre as hub for 'internet of things' facilities that can be hired, including scope for satellite sites within hyper-local neighbourhoods	Improvements in digital access and literacy (including evaluation of courses)

Provide formal non accredited ICT learning opportunities within Radcliffe Library and other community settings	Structured 6 week courses to develop a range of essential digital skills with opportunity to progress into further accredited learning via Bury Adult Learning	Rolling programme of 6 week courses Determination of further digital opportunities that are specifically requested by the people of Radcliffe	Exploration of digital access provision within Radcliffe's social infrastructure, including Levelling Up buildings and community settings	Delivery of ICT access and support via Civic Hub	Potential to progress onto further funded provision
Objective 3: Develop intergenerational digital activities					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Intergenerational activity <ul style="list-style-type: none"> Partnership project: Community groups Schools (targeting parents) Welfare to Work Programmes 	Engage with young people, and the borough's Older People Network to develop partnership activity to develop knowledge, skill and experience transfers between different generations.	Work across partners to recruit appropriate volunteers. Volunteers will be funded to develop basic digital teaching qualification and become Digital Champions to build upon the Barclays Digital Eagles campaign	Celebrate activities to date and promotion of Champions network to encourage further participants, with a focus across all protected characteristics		Increased digital skills in 50+ Reduction in social isolation Increased access rates of self-service participation (banking, shopping, interactions with friends and family)
Objective 4: Ensure Radcliffe benefits from the GM Full Fibre Network rollout					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Link the GM Full Fibre Network into the SRF and Levelling Up Proposals	Reinforcement with GMCA of Radcliffe's regeneration activity to maximise the public Wi-Fi coverage in Radcliffe Town Centre and public sector buildings in the town	Ensure input into design and build of SRF proposals to ensure maximum connectivity through proposals		Promotion of Wifi and Full fibre provision within Civic Hub campus to maximise use of this by local people	

Key stakeholders

Digital Inclusion Group; Bury Health, Employment and Skills Taskforce; Radcliffe Community Groups; Bury Adult Learning; Barclays Digital Eagles; Radcliffe Library; Bury Voluntary and Community Faith Alliance

Priority	Culture and Sport				
Objective 1: Develop new and existing places (facilities and venues) – for cultural and sporting creativity and consumption					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Develop the specific cultural and sporting proposals outlined within the Levelling Up Bid and SRF for the Civic Hub and Market Chambers campus	Community engagement including design consultation on library, pool and gym facilities Develop business model specification for Radcliffe Market basement spatial opportunity Align new borough Cultural Strategy opportunities to Radcliffe SRF re spaces for cultural production and consumption Arts Council England National Portfolio applications considered for Radcliffe cultural facilities	Service delivery plans for 23/24 confirmed. Further Community engagement of Market basement and chambers facilities Engagement and identification of location for Danny Boyle ‘Wonder’ neon Cultural identity of Radcliffe refined in terms of textile and text (Radcliffe and Pilkington co-op; Water Made it Wet) to inform physical infrastructure Building active movement features into design principles – nudge behaviours to encourage active travel, people taking	Install of Danny Boyle ‘Wonder’ neon Radcliffe Market basement management agreement in place, including draft year 1 event programme	Launch of new Hub facilities	Number of individuals engaged in co-design activity ACE National Portfolio sites in Radcliffe

	Confirm baseline for venue based LUF outcome measures	the stairs where possible			
Maximising the existing Radcliffe library during Hub design and build stage.	<p>Deliver the Libraries Connected Universal Offer on Health and Wellbeing, through use of building for Live Well activity and launch of bike loan scheme</p> <p>Deliver the Libraries Connected Universal Offer on Information and Digital through better improved communication of digital access and skills development available via library – onsite and outreach/loan opportunities</p> <p>Showcase local creative professions - including the Jon Lonsdale Town of Culture Micro-commission celebrating nature and heritage of Radcliffe – and local community offer</p>	<p>Deliver the Libraries Connected Universal Offer on the Children's Promise in conjunction with the borough's Children's Strategic Partnership Board and Youth Cabinet</p> <p>Increasingly target offer provision at individuals and families which haven't previously engagement with library-based activity, including engagement at community events and through the Beacon Service</p> <p>Generate future events programme for Radcliffe based on groups utilising current and future facilities</p>	<p>Recasting Universal Offer in context of Civic Hub through community co-delivery</p> <ul style="list-style-type: none"> - Health and Wellbeing - Information and Digital - Children's Promise 	<p>Launch of Radcliffe Targeted offer, as showcase of Universal Offer – recognising new library site and repurposing of existing site as Enterprise Centre</p>	<p>Number of individuals/groups visiting library</p> <p>Library membership</p> <p>Bike loan usage</p> <p>Improvements in digital access and literacy (evaluation of courses)</p>

Develop Active environments (as per Move More Local Pilot) including outdoor sporting facilities	<p>Development of Radcliffe 3G Pitch project with Radcliffe Borough and Radcliffe Juniors FC to form the Radcliffe Football Foundation to develop provision at Redbank</p> <p>Work with Close Park FC on club room and pitch facilities through partnership work with the Football Foundation</p> <p>Sustainable Tennis Strategy improvements to Close Park</p> <p>Identifying site for Bury Broncos Rugby League team</p> <p>Unlocking the potential of Radcliffe Canal in encouraging walking and physical activity</p>	<p>Identification further improvement or development opportunities with the Football Foundation</p> <p>Sustainable Tennis Strategy Improvements to Bolton Road Park</p> <p>Drafting of proposals to promote active travel and linkages between active environments, workplaces, residential settings and Hub campus</p> <p>Work with Walk for the Bees and Bury Creatives as to increasing physical activity through local parks, including potential option for Outwood.</p>	<p>Delivery of Radcliffe 3G facilities</p> <p>Move More Local Pilot to continue to identify settings to increase physical activity, including removing barriers to access</p>		<p>Increased/ improve space for sport and physical activity and culture</p> <p>Usage numbers for new/improved facilities</p> <p>Value of external funding brought into upgrade/ establish Radcliffe facilities</p>
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Develop environments and places across the neighbourhood for cultural production and consumption	<p>Develop proposal based on Culture Strategy – linked to Enterprise Centre proposals for existing library – to promote Radcliffe as space for new professional creatives.</p> <p>Promotion of Radcliffe component of the Irwell Sculpture Trail in conjunction with Art Museum project with the Sunnywood Project</p> <p>Scope feasibility of cultural signposting through Hello Lamp-post, including opportunity this presents for broader wellbeing engagement</p> <p>Further locations identified for Bury Art Museum led Sketchbook Social sessions</p>	<p>Explore wayfinding through floorscapes including learning from Accrington and Middleton, leading to/from the hub campus</p> <p>Explore feasibility of Radcliffe park trails such as that opening in Burrs Country Park through the Sunnywood project</p>	<p>Review Hello Lamp-post options as wayfinding tool to build into hub campus</p> <p>New Secondary School designs to be informed by Culture Strategy opportunities for cultural production and consumption</p>		<p>Increased/ improve space for culture and creativity</p> <p>Usage numbers for new/improved facilities</p> <p>Value of external funding brought into upgrade/ establish Radcliffe facilities</p>
Objective 2: Developing community capacity to increase the volume and resilience of Radcliffe's cultural and wellbeing ecosystem					

Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Maximising Community Investment	<p>Further iteration of Radcliffe Moving Community Investment Framework</p> <p>Celebration event of Radcliffe Let's Do It Health Improvement Funded projects</p> <p>Radcliffe specific 'Meet the Funder' and bid writing session to be developed with Bury VCFA</p> <p>Local and regional funding opportunities promoted through Community Hub network</p> <p>Promotion of cultural funding opportunities aligned to the Platinum Jubilee and Town of Culture legacy opportunities</p> <p>Children's Services working with Sports England to offer £15k</p>	<p>Celebration event of projects funded through Radcliffe Let's Do It Neighbourhood Pitch funding</p> <p>Explore potential for a Radcliffe Community Fund to bring together VCFSE funding opportunities for the neighbourhood, including aligning with Vinci social value propositions and crowdfunding platforms</p>	Celebration event of Move More Local Pilot funded activity		<p>Community funding investment</p> <p>Match funding attracted to community investment</p> <p>Outputs from individual projects</p>

	to grassroots organisations to increase the offer of diversionary activity.				
Delivery of the Radcliffe Moving Local Delivery Pilot	Networking session bring all public and community partners together to review Move More activity in context of Levelling up and Covid recovery proposals	Development of Move More proposals to grow community capacity from a social enterprise perspective, e.g. community non-profit sports clothing and equipment enterprise			As above
Developing a Radcliffe Cultural Showcase and Networking Forum	Networking and development workshop bringing together cultural practitioners and local community provision in Radcliffe to build on Art and Culture week held between Radcliffe Market and Growing Together Radcliffe in December 2021 Audit of Arts Council England funded Radcliffe based creatives	Develop Radcliffe culture and sport professional and community networks to promote collaboration and joint engagement opportunities	Delivery of a Radcliffe open weekend, co-ordinated showcase of organisations and opportunities to get involved (as a trustee, volunteer, participant or philanthropic funder)	2024 Showcase on the Hub Campus with roadshow of activities across venues	Number of art/ sports groups operating in Radcliffe Number of people actively involves in art/ sports groups – means of assessing this TBD.
Increase in cultural and sporting	Repeat of Radcliffe volunteering development session			Volunteer Week activity centred on Radcliffe Hub	Benchmark and then increase volunteer numbers

volunteering in Radcliffe	as held in Outreach Centre in February 2022 Specific communications programme during National Volunteering Week in early June to recognise and celebrate volunteering and call-to-action for Radcliffe				
Culture and Sport as means to develop community capacity for broader community development	Promotion of universal opening provision at the Roc Centre in conjunction with Sports Development and Foundation92 for young people – providing diversional activity and life skill sessions Consultation on similar such activity at Radcliffe Girls and Boys Club	Promotion of youth work intervention at Spring Lane through boxercise, Zumba and HITT workshops – and engagement with users as to local opportunities to design into regeneration plans.			
Objective 3: Develop a programme of events across Radcliffe to increase awareness and participation in culture and sport					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures

Develop proposals for a Radcliffe Running Festival	<p>Promotion of Run Together Radcliffe (funding through Health Improvement Fund)</p> <p>Scope with local running groups and broader community the appetite and feasibility of running based activity</p> <p>Promotion of Daily Mile and Toolkit, including targeted activity at schools not currently participating and through Staying Well Team to compliment couch-to-5k promotion</p>	Development and delivery of Radcliffe Family Mile	Inaugural Radcliffe 5/10k	Radcliffe Running Festival starting/finishing at Civic Hub	<p>Number of participants</p> <p>Number of volunteers</p> <p>Move More Live Well Progress Pathway form analysis</p>
Develop proposals for a Radcliffe Stories Festival	Scope with local writing and performance groups the appetite and feasibility of a co-ordinated programme of events based on story writing/telling	Develop proposals for an inaugural programme of activities aligned to the summer reading challenge	Develop detailed planning for professional and community led Radcliffe Summer Stories Festival and Winter Stories Festival aligned with National Storytelling Week	Market basement; chambers; piazza and library venues for Stories Festival 2024.	<p>Number of participants</p> <p>Number of volunteers</p> <p>Number of venues involved</p>

Developing a specific Radcliffe offer based on Libraries Connected events calendar	<p>Summer Reading Challenge – July to September</p> <p>International Literacy Day – 9th September</p>	<p>National Poetry Day – 1st October</p> <p>Family Learning Festival – October</p> <p>Get Online Week – October</p> <p>National Storytelling week – late January/early February</p> <p>World Book Day – 3rd March</p>	<p>Promotion of clear calendar of literacy based events, promoted through schools and community venues</p> <p>International Children's Book Day – 2nd April</p> <p>World Book Night – 23rd April</p> <p>Local Community and History Month – May</p>		<p>Library Membership</p> <p>Number of visitors to library</p> <p>Event participants/engagements</p>
Promotion of community events programme	<p>Participation and engagement through Radcliffe Carnival – 4th June</p> <p>Promotion of community Platinum Jubilee celebrations (</p> <p>Linking local community groups into opportunities as part of national events, e.g. Women's Euro 2022</p>	<p>Promotion of community activity association with Diwali, Hannukah and Christmas</p> <p>Develop links with Manchester International Festival to increase opportunities for representation of Radcliffe offer within the Festival programme and bring festival (fringe)</p>	Curated programme of events brought together for collective engagement upon		Number of events, including participants and audience

	Build on the heritage of whit-walks to develop a series of Radcliffe Whit-walks to get people moving and linked to local history as part of Greater Manchester's annual walking festival Develop partnership proposals, linked to SOAP Radcliffe for National Heritage Open Weekend local offer	activity to locations in Radcliffe			
Objective 4: To create a connection between people and place- linking creativity and heritage to promote positive wellbeing, civic pride and increase participation					
Activity	22/23 Q1&Q2	22/23 Q3&Q4	23/24	24/25	Measures
Spirit of a Place (SOAP) Radcliffe - seeking out Radcliffe's material culture. We aim to make a memory map that champions Radcliffe's unique identity, thus helping contribute to pride of place in Radcliffe.	Community engagement to identify places of creative visual historic interest to inform Songline map – 3 x 15 person workshops Textile project to visually demonstrate SOAP contributions and my means for people to continue to	Development of a Spirit of a Place Newspaper/ Zine – including engagement to encourage new contributions	SOAP Radcliffe Tapestry to be displayed across community venues and schools	SOAP Radcliffe Tapestry installed within town centre campus	Number of people engaged with SOAP Number of engagements with SOAP Songlines tapestry

	add their contributions to through facilitated workshops				
	Programme of SOAP tours				
Culture and Sport as levers to drive skills development in Radcliffe	<p>Develop specific Local Cultural Education Partnership (LCEP) opportunities through Bury Art Museum, The Met Theatre and Radcliffe schools.</p> <p>Engagement with Bury Adult Learning, Bury College, Holy Cross College and the University of Bolton on skills development opportunities in the fields of art, culture, creativity, sport and wellbeing, including identifying future skills needs and promoting local opportunities in these respective fields</p> <p>Micro commission by Bury Art Museum</p>	Corralling of mentoring and scholarship opportunities aligned to sport and culture through local groups and creative practices			<p>LCEP sessions and participation figures for Radcliffe</p> <p>Increase in number of Radcliffe residents enrolled on skills development related to sport/ culture</p>

	with local creative, Oliver Bishop, initially through Radcliffe Hall School				
Further promoting inclusion	Audit of Creative Case Group for Inclusion – including Seldom Heart Voices in terms of Radcliffe voices and determining opportunities to increase awareness/ proactive engagement with key demographics Textiles as a hook to engage ethnicities	Radcliffe Library offer to lead borough development of Libraries Universal offer on Vision and Print Impaired People's Promise with Bury Blind Society given disability as protected characteristic of focus in borough's Inclusion Strategy for 2022			Creative Case members from Radcliffe Creative Case activities in Radcliffe
Key stakeholders					
History and Heritage	Friends of Radcliffe Manor; Radcliffe Literacy and Local History Society; Radcliffe Heritage Society; Radcliffe Library (including creative-writers group); English Heritage				
Arts and Crafts	Irwell Sculpture Trail via Bury Art Museum; Bury2gether Arts and crafts; Corrie Gardeners Crafts; Woodies Men-In-Sheds; Oasis craft group at St. Andrew's Church; Radcliffe Sewing and Crafts; Early Bird Project; Arts Council England				
Performance	Radcliffe Youth Theatre; Liv's Trust; Radcliffe Morriscos Morris Dancing Troup; Radcliffe Male Voice Choir; Radcliffe Reform Group Players; Lark School of Dance; MaD Theatre Company; Radcliffe Brass Band; Gorsefield Choir				
Events	Radcliffe Carnival Committee; Radcliffe Market Committee; Radcliffe Rotary				

Sport	East Lancs Paper Mill Cricket Club; Warth Road Rounders; Little Britain Anglers; Allens Green Bowling Club; Radcliffe Archery Club; Radcliffe Swim and Water Polo Club; Radcliffe Borough FC (including Juniors); Radcliffe Elite Amateur Boxing Club; Radcliffe Cricket Club; Rising Sun Karate Association; Radcliffe Town FC; Radcliffe Angling Society; Radcliffe Sonics; Run Together Radcliffe; Pozz Lonsdale Steet Games; Foundation 92; Football Foundation; Sports England; Lawn Tennis Association; Lancashire and Greater Manchester Football Association; English Cricket Board
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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 01 June 2022
Subject:	Bury Adult Social Care Housing for Adult with Additional Needs Vision, Strategy, Market Position Statement and Programme of Work	
Report of	Cabinet Member for Health and Wellbeing	

Summary

1. A person's home is important, it provides a sense of belonging, independence and security. It is also where community starts. Significant work has been undertaken to develop a suite of documents that defines the Bury Adult Social Care commitment to housing. A significant work programme is underway to deliver our ambitious priorities, drive improvement across key outcomes and ensure the people of Bury with additional needs are supported to live as independently as possible, and when required, receive support in the right way, at the right time and in the right place.

Recommendation(s)

2. The recommendation is for:
 - a. Cabinet to approve the Bury Adult Social Care for those with additional needs Vision, Strategy and Market Position Statement for sharing with stakeholders.
 - b. Cabinet to approve the ambitious work programme for adults with additional needs housing.

Reasons for recommendation(s)

3. The Bury Adult Social Care for those with additional needs Vision, Strategy and Market Position Statement sets out the pathway and ambitious work programme that will:
 - Meet our statutory obligations set out in the Adult Social Care White Paper 'People at the heart of care', requiring a local and joint health and social care plan and response housing solutions.
 - Developing a framework to attract a proportion of the proposed £300million government funding to integrate housing into local health and care strategies, with a focus on increasing the range of new supported housing.
 - Prepares Adult Social Care for the future CQC inspection regime.
 - Provide local homes for those with additional needs now and in the future.
 - Increase housing choices for our older generation and adults with specialist needs, enabling an increased number of people living independently at home.
 - Encourage enterprise to drive inclusive economic growth through our business community, enterprising innovation, and creative solutions to housing issues.

- Work collaboratively to design quality, fit for purpose homes for people with additional needs in Bury. Reviewing, designing and shaping homes in co-production with service users, their carers and family. Working together to ensure inclusivity throughout the housing agenda.
- Taking a strengths based approach to recognise the assets and strengths of communities and the people within, empowering their independence, choice, and control for positive housing solutions.
- Enabling more people to remain in borough, in the community of their choice, closer to family and friends, driving efficiencies and reduced cost whilst enabling better quality outcomes for individuals.
- Aligns to the 'Let's Do It' strategy, service user engagement and the Adult Social Care White Paper 'People at the Heart of Care: Adult Social Care Reform' which puts the spotlight on making every decision about care, a decision about housing.

Alternative options considered and rejected

4. The alternative is to ignore the outcomes of the significant work and engagement with our stakeholders over the past fifteen months, which is not feasible as demand would remain unmet and the Local Authority would be unable to achieve its statutory obligations.

Report Author and Contact Details:

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Department: Community Commissioning, One Commissioning Organisation

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Background

- 5.1 There is an opportunity for the council to influence the supply of specialist housing in the borough. This can be done by explicitly requiring housing developers to include an element of specialist accommodation as a part of their proposed scheme. This approach works best on land which is directly controlled by the Local Authority. This is because in most cases development values across the borough is high enough to place an obligation to include an element of specialist housing. The Council is in control of several brownfield sites suitable for new housing developments.
- 5.2 There are potential opportunities in the near term around the former police station site in Bury Town Centre and the Pyramid Park site. Longer term opportunities exist around the Q Park roof site and potentially the Castle site in Bury Town Centre. The potential to find further sites suitable for development, in particular in more suburban areas, may depend upon the ability of the Council to dispose of sites in our direct ownership which are now surplus to our requirements.

- 5.3 A number of registered housing providers have established track records in delivering specialist accommodation. The Council is establishing a procurement framework of suppliers which will allow the Council to go to the market on sites with specialist housing aspirations. The Council can then review the 'responses' to any tendered sites. This would involve a quantitative assessment of the number of units being developed as well as a qualitative assessment which looks at the quality of the proposals presented and the track record of the partner in delivering specialist housing.
- 5.4 The work to date recognises that a person's home is important, it provides a sense of belonging, independence and security. It is also where community starts. The Kings Fund 2018, amongst other theories and research showcases evidence that having good quality housing is a key component of having good health. The recently published Adult Social Care White Paper 'People at the Heart of Care: Adult Social Care reform' focusses on making every decision about care a decision about housing. Writing *'ensuring people receive the right care and support all begins with where they live and the people they live with'*. The White Paper sets out the ambition to provide more people the choice to live independently and healthy in their own homes for longer.
- 5.5 Supporting people to live independently at home for as long as possible, is a priority for Bury Adult Social Care (ASC). To show its commitment to the housing agenda Bury ASC has spent the past fifteen months working with internal and external stakeholders, housing and care providers along with engaging with service users to understand regarding housing what is important, reviewing existing provision ensuring it is fit for purpose alongside ascertaining a picture of current and future need. A suite of documents has been developed, a vision statement, a strategy along with a Market Position Statement (MPS) which will equip providers with a blueprint of housing needs and intentions.
- 5.6 Bury ASC journey started with a housing and care provider event to gain feedback from our marketplace, ascertaining if there was appetite to work collaboratively. Since the event there has been an overwhelming response from housing and care providers aspiring to build, develop and work with schemes in Bury.
- 5.7 Housing has been discussed at key engagement forums and meetings attended by stakeholders also those living with additional needs. Despite the hard work to gain a clear picture of existing provision mapped against need, it was evident the expertise of the Housing Learning and Improvement Network (LIN) as the 'go to' sharing network for anyone working in housing, health and social care, was needed. The Housing LIN used expertise to collaborate with Bury ASC helping pull together a robust data set, this coupled with the qualitative feedback from engagement activity formed the basis of our Vision, Strategy and MPS.

- 5.8 The Bury Adult Social Care for those with additional needs vision is that: *'The people of Bury are supported to live as independently as possible and when required receive support in the right way, at the right time, in the right place'*. The vision document is a high-level overview of the prescribed outcomes, priorities and required behaviours. (See appendix 1).
- 5.9 There is a growing demand for housing in Bury, as it is an attractive place to live, combined with lower land prices to elsewhere in Greater Manchester. However, the provision of housing options has sometimes existed separately to commissioning and design of services; going forward we will join this up, ensuring people's needs are met in the best way. Corporately, housing services have worked with residents and partners to develop a new corporate housing strategy 2021-25 (<https://www.bury.gov.uk/index.aspx?articleid=16298>), which focuses on the types of housing people need at different stages in their lives, centred around our local five neighbourhoods and our six townships. This links well with the Bury "Let's Do It!" 2020-30 <https://www.bury.gov.uk/index.aspx?articleid=16109>, which focusses on enabling people of all ages to live well within their neighbourhoods, supported by the integration of public services with our neighbourhood hubs. From an ASC perspective, we must create conditions for older people, and those who need extra support to live well in their communities, retaining their independence, choice and control for as long as they want to "Live at home". This is a common strand throughout the ASC White Paper *'People at the Heart of Care: adult social care reform'*. The Bury ASC for those with additional needs strategy brings together these elements whilst addressing the current state of the housing market and describing the strategic context in which we are working. (See appendix 2).
- 5.10 The MPS showcases more detailed information, data and evidence about the local market so current and prospective housing and care providers understand the local context, what is likely to change and where opportunities might arise in the future. This is a statutory duty of Local Authorities to help shape a sustainable marketplace. It will help providers:
- Identify tender opportunities.
 - Develop their services to meet local need and demand.
 - Drive innovative solutions to challenges in relation to housing needs both now and in the future.
- 5.11 The MPS also provides our communities, including people who need care and support, their family and carers, an opportunity to determine whether the types of housing we seek, are the types of housing people want to live in. The MPS is also aimed at our voluntary community and faith groups who make a key contribution to building and maintaining individual and community independence. (See appendix 3).
- 5.12 The suite of documents marks the starting point of developing a local and joint health and social care plan driving the response to housing solutions.

The ASC White Paper 'People at the heart of care' highlights this is a core statutory requirement that is likely to attract future government funding. A scope meeting has taken place to form a corporate wide programme/ policy group to ensure the aspirational plan is delivered in collaboration and sits firmly across health and social care.

Further Advancements

5.13 Alongside creating the suite of housing documents described, other products and mechanisms have been achieved to aid the ASC housing programme for those with additional needs these include:

- **Checklist of accommodation standards and tenancy-related housing services in supported housing** - provides staff, partners, providers and other stakeholders a clear set of quality standards we expect from existing and new housing provision. (See appendix 4).
- **Voids Policy document** - provides staff, partners, providers and other stakeholders clear policy and stance on voids. (See appendix 5).
- **Review of existing provision** - programme of work to review existing housing stock. Following review, stock is either maintained, repurposed or disposed of. Providing assurance all housing stock is of a high standard, meeting the requirements set out in the '*Checklist of accommodation standards and tenancy-related housing services in supported housing*'.
- **Establishing the Living Options Group**- an essential catalyst to enable sound, efficient allocations and innovative responses to housing needs. An arena for health and social care officers and commissioners to come together to work through housing challenges, issues, allocations, reduce voids and set up new provisions/ schemes.
- **Future Scheme Development** – liaising with providers and partners to start the sequence of new housing schemes. This has included a range of schemes to date.
- **Older People Housing Review** – supporting the work to review extra care schemes, ensuring links across the programmes of work.
- **Adaptations Service Development plan** – supporting the work of BGI colleagues to review the process, pathways and framework for aids and adaptations of private and STH properties.

Our Ambitions

5.14 Analysis clearly sets out the current and future demand. This has now been translated into a programme of work to significantly increase the number of bedspaces. Overall, across the priority areas there is a requirement by 2025 to increase supported accommodation by Circa **(C).245** bedspaces/units.

- For older people, our ambition is to develop 2 new large extra-care schemes between 2022 and 2025 delivering an additional **C.114** beds/units in Bury.

- For people living with mental health conditions our ambition is to develop 6 new schemes between 2022 and 2025 delivering an additional **C.86** beds/units in Bury.
- For people living with a learning disability or autism our ambition is to develop 4 new schemes between 2022 and 2025 delivering an additional **C.39** beds/units in Bury.

5.15 This is ambitious and could see as many as 12 new developments in Bury over the coming 3 years. The required provision presents a significant challenge that will be met with additional resource and capacity via a dedicated team, who will source investment via capital and revenue budgets, and identify land with planning permission to build at pace. There will be opportunity through working with housing providers to invest monies in Bury to build social housing and attract grant funding to help develop new schemes.

5.16 The following table sets out the aspirational timeline for delivery, with the caveat that the number of schemes / beds may vary due to property, land and development opportunities.

Priority Area	Year 2022	Year 2023	Year 2024	Year 2025	Proposed additional beds/ units
Older People	<i>Planning and where possible work begins across all priority areas</i>	Increase existing capacity by 57 beds/units or 1x new development with 50 – 80 beds/units	Review and work on developing existing provision in line with the extra care review	Increase existing capacity by 57 beds/units or 1x new development with 50 – 80 beds/units	C.114 beds/unit s
Mental Health	<i>Working with providers to review and develop existing provision and opportunity</i>	2 x 10 bed/unit schemes = 20 beds/ units	2 x 15 bed schemes = 30 beds/ units	2 x 18 bed schemes = 36 beds/ units	C.86 beds/unit s
Learning Disabilities and Autism		2 x 8 bed schemes = 16 beds/ units	1 x 16 bed scheme = 16 beds/ units	1 x 7 bed/unit scheme = 7	C.39 beds/unit s

- 5.17 The development of new housing schemes will range from purchasing property with 1- 3 bed/units, standing up new 6 - 8 bed developments or commissioning larger scale housing schemes to accommodate varying needs. This will be dependent on land available, planning permissions, building size, priority area supported and the financial envelope. Developing new housing schemes is just one solution to housing in Bury.
- 5.18 We will also:
- Continue to work with existing providers, ensuring existing provision is fit for purpose, meeting both current and future needs. This may mean reshaping, expanding, or decommissioning where necessary.
 - Continue collaboration of health and social care professionals, with housing partners and care providers along with customers, their family, and carers to find housing solutions that best meet the individuals needs and aspirations.

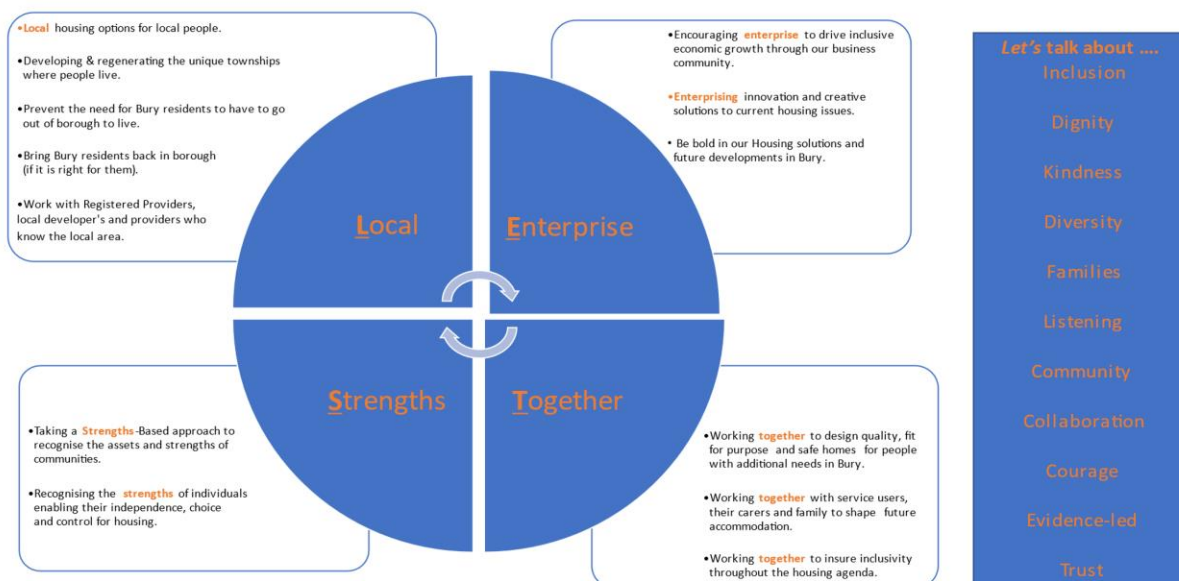
Next Steps

- 5.19 A corporate programme/ policy group scope meeting took place to outline the next steps of the work programme. This includes setting up the procurement framework of housing suppliers, working collaboratively to continue the work under 'further advancements' at 5.12, alongside driving forward at pace the work programme of new schemes, outlined at 5.13 – 5.15. Capacity, expertise, and any additional requirements to deliver the programme of work have been successfully identified.
- 5.20 At the initial stage of each new scheme a business case with prescribed outcomes, opportunities, risks, and costings will be generated and follow appropriate council sign off process. The aspirations will be shared with the procurement framework of suppliers.
- 5.21 Continued engagement with our housing and care providers, those with additional needs, their carers and family to ensure housing solutions defined meet the needs and aspirations of our stakeholders.
- 5.22 The housing for those with additional needs vision, strategy and MPS will be launched following the Cabinet meeting.

Links with the Corporate Priorities:

- 6.1 The following diagram describes how the ASC housing programme for those with additional needs links with the corporate priorities.

Let's ensure that Bury residents with additional needs have good quality housing choices



Equality Impact and Considerations:

- The outcomes of the initial equality analysis is positive. People with any protected characteristic who have an additional need can access housing support if identified as part of their care package as a need. This programme of work is about driving better outcomes for people, improving the quality of housing, increasing the number bedspaces available, increasing choice and control whilst supporting people to live as independently as possible in the community of their choosing.

Environmental Impact and Considerations:

- An environmental impact assessment has not been undertaken for the suite of documents, however, as and when a scheme development or any works are planned an environmental impact will be undertaken at that time.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Land availability and cost of land in Bury to develop housing schemes on	Working with providers and internal teams to understand nad map where there is a need to grow bedspaces in the borough. Then liaising with stakeholders to understand what land is available and budgets to fund schemes.

Planning restrictions on land	Working with the council planning department to understand restrictions on land available.
Resource isn't sufficient to undertake the ambitious work plan	Will draw on existing resource and remodel work priorities where possible to support this work as effectively and efficiently as possible. Review timelines for activity and outcomes.
Investment required for land, schemes and development	Consider existing budgets to resource programme of work, consider external funding or grants available. Create business case to show any invest to save benefits to the work.

Legal Implications:

9.1 The White Paper sets out a 10-year vision for social care highlighting investments in housing and home adaptations, technology and digitisation, workforce training and wellbeing support and support for unpaid carers and innovation. These proposals were originally set out in the government's paper Build Back Better: Our Plan for Health and Social Care, which included details of the new Health and Social Care Levy. The White Paper sets out how support and care in England will be transformed focusing on three key themes:

1. People have choice, control, and support to live independent lives
2. People can access outstanding quality and tailored care and support
3. People find adult social care fair and accessible

9.2 The White Paper also sets out a range of policies to be implemented over the next three years. The implementation of those policies will require the Council to undertake the necessary due diligence particularly in relation to budgetary implications, governance and decision-making.

9.3 Legal advice and support will be required as the White Paper progresses and legislation is implemented. Ongoing advice will be required to ensure compliance with the requirements of both the legislation and in any statutory guidance issued pursuant to it. Further advice and legal support will be required on implementation of the various projects in terms of procurement, contracts and agreement and any staffing issues as well as other general advice as required at each stage.

Financial Implications:

10. Each scheme will require a separate business case and report to Cabinet, at which stage the financial implications will be assessed, in terms of funding, value for money and partner contributions. By ensuring there is good quality provision within the borough this will reduce the need for clients to move out

of borough and therefore should generate cost savings and allow clients to live closer to their families.

Background papers:

None, please see appendices for all accompanying papers.

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

Term	Meaning
ASC	Adult Social Care
CQC	Care Quality Commission
The Housing LIN	The Housing Learning and Improvement Network
MPS	Market Position Statement
STH	Six Town Housing
C followed by a number	Circa

Appendices

- Appendix 1 – Bury Adult Social Care Housing for Adult with Additional Needs Vision.
- Appendix 2 – Bury Adult Social Care Housing for Adult with Additional Needs Strategy.
- Appendix 3 – Bury Adult Social Care Housing for Adult with Additional Needs MPS.
- Appendix 4 – Checklist of accommodation standards and tenancy-related housing services in supported housing.
- Appendix 5 – Voids Policy document.

Bury Adult Social Care Housing for those with additional needs plan

Our Vision: The people of Bury are supported to live as independently as possible and when required receive support in the right way, at the right time, in the right place.

To deliver improvement across the following **outcomes:**



Promote wellbeing and social inclusion.



Provide care and support which is flexible and accessible (either onsite or nearby).

Support improved quality

of life in terms of financial wellbeing, reduced social isolation, continuation of community life, and potential for continued role for carers and families.



Offer alternatives to residential care and improve and replace outdated sheltered housing.



Supply affordable solutions so that the chosen options can be "a home for life".



Enable people to maintain their independence in their own homes.

Deliver high-quality, fit for purpose dwellings with low-running costs in local communities.



Across the following **priorities:**

Living Well
at Home

Older
People

People with long
term conditions:
Learning Disabilities
Autism
Mental Health

our **obsessions:**

Reduce the number of people in residential care.



Increase the number of people with a Learning Disability, Autism or Mental Health condition who have their own front door.



Increase the number of people living independently at home.



Increase the community support services information we provide to people within our neighbourhoods, enabling people to connect with the local community offer.



Housing for those with additional needs **"Lets do it"**



Provide local homes for those with additional needs in Bury both now and in the future.

Increase housing choices for our older generation and adults with specialist needs, enabling an increased number of people to live independently at home.



Encourage enterprise to drive inclusive economic growth through our business community, enterprising innovation, and creative solutions to the current housing issues.

Work together to design quality, fit for purpose homes for people with additional needs in Bury. Reviewing, designing and shaping homes in co-production with service users, their carers and family. Working together to ensure inclusivity throughout the housing agenda.



Taking a strengths based approach to recognise the assets and strengths of communities and the people within, empowering their independence, choice, and control for positive housing solutions.

This will be
delivered
through our
behaviours:



Listening and
Learning



Working
Collaboratively



Being Innovative
and Fostering
Improvement



Empowering



Compassionate



Co-production



Inclusion

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Bury Adult Social Care Housing for those with Additional Needs Strategy



BURY STRATEGY

Adult Social Care

Housing for those with additional needs

2021 - 2025

- 1.0 Bury's vision for accommodation with support
- 2.0 Why have this strategy?
- 3.0 Our Approach
- 4.0 What does good housing look like?
- 5.0 Strategic Context
- 6.0 Our Commissioning Priorities and Intentions

1.0

Bury's vision for accommodation with support



“Stay local,
live
INDEPENDENTLY”

- 1.1 The purpose of this strategy is to set out what the approach is when someone needs accommodation with additional support to help them stay local and live independently.
- 1.2 We will work with partners to:
 - Support people to live independently in their own homes for as long as possible.
 - Build the right types of houses, with the right support, in the right places.
 - Ensure services connect well with communities and each other to help people live independently.

Why have this strategy?



- 2. There is high demand for housing in Bury, as it is an attractive place to live, combined with lower land prices to elsewhere in Greater Manchester. However, the provision of housing options has sometimes existed separately to commissioning and design of services; in the future we want to ensure that these are joined up so that the needs of people are met in the best way.
- 2.1 Corporately we have worked with residents and partners to develop a new corporate housing strategy 2021-25 (<https://www.bury.gov.uk/index.aspx?articleid=16298>), which focuses on the types of housing people need at different stages in their lives, centering around our local neighbourhoods and our six townships.
- 2.2 This strategy is part of a wider plan for Bury "Let's Do It!" 2020-30, with a vision to enable people of all ages to live well within their neighbourhoods, supported by the integration of public services with our neighbourhood hubs.
- 2.3 From an Adult Social Care perspective, we must create conditions for older people, and those who need extra support to live well in their communities, retaining their independence, choice and control for as long as they want to. "Live at home". This is a common strand throughout the Adult Social Care White Paper 'People at the Heart of Care: adult social care reform'.
- 2.4 The following diagrams show how the various elements fit together around 'person centred planning'.

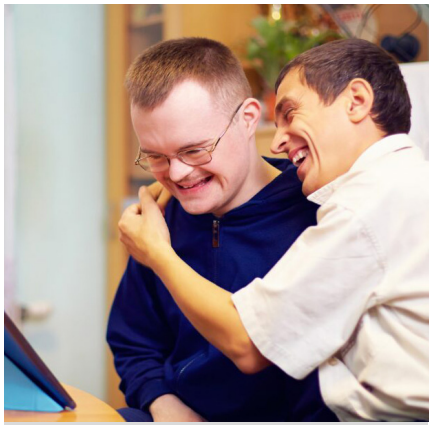


- 2.5 We are committed to working collaboratively with our housing partners and Bury residents so we can design and deliver options for homes which meet people's needs.
- 2.6 We have produced this strategy to explain to our partners and housing providers:
 - The current state of the housing market in Bury.
 - The strategic context in which we are working.
 - To outline our commissioning priorities for accommodation with support for those who may need it.
- Support improved quality of life in terms of financial wellbeing, reduced social isolation, continuation of community life, and potential for continued role for carers and families.
- Enable people to maintain their independence in their own homes.
- Provide care and support which is flexible and accessible (either onsite or nearby).
- Offer an alternative to residential care and improve and replace outdated sheltered housing.
- Supply affordable solutions so that the chosen options can be "a home for life".
- Deliver high-quality, fit-for-purpose dwellings with low-running costs in local communities.
- Provide a choice of housing options.

The strategy will help us drive our aspired housing related outcomes

- 2.7 Our housing solutions will:
 - Promote wellbeing and social inclusion.

- 3.1 Our approach is focused on providing **local** homes for those with additional needs in Bury both now and in the future. Increasing housing choices for our older generation and adults with specialist needs, enabling an increased number of people to live independently at home.
- 3.2 We want to encourage **enterprise** to drive inclusive economic growth through our business community, **enterprising** innovation, and creative solutions to the current housing issues.
- 3.3 Working **together** to design quality, fit for purpose homes for people with additional needs in Bury. Reviewing, designing and shaping homes in co-production with service users, their carers and family. Working **together** to ensure inclusivity throughout the housing agenda.
- 3.4 Taking a **strengths** based approach to recognise the assets and **strengths** of communities and the people within, empowering their independence, choice, and control for positive housing solutions.
- 3.5 The Bury Corporate plan sets out the four Ps (People, Place, Process and Providers) and the below table illustrates how these fit with the housing agenda.



**local
enterprise
TOGETHER
strengths**

People	Place
We will work closely with people to design, develop and deliver options for housing. Housing options should be available for people that meet their individual needs. Housing options should enable good lifestyle choices.	We will support people to stay in their own home, in their own community. Housing options will be fully integrated with their local communities via our wider relationships and partnerships
Process	Providers
We will make sure that information on options for housing is accessible, clear and simple. We will put processes in place to make sure that people have choice about accommodation at different stages in their life. Review demand vs supply of accommodation on an ongoing basis.	We will engage and communicate with providers on an ongoing basis to ensure clarity about our priorities, supporting housing development options. Through development we will support diversification of the market and options for homes to encourage choice.

// The Bury Corporate plan sets out the four Ps (People, Place, Process and Providers) //

What does 'Good' housing look like?

Bury Council has published guidelines for what good housing looks like in Bury. This document is called 'Checklist of accommodation standards and tenancy-related housing services in supported housing' (May 2021). This checklist sets out the expected standards for accommodation-related housing services that should be applied in all One Commissioned Organisation (OCO) supported housing. It covers legal requirements, minimum standards and what constitutes best practice.

THE CHECKLIST CORE PRINCIPLES:

4.2

Housing is accessible, suitably located, appropriate and suitable to meet the needs residents, including health, care and support needs. There will be procedures and measures in place to minimise risk and provide the best possible support to people in supported living settings in the context of the Covid-19 pandemic and any future pandemic.

4.3

Accommodation should be assessed by OCO commissioners, referring bodies, social care officers and by providers, for suitability in meeting the needs of the specific vulnerable residents being accommodated.

4.4

All staff are suitably qualified or trained appropriately for the role they are in and encouraged to acquire appropriate and relevant qualifications by housing providers.

4.5

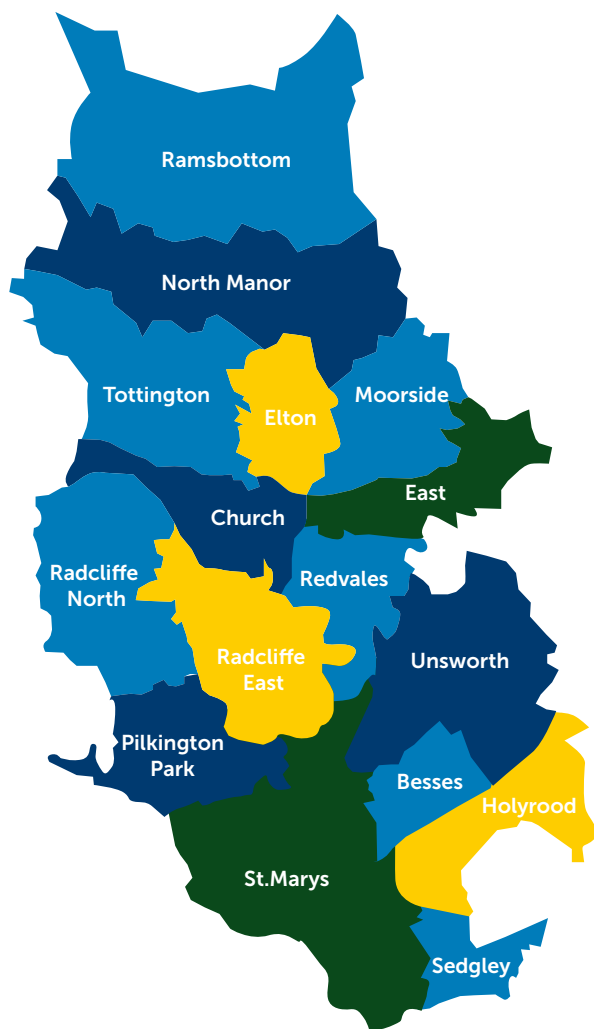
Encourage co-production approaches and involvement of community residents in developing and improving provision.

Strategic Context

Our Bury Plan for 2030 "Let's Do It" outlines the approach we are taking with our residents and partners, to address challenges like health inequalities and deprivation in Bury and, of course, learn from the changes and challenges arising from Covid-19 pandemic. The aim is to make sure everyone has the best possible life chances.

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





Local Context

5.9 Our borough is the place we are proud to call home. It includes six towns (five neighbourhoods) built within areas of extraordinary natural beauty. It is a place rich in possibility which we must preserve, improve and cherish for future generations.

We want to recognise the distinct identities of our townships and the diversity of each community; to invest in our town centres; create more spaces where people can meet and enable access to affordable decent housing for all. As we do this, we are committed to becoming eco-leaders, ensuring future generations can enjoy our green spaces and breathe clean air.

Overall our borough is relatively less deprived than our statistical neighbours but our trend is a negative one. Deprivation is highly concentrated and was reported to be getting worse in both 2015 and 2019.

To reverse this trend and close the inequalities gap we will target our resources locally, in the places that need them most. Public services and others will work together better, seamlessly and with knowledge of communities. We will create public service hubs which work within and across townships on a neighbourhood footprint, to bring different agencies together to target resources around greatest need, understand and galvanise community assets and focus on prevention as well as management of risk.

5.10 This local approach provides a foundation stone to develop a different relationship with residents and communities to connect people together. To do this all of our work in neighbourhoods will be guided by the Lets principles: taking a local approach, driving enterprise, working together and with a strengths based approach.

5.11 The Joint Strategic Needs Assessment (JSNA) helps the council and the CCG inform the planning and improvement of local services and guides us to make the best use of the funding in the commissioning of services.

5.12 Key messages from the Bury JSNA:

- People in Bury are living longer; life expectancy for both men (79.1 years) and women (82.1 years) has been improving over time, but the rate of this increase has slowed and there is still a significant gap between the life expectancy in Bury and the England average.
- There is also a social gradient to life expectancy in Bury, where men and women in the most deprived areas have a life expectancy of between 12.4 years (males) and 7.9 years (females) shorter than the least deprived areas.
- It is also important to determine whether additional years of life are being spent in good health or prolonged poor health and dependency. Healthy life expectancy adds a quality-of-life dimension to life expectancy. Similar to Life Expectancy there is inequality in healthy life expectancy between Bury and England. Male and female.
- There is also a social gradient to healthy life expectancy within Bury, where men and women in the most deprived areas

have a life expectancy of between 14.8 years (males) and 13.4 years (females) shorter than the least deprived areas.

- In addition to this, locally healthy life expectancy is consistently below retirement age, indicating levels of ill health among the working-age population. This suggests many residents are not able to enjoy their retirement in good health. If someone is diagnosed today with a long-term health condition at the age of 50 years there is still on average 17 years of working life before state pension eligibility. The key point is that, compared to England, not only do people in Bury live shorter lives, but also spend a smaller proportion of their life in good health and without disability.
- 13% of Bury school children have Special Educational Needs and Disabilities (SEND). That's around 4100 young people in Bury. This is similar to England average but higher than the statistical neighbours
- Just over one fifth of Bury's population is made up of people aged 65 and over.





0.5%
of people in
Bury have
a learning
disability



Approximately
20,600
carers
in Bury

- 0.5% of people in Bury have a learning disability.
- 17.5% of people in Bury have a mental health illness and 1% of the Bury population have a serious mental illness.
- Estimates suggest that 1 in 4 adults will experience mental health problems at any one time (25%). For Bury, this represents over 36,925 people aged 18+.
- Estimates suggest that just over 2400 people in Bury aged 65+ have dementia. Projections suggest that this number will rise to nearly 3,500 by 2035. As this population will experience increasing levels of morbidity this will present a significant challenge to health and social care service.
- Estimates suggest that 20% of the older population are mildly lonely and a further 11% are intensely lonely. For Bury this would mean around 7000 people aged 65+ are lonely and over 3800 experiencing intense loneliness.
- There are approximately 20,600 carers in Bury. The number of carers aged 65+ providing unpaid care is set to increase by 21.8% by 2030.



NEIGHBOURHOOD INFORMATION

- **Bury East** – Generally younger population when compared to rest of Bury, significantly higher proportion of BAME (23.4% BAME compared to 10.8% for Bury, plus 27.6% non-white UK compared to 14.7% to Bury). One of the most deprived areas in Bury.
- **Bury North** – Generally older population when compared to rest of Bury, significantly lower proportion of BAME (4.2% BAME compared to 10.8% for Bury, plus 6.8% non-white UK compared to 14.7% to Bury). Least deprived neighbourhood in Bury.
- **Bury West** – Generally middle-aged population when compared to rest of Bury, significantly lower proportion of BAME (6.2% BAME compared to 10.8% for Bury, plus 8.4% non-white UK compared to 14.7% to Bury). One of the most deprived areas in Bury.
- **Whitefield** – Generally older population when compared to rest of Bury, significantly lower proportion of BAME (9.5% BAME compared to 10.8% for Bury).
- **Prestwich** – Generally younger and middle-aged population when compared to rest of Bury, significantly higher proportion of BAME (13.8% BAME compared to 10.8% for Bury, plus 21% non-white UK compared to 14.7% to Bury).

For further information on the JSNA and neighbourhood profiles view the council website <https://www.bury.gov.uk/index.aspx?articleid=15624>

Our Commissioning Priorities and Intentions

6.1 Evidence suggests that there is a lack of housing with support for two priority groups in the borough, therefore our commissioning priorities are:

- Older People
- People with long term conditions:
 - Learning disabilities
 - Autism
 - Mental Health

Priority Group One: Older People

6.2 The number of people in Bury over the age of 85 is set to increase by a third by 2030. If we look to 2037, the increase from current levels is more dramatic –at around 65%. The number of people over 65 is set to increase by 15% by 2030. Projections for 2037 show an increase of 24% compared to current levels (of people over 65). Around 1/4 of all households in Bury are “older people”. Around 1/3 of older householders are likely to live in 3 bedroom houses, whilst a further 17% in 4 or more bedroom bungalows.

6.3 We need to make sure that we have the right options for older people in the right place at the right time. We want to work with our people and providers to develop a “roadmap” for each neighbourhood. Given the current population needs, trends, spends and the future population projections, it is suggested, that Bury will need more capacity for c.550 beds/units of retirement housing and c.210 beds/units of extra care housing by 2030, rising to c.870 beds/units of retirement housing and c.330 beds/units of extra care housing by 2035.

6.4 Commissioning intentions for Priority Group One, older people are that we will:

- Understand the type of accommodation with support people want and need in Bury (informed by feedback from the Council’s housing strategy and local coproduction networks).
- Work with providers to deliver Bury resident’s aspirations and commission accordingly.
- Discourage developments where there is a saturation of supply.
- Work with Providers to understand how they can best meet demand based on their knowledge and expertise.
- Encourage innovative forms of accommodation with support for older people, to diversify the market e.g. retirement villages etc.
- Develop a plan in partnership with existing suppliers to adapt nomination processes, and re-purpose sheltered properties, to meet demand from working-age adults.
- Referring back to our principles, we will co-design and deliver housing solutions with Bury people, as well as our housing partners, using our well developed networks, knowledge and expertise.
- Ensure the ethos of the ‘Let’s do it strategy’ and the Inclusion agenda is central to housing for those with additional needs.

Priority Group Two: Long Term Conditions

6.5 The 2020 household survey shows that 10% of Bury residents have a long standing illness or health condition this equates to 19,069 people. It also suggests that 5.9% of the population have a physical or mobility impairment in Bury this is around 11,425 people. Also, around 6.5% of the population will have either a visual or hearing impairment.



Deliver Bury resident’s aspirations and commission accordingly



- 6.6 The 2020 household survey estimates that 6% of the population have mental health issues in Bury. This means around 11,479 people and that 1.8% of people or 3508 people have a learning disability.
- 6.7 Future population projections suggest the total number of people with learning disabilities is set to increase by 4.8% by 2030; with a 28% increase of those aged 65 and over, and 83% increase in those aged 85 and over, compared to current levels.
- 6.8 For Mental Health future population projections for those 18-64 years is set to increase by 1.3% by 2030. Projections for 2040 show an increase of 3.4% compared to current levels.
- 6.9 Future population projections for autism suggest the total number of people with Autistic Spectrum Disorder will increase by 7% by 2030 and projections for 2040 show an increase of 12% compared to current levels.

- 6.10 When we look at the current position for learning disabilities in Bury, we commission 60 supported living services from independent sector providers. Greater Manchester Health and Social Care Partnership data in partnership with the Housing LIN indicated Bury will require an additional 105 self-contained supported living beds/units by 2030. This is a significant ask. Bury's current housing options focus on a more traditional model offering a shared supported living service for multiple occupants with shared kitchens, living rooms and bathrooms. Going forward we want to move away from this offering people a home rather than 'accommodation' with their own front door and space tailored to their needs.

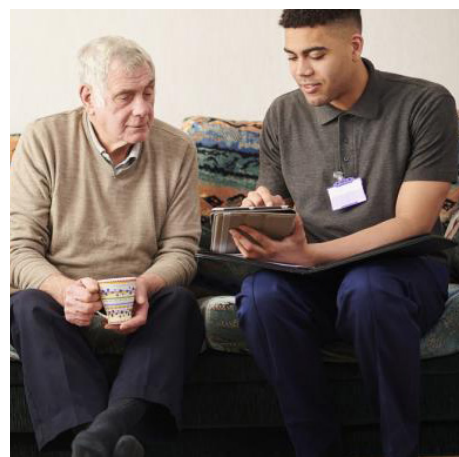
- 6.11 Currently in Bury there is no housing provision which has been designed specifically for the needs of autistic people. Using specialist population modelling estimates, we believe there are 65 adults and 19 children and young people who potentially need housing in Bury, this level of demand remains roughly constant into the future. As there is no specifically designed housing options for autistic people the offer like for those with learning disabilities is a traditional model with shared accommodation. Therefore, we would like to design schemes that are more fit for purpose for autistic people.

- 6.12 For mental health the Housing LIN data states there will be a requirement for an additional 185 beds/units of supported accommodation for people with a mental health need in Bury by 2030. This comprises of an additional 233 beds/units of self-contained supported accommodation, with 48 fewer beds/units of shared supported accommodation required in 2030. Delayed Transfers of Care (DTOC) data for Bury patients at Pennine Care Foundation Trust (PCFT) for a 12 month period (18/19) totals 1,858 delayed days. Over 70% of the overall number of DTOC days is due to a housing related issue with 15% awaiting residential home placement, 39% awaiting nursing home placement and 17% awaiting a housing placement. Using the Housing LIN data and the DTOC statistics suggests a great need to focus on mental health housing solutions both as a step down from the hospital setting and in supported living.



“ a great need to focus on mental health housing solutions both as a step down from the hospital setting and in supported living. ”





Current data shows in Bury
there is not enough provision to meet the future demands for supported living,



We will co-design and deliver housing solutions with Bury people

6.13 Commissioning intentions for Priority Group Two, people with long term conditions:

- The shortage of accommodation for these three groups (learning disabilities, autism and mental health) needs to be addressed with innovative solutions which support an “own front door” model.
- We will work with existing providers to meet immediate and future needs identified to:
 - Train staff where there are gaps identified.
 - Adapt accommodation as required.
 - Gain allocation rights on existing developments.
- Create or commission a crisis response service with key partners to meet the needs of people within borough.
- Explore with landlords and key partners the potential to re-purpose sheltered schemes into accommodation for adults with Long Term Conditions.
- Utilise ‘Assistive Technology’ in existing and new housing stock to better meet the needs of people.
- Work with key providers to identify and de-commission, or re-purpose supported living properties no longer needed, based on customer preference and viability.
- We will work with children’s service colleagues to identify people who may need accommodation based support from the age of 14 years.
- Develop a ‘roadmap’ for accommodation, as for older people, so that both commissioners and providers understand medium and long term plans for accommodation with support.
- Referring back to our principles, we will co-design and deliver housing solutions with Bury people, as well as our housing partners, using our well developed networks, knowledge and expertise.
- Ensure the ethos of the ‘Let’s do it strategy’ and the Inclusion agenda is central to housing for those with additional need



Meeting future Demand

- 6.14 Bury Council will address the issue of gaps in provision of specialist services for people with additional needs by working in partnership with providers to grow and establish services. We want to encourage providers to consider what skills and expertise their organisation can bring to the Bury market where they may have a different offer in other local authorities.
- 6.15 Current data shows in Bury there is not enough provision to meet the future demands for supported living, with the ‘own front door’ model in mind and especially for adults with mental health needs. This may present opportunities for the market to explore whether they are able to fill these gaps.
- 6.16 We know proximity to support networks, education, employment, and transport links are important factors for individuals when considering where to live. We want to invest in homes that enable independent living, empower people to build on their strengths and



interests whilst also supporting people to connect with their local community offer. Current data shows that Bury purchases more supported living than other areas in Greater Manchester and this has been steadily growing over the past few years. We want to encourage and stimulate this growth through our partnership working.

- 6.17 One of the key gaps identified through our data analysis and local engagement was the gap in services for the transition to adulthood and this will be an area of focus for further market development work. One of the proposals for future developments in the way we work is to move to an all-age disability service removing the need for transitions and instead providing one streamlined service irrespective of the individual’s age. Providers of community support services may therefore wish to consider dual registration for under 18s to support this aim.

6.18 Co-production and engagement with our people is important to us in Bury and therefore want to work with Partners who are willing to work openly and transparently with a range of stakeholders. Involve relevant council staff, service users and their carers/ family in the design and development of any services, their feedback is key to improving the quality of services. Providers need to consider how feedback can be applied practically to develop new or improve existing services.

6.19 We will expect that providers we work with have a strong focus on monitoring and reviewing performance. Tracking progress and auditing of key areas of service delivery ensures areas for improvement can be identified. This helps to improve quality, identifying best practice and benchmarking with others ensures learning can be applied, leading to service improvement. Clear standards, consistency and compliance to service delivery expectations ensures quality assurance. A cycle of plan-do-check-act ensures improvement is monitored and can be demonstrated.

6.20 Improving outcomes for people is as equally important as improving the quality and choice of housing in Bury. Bury commissioners are focussed on both good quality services for our people which lead to good quality outcomes. We want to work with providers who deliver innovative, flexible person centred services and, from a broader point of view, we will expect good providers to recognise that the people using their services and their carers are experts in their own lives and are therefore essential partners in the design and development of services. Our social care workforce work across a neighbourhood footprint, this helps them to understand and know better the local area they work in, the people who live there who they support and the aspirations those people have. This helps to drive good quality services and support locally. As part of workforce developments, we are currently supporting our health and social care workforce to expand their skillset by undertaking ethnographic training. The ethnographic approach helps change the conversation with clients providing a different platform to learn about our people, their goals and needs, supporting people in creative ways and this is something we will expect from the providers we work with

// We will expect that providers we work with have a strong focus on monitoring and reviewing performance. //

6.21 We want all our services to treat each person according to their individual care, support needs and preferences. It is important that providers adapt their service to deliver flexible options and tailored support, particularly as more and more people will be making their own choices in purchasing care utilising their Personal Budgets or as self-funders. A person centred approach to care and support, will support people to:

- Live **independent lives**, be clear on options available to them and with as much involvement as they want in decisions about what care and support they need and how it should be delivered.
- **Maintain relationships** with family and friends and provide opportunities to be a part of their local community offer, developing numerous connections, accessing community groups, activities and services that meet their needs or interests, skills and abilities.
- **Live without fear of harm or abuse** and support them to manage any risks which might arise and to avoid unnecessary risks.
- **Experience their care provision/ support positively**, through relationships based on mutual respect and consideration, and where care designed around their needs is both consistently delivered and well coordinated.
- **People don't want to be defined by their condition they are suffering from e.g.** dementia, autism or subject to multiple co-morbidities. They are, first and foremost, individuals with very personal hopes, fears, aspirations, and relationships.



6.22 Over the past four years Bury Council has supported the development and growth of the Bury voluntary community and faith (VCF) sector, via resource, grants, and the establishment of the Voluntary, Community and Faith alliance (VCFA). Building the VCF sector enables a diverse range of local services delivered or designed by local people to address local issues. As part of the council's preventative strategy and to enable self-care and empower self-management of long term conditions, the council will continue to signpost a number of people to services in the community and an ongoing analysis will be made about the scope and ability of small and medium VCF providers to meet this requirement. The role of the VCF sector in combating loneliness and enabling social inclusion is increasingly important. VCF organisations play a key role in the delivery of services, particularly at a time of major change for the public sector and are well placed to take advantage of opportunities and identify new ways of working in Bury.

6.23 Bury Council are fully committed to wider social benefits and the environmental wellbeing of the borough and fully embrace the duties set out in the Public Services (Social Value) Act 2012. In 2016 Bury wrote its

social value policy and this is something we are looking to refresh in the coming months.

6.24 Integration of health and social Care has been a key policy driver for many years within health and social care. Most recently the Adult Social Care White Paper 'People at the Heart of Care: adult social care reform', NHS Long Term plan and the Care Act 2014 outlined the need to design and implement services around individuals and their communities, to further enhance pathways and joint service provision across health and social care. In Bury we have stepped up our integrated neighbourhood teams, a true collaboration of health and social care, encouraging a new way of thinking and working collaboratively with clients. This is something providers we work with can be a part of, an example of this locally is the trialling of care providers whose staff offer a 'blended role' approach, supporting care at home clients with low level nursing needs such as dressing changes that typically would have been undertaken by district nurses. The development of the Local Care Organisations has also helped to galvanise the wider system and will continue to be a focus in the future.

In Bury we have
stepped up
our integrated
neighbourhood
teams



Bury Market Position Statement



Adult Social Care
Housing for those
with additional needs

2021
—
2025

Adult Social Care Housing for those with additional needs

2021 - 2025

- 1.0 Introduction
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Introduction



- 1.1 The vision and strategy for Bury is Let's Do It! The strategy sets out a clear ambition and delivery plan for ten years (2020 -2030). It is not just a strategy for service improvement, it is a radical new proposition for community power; putting relationships first and creating a borough in which every single person plays their part.
- 1.2 Our vision for Bury 2030 is built upon conversations with communities and the goal is simple: to stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation.
- 1.3 This is, however, challenging given our starting point in 2020. Bury is less deprived than others but over the last four years direction of travel has changed and
 - Bury has become relatively more deprived compared to others; more people are living in (the same) areas of deprivation now than in 2015.
 - The proportion of your life spent in good health has decreased by two years for men and increased by four years for women.
 - The likelihood of being in work has reduced from 73% to 71%.
 - Attainment in primary schools has got better but other places are improving faster.

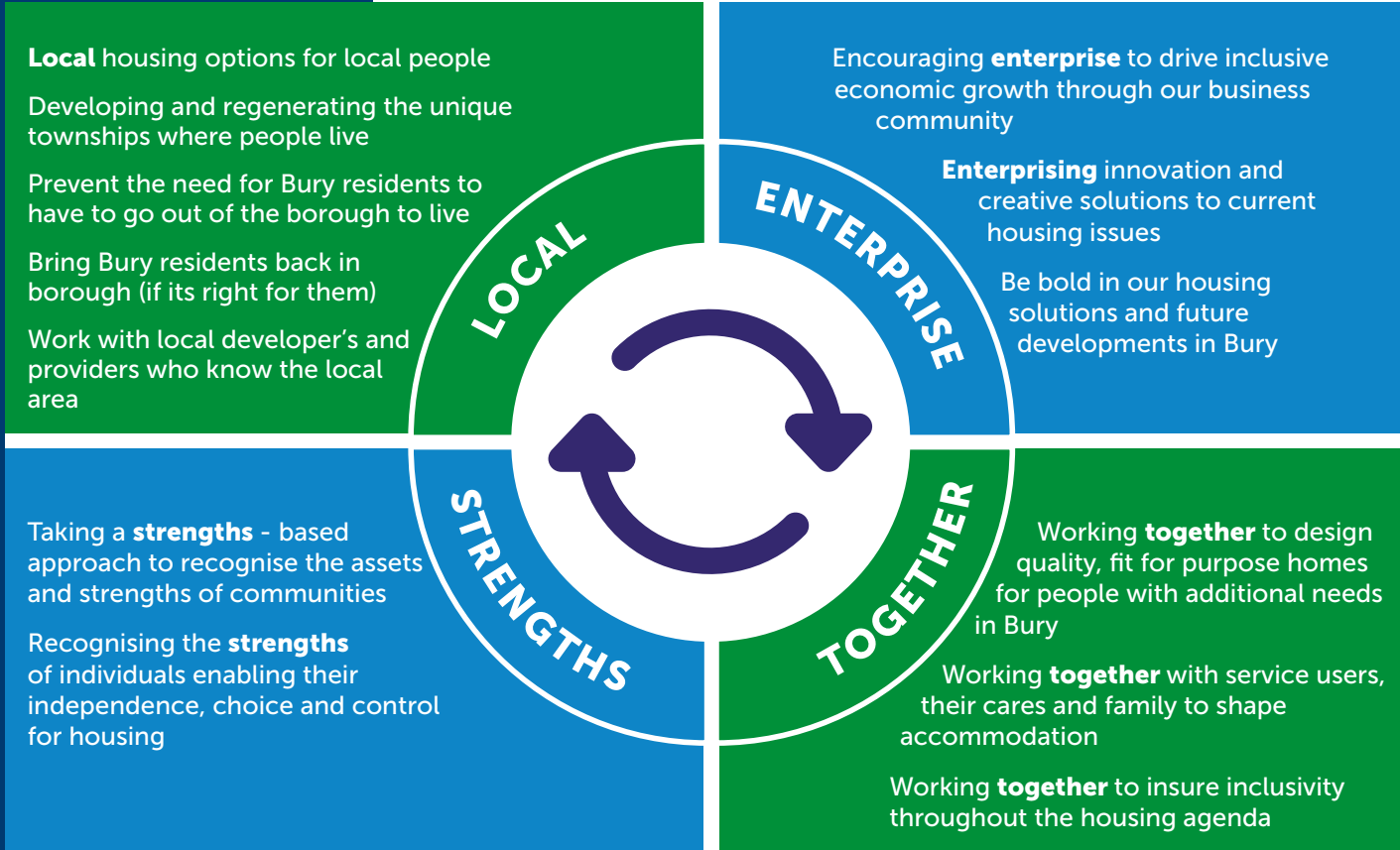


Our vision
for Bury
2030



Sets out
delivery
priorities and
performance
measures

- 1.4 By 2030 we will collectively tackle these deep-rooted issues by giving everyone the encouragement and support to play their part, joining together the delivery of all public services as one and delivering an ambitious plan for both social and economic infrastructure.
- 1.5 The 2021 refresh of the Bury Council and Bury CCG Corporate Plan 2020-22 sets out delivery priorities and performance measures that will guide the work of the partnership over the next 12 months. This plan describes how the Council and CCG will deliver its contribution to the Let's Do It! Strategy to support the Borough of Bury as it recovers from the local impact of the Covid-19 pandemic. This plan sets the partnership's strategic framework for delivery and describes how this aligns with culture and resources to build a better future for our residents, communities, and businesses.
- 1.6 "Let's Do It!" 2020-30, provides the vision to enable people of all ages to live well within their neighbourhoods, supported by the integration of public services with our neighbourhood hubs. From an Adult Social Care perspective, we must create conditions for older people, and those who need extra support to live well in their communities, retaining their independence, choice and control for as long as they want to "Living well at home".
- 1.7 Diagram shows how the Adult Social Care housing agenda in Bury aligns to 'Let's Do It'.



- 1.8 The Adult Social Care White Paper 'People at the Heart of Care: adult social care reform' focusses on making every decision about care a decision about housing. Writing 'ensuring people receive the right care and support all begins with where they live and the people they live with'. The ambition is to give more people the choice to live independently and healthy in their own homes for longer. 'This means adults of all ages being able to access or remain in the home of their choice, whether that be their own home of today or one they move into - which forms part of a community they have chosen to call home'.
- 1.9 The white paper outlines four 'I' statements in relation to housing, these are 'I' statements that Bury will consider throughout our housing agenda:
- I can live as part of a community, where I am connected to the people who are important to me, including friends and family and I have the opportunity to meet people who share my interests.
 - I lead a fulfilling life with access to support, aids and adaptations to maintain and enhance my wellbeing.
 - I can live in my own home, with the necessary adaptations, technology, and personal support as designed by me, to enable me to be as independent as possible.
 - I have a good choice of alternative housing and support options, so I am able to choose where I live and who I live with, with the opportunities to plan ahead, and take up those options in a timely fashion.

// I can live as part of a community, where I am connected to the people who are important to me //



Committed
to working
collaboratively
with our
housing
partners
and Bury
residents

- 1.10 A recent survey by SCIE asked: "Which of these things would be most important to you if you need or needed care or support?" and the top 3 priorities were:
- 1) Remaining independent.
 - 2) Having access to the internet, phone and technology.
 - 3) Being able to stay in my current or own home.

Again, highlighting how important housing, independence and maintaining your own home is to individuals. These are built into the Adult Social Care vision and part of the outcomes we strive towards regarding housing. We also have an ambition to develop our approach to assistive technology.

- 1.11 This information and evidence that having good quality housing is a key component of having good health is not new (Kings Fund 2018). The new corporate Bury housing strategy recognises how important the right home is to having both good physical health and good mental health. <https://www.bury.gov.uk/index.aspx?articleid=16298> The Bury Housing Strategy states that: The right home environment enables people to:

- Manage their own health and care needs, including long term conditions.
- Live independently, safely and well in their own home for as long as they choose.
- Complete treatment and recover from substance misuse, tuberculosis or other ill-health.
- Move on successfully from homelessness or other traumatic life event.
- Access and sustain education, training and employment.
- Participate and contribute to society.

- 1.12 This means that the right home can be beneficial for the wider health and care system, and can be a key factor in contributing to:

- Delaying and reducing the need for primary care and social care.
- Preventing hospital admissions.
- Enabling timely discharge from hospital and prevent re-admissions.
- Enabling rapid recovery from periods of ill health or planned admissions.

- 1.13 In recognising these benefits, the Bury Housing Strategy Action plan focusses on delivery of priorities, two of which will have the biggest short to medium term impact on health and wellbeing for some specific groups in the borough. These are in addition to the wider population housing priorities such as having enough affordable housing or improving energy efficiency. The first priority is to address the shortfall in housing provision for older people in the borough and the second priority is to increase housing options for specialist groups.

- 1.14 We are committed to working collaboratively with our housing partners and Bury residents so we can design and deliver options for homes which meet people's needs. Using an evidenced based understanding of where the existing generation of older people live and where the next generation of older people are currently living in the Borough, also those who need supported housing. Understanding their health needs, and aspirations for housing over the next 25 years.

- 1.15 Working in collaboration with partners, housing developers and providers to identify sites and buildings in the right locations for development and conversion/improvement to meet the needs of older people, specialist groups and people with a learning disability. The focus is to increase housing choices for our older people, specialist groups and people with a learning disability.



// The new corporate Bury housing strategy recognises how important the right home is to having both good physical health and good mental health //

What is the Market Position Statement for and Driving Outcomes



What is the Market Position Statement

- 2.1 The aim of this Market Position Statement (MPS) is to bring together information, data and evidence about the local market so that current and prospective providers understand the local context, what is likely to change and where opportunities might arise in the future. This is a duty of Local Authorities and the importance of market information and shaping is highlighted in the Adult Social Care White Paper 'People at the Heart of Care: adult social care reform'.

- 2.2 We are committed to working collaboratively with our housing partners and Bury residents so we can design and deliver options for homes which meet people's needs. We have produced this MPS to explain to our partners and housing providers:
- The current housing market provision within Bury for people with social care needs'.
 - The strategic context in which we are working.
 - The current housing market provision within Bury for people with social care needs.
- 2.3 The MPS is for both existing and potential scheme developers, housing, and care providers, with the purpose of helping them to shape their business plans to support the council's vision for the future of adult social care and housing markets. It will help providers to:
- Identify opportunities that they may tender for.
 - Develop their services to meet local need and demand.
 - Come up with innovative solutions to the challenges currently in relation to housing needs both now and in the future in Bury.
 - Align housing schemes and developments to the two priority groups in the borough.
- 2.4 The MPS is also for our communities, including people who need care and support, their family, and carers, to determine whether the types of housing we are seeking are the types of housing people actually want to live in.
- 2.5 This document is also aimed at our voluntary community and faith groups who make a key contribution to building and maintaining individual and community independence. We hope these partners, who may or may not deliver commissioned services, will be able to use the MPS to understand how their offer could support people living in accommodation for those with additional needs.
- 2.6 We hope this document is useful to our health colleagues, who will be crucial partners in ensuring appropriate health interventions are delivered alongside social care interventions within accommodation for those with additional needs to enable our people to remain at home for as long as possible.

// The aim of this Market Position Statement (MPS) is to bring together information, data and evidence about the local market //

Driving Outcomes

- 2.7 Through our housing solutions we will:
- Promote wellbeing and social inclusion.
 - Support improved quality of life in terms of financial wellbeing, reduced social isolation, continuation of community life, and potential for continued role for carers and families.
 - Enable people to maintain their independence in their own self-contained accommodation.
 - Provide care and support which is flexible and accessible (either onsite or nearby).
 - Offer alternatives to residential care and sheltered housing (for those who need it).
 - Supply affordable solutions so that the chosen options can be “a home for life”.
 - Deliver high-quality, fit for purpose dwellings with low-running costs in local communities.
 - Provide a choice of housing options.



Our Approach



- 3.1 Our approach is focused on providing local homes for those with additional needs in Bury both now and in the future. Increasing housing choices for our older generation and adults with specialist needs, enabling an increased number of people living independently at home.
- 3.2 We want to encourage enterprise to drive inclusive economic growth through our business community, enterprising innovation, and creative solutions to the current housing issues.
- 3.3 Working together to design quality, fit for purpose homes for people with additional needs in Bury. Reviewing, designing and shaping homes in coproduction with service users, their carers and family. Working together to ensure inclusivity throughout the housing agenda.
- 3.4 Taking a strengths based approach to recognise the assets and strengths of communities and the people within, empowering their independence, choice, and control for positive housing solutions.
- 3.5 The Bury Corporate plan sets out the four Ps (People, Place, Process and Providers and the table on the following page illustrates how these fit with the housing agenda.



People



Place



Process



Providers

People	Place
<p>We will work closely with people to design, develop and deliver options for housing.</p> <p>Housing options should be available for people that meet their individual needs.</p> <p>Housing options should enable good lifestyle choices.</p>	<p>We will support people to stay in their own home, in their own community.</p> <p>Housing options will be fully integrated with their local communities via our wider relationships and partnerships</p>
Process	Providers
<p>We will make sure that information on options for housing and how to access them are clear and simple.</p> <p>We will put processes in place to make sure that people have choice about accommodation at different stages in their life.</p> <p>Review demand vs supply of accommodation on an ongoing basis.</p>	<p>We will engage and communicate with providers on an ongoing basis to ensure clarity about our priorities, to support the development process.</p> <p>The development of local quality standards people will live in homes fits for purpose.</p> <p>We will support diversification of the market and options for homes to encourage choice.</p>

What does 'Good' housing look like?



4.1 Bury Council has published guidelines for what good housing looks like in Bury. This document is called 'Checklist of accommodation standards and tenancy-related housing services in supported housing' (May 2021). This checklist sets out the expected standards for accommodation-related housing services that should be applied in all One Commissioned Organisation (OCO) supported housing. It covers legal requirements, minimum standards and what constitutes best practice.

The checklist Core Principles:

- 4.2 Housing is accessible, suitably located, appropriate and suitable to meet the needs residents, including health, care and support needs. There will be procedures and measures in place to minimise risk and provide the best possible support to people in supported living settings in the context of the COVID-19 pandemic and any future pandemic.
- 4.3 Accommodation should be assessed by OCO commissioners, referring bodies, social care officers and by providers, for suitability in meeting the needs of the specific vulnerable residents being accommodated.
- 4.4 All staff are suitably qualified or trained appropriately for the role they are in and encouraged to acquire appropriate and relevant qualifications by housing providers.
- 4.5 Encourage co-production approaches and involvement of community residents in developing and improving provision.



Checklist of
accommodation
standards

National Developments and local context



National Developments

- 5.1 The introduction of the Care Act back in 2014 provided an opportunity to bring together a number of existing laws, and introduced new duties to ensure that wellbeing, dignity and choice are at the heart of health and social care. The Act presents both Commissioners and Providers with a new set of challenges and opportunities. The Act places a new statutory duty on local authorities to promote the diversity and quality of local services, in order that there is a sufficient range of high-quality service providers to enable genuine choice for service users. Local authorities will have a duty to ensure continuity of care should a provider fail. <https://www.legislation.gov.uk/ukpga/2014/23/contents/enacted>
- 5.2 The prevention green paper shifts the traditional view of prioritising caring for people when they are sick, instead focusing on preventing people needing support in the first place. This paper signifies a shift from considering how long people live as being important, to an even more important measure being

how long people live in good health. Prevention should be at the forefront of all national and local policies, weaved into plans for everything from health and social care to town planning, housing and transport. Therefore, we should invest in building homes that our residents need, ensure they are built safely and to a good quality meeting the needs of our people both now and in the future. <https://www.gov.uk/government/consultations/advancing-our-health-prevention-in-the-2020s>

- 5.3 As outlined the 2021 Adult Social Care White Paper 'People at the Heart of Care: adult social care reform' recognises the importance of housing in a person's health and wellbeing. Ensuring homes are suitable to meet a person's current and future needs, connecting people to a community where they choose to live, maintaining independence and providing choice of housing options whilst empowering individuals to live a fulfilling life is important.
- 5.4 In April 2016 a Greater Manchester Commissioning for Reform Strategy was created which was later refreshed in 2018. The strategy aligned the commissioning intentions of Greater Manchester Authorities to deal with the challenges facing commissioners. The strategy sets out a five year vision driven by public service reform and ambition to deliver improvement across services in Greater Manchester (GM). The priority areas to develop integrated commissioning include Adult Social Care, Children's Services, Learning Disabilities, Mental Health and Health Improvement. The Key principles of the strategy are around:
- **People and place** – commissioning to drive significant behaviour change across GM residents, organisations and workforces. Residents to be less reliant on public services and more proactive in their lifestyle approach and choices. Our organisations need to think beyond their organisational boundaries towards people and place.
 - **Co-design** – Commissioners, providers and residents working together to co- design services.
 - **Decommissioning** – Success will be defined as much by decommissioning decisions as by the commissioning activity.
 - **Commissioning at the right level** – to be successful we need to commission at the right spatial level. Connecting macro (GM and locality) and micro (individuals or teams) commissioning, for instance best use of community and voluntary organisations to deliver an asset-based approach.
 - **Be bold** – to deliver improved outcomes and achieve financial sustainability we must be bold and embrace new commissioning models as outcomes-based commissioning.

// The priority areas to develop integrated commissioning include Adult Social Care, Children's Services, Learning Disabilities, Mental Health and Health Improvement. //



5.5 The Bury Communities and Wellbeing strategy developed in 2016 set out the commissioning principles for Bury that still stand today.

- **Commissioning for outcomes**

Commissioning will be outcome focussed; linked into the 'Let's do it' strategy and adopts the Outcome Based Accountability (OBA) approach; that focuses on outcomes, monitoring and evidencing progress towards these, to determine if anyone is better off'.

- **Evidence Based Commissioning**

Commissioning services based on local, national and international evidence, expertise and research. The evidence should be translated and interpreted using local expertise to assist in informing the type and scale of the interventions commissioned. Utilising population, service and contract intelligence, in particular harnessing the soft intelligence gathered from community hubs and Voluntary Community and Faith Alliance (VCFA) to help analyse gaps in services and help shape commissioning services.

- **Commissioning for people and place**

All commissioning activities and decisions should result in helping neighbourhoods in Bury achieve their own vision and aspirations. The providers and organisations we work with need to think beyond their organisational boundaries towards people and place. Commissioning not just at the service level, but at as whole population level; considering the people and place agenda. To do things differently commissioning decisions need to help drive a behaviour change in residents, organisations and the workforce to be more proactive and resilient; with information at their fingertips to make informed choices about their lifestyle and services available to them.

- **Ensuring value for money, return on investment and maximising the 'Bury Pound'**

With an ever shrinking cash envelope, significant Council savings and a reduced resource, we cannot afford to commission the same services and expect different results. It is critical to gain value for money in all services commissioned; by having robust contracts in place that are well monitored and managed will help ensure outcomes set as part of contracts are achieved, lending a more effective use of the 'Bury Pound'. Social value will be built into commissioned services ensuring return on investment is maximised by gaining additional benefits to local communities and people. Utilising cost benefit analysis systems will help quantify return on investment.



- **Building strong and flexible provider relations; delivering good quality services**

Working with providers at the earliest opportunity to design and deliver quality services. Commissioners having a good understanding of the market place, developing MPS and working with providers to help stimulate the market place encouraging innovation of various models of delivery. Building strong relations with providers enables a more flexible and adaptable approach. Therefore, if there is ever a need to adjust or change a commissioned provision then this can be done in partnership (working together, moving away from a traditional commissioner/ provider split).

- **Decommissioning and robust reviewing of contracts, service and strategies**

Making the right decisions to decommission and or radically change existing service delivery models is just as important as commissioning the right services. We can not afford to commission more of the same; instead, we need to instil confidence in providers to think innovatively when considering service delivery models.

// There has never been a more important time to put people at the heart of what we do. //

• **Supporting the development of resilient communities with resilient residents; supporting effective market management**

Behaviour change is required to move away from reliance on public service and support residents to take control and responsibility of their own lifestyles. Commissioned services should inform residents of services available to them, commissioners need to commission services locally and work with the community and voluntary sector to deliver services in different ways. Using effective market management can help understand better what resident's needs are and how we can energise the market to deliver or meet those needs in more effective and innovative ways. The Care Act 2014 calls for diversity and quality in the market of care providers so that there are enough high-quality services for people to choose from.

• **Putting people at the heart of what we do (engagement, co-design and coproduction)**

There has never been a more important time to put people at the heart of what we do. Enabling and empowering people to help shape, design and input the development of services, commissioning and decommissioning. Over time the aspiration would be to devolve budgets and power locally to communities shifting the responsibility for service design locally to the communities and people who live within them. Bury is on a journey and already seen great success in the development of 'co-production networks' across a range of specialisms that add great value in service feedback and decision making.



Local Context

5.6 Our borough is the place we are proud to call home. It includes six towns (five neighbourhoods) built within areas of extraordinary natural beauty. It is a place rich in possibility which we must preserve, improve and cherish for future generations.

We want to recognise the distinct identities of our townships and the diversity of each community; to invest in our town centres; create more spaces where people can meet and enable access to affordable decent housing for all. As we do this, we are committed to becoming eco leaders, ensuring future generations can enjoy our green spaces and breathe clean air.

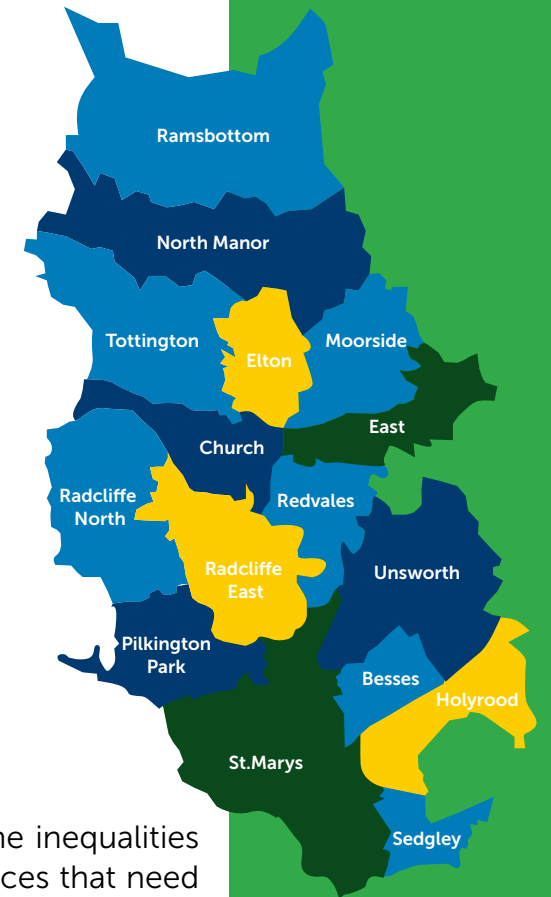
Overall, our borough is relatively less deprived than our statistical neighbours but our trend is a negative one. Deprivation is highly concentrated and was reported to be getting worse in both 2019 and 2015. To reverse this trend and close the inequalities gap we will target our resources locally, in the places that need them most. Public services and others will work together better, seamlessly and with knowledge of communities. We will create public service hubs which work within and across townships on a neighbourhood footprint, to bring different agencies together to target resources around greatest need, understand and galvanise community assets and focus on prevention as well as management of risk.

5.7 This local approach provides a foundation stone to develop a different relationship with residents and communities to connect people together. To do this all of our work in neighbourhoods will be guided by the Lets principles: taking a local approach, driving enterprise, working together and with a strengths based approach.

5.8 The Joint Strategic Needs Assessment (JSNA) helps the council and the CCG inform the planning and improvement of local services and guides us to make the best use of the funding in the commissioning of services.

5.9 Key messages from the Bury JSNA:

- People in Bury are living longer; life expectancy for both men (79.1 years) and women (82.1 years) has been improving over time, but the rate of this increase has slowed and there is still a significant gap between the life expectancy in Bury and the England average.



- There is also a social gradient to life expectancy in Bury, where men and women in the most deprived areas have a life expectancy of between 12.4 years (males) and 7.9 years (females) shorter than the least deprived areas.
- It is also important to determine whether additional years of life are being spent in good health or prolonged poor health and dependency. Healthy life expectancy adds a quality-of-life dimension to life expectancy. Similar to Life Expectancy there is inequality in healthy life expectancy between Bury and England. Male and female.
- There is also a social gradient to healthy life expectancy within Bury, where men and women in the most deprived areas have a life expectancy of between 14.8 years (males) and 13.4 years (females) shorter than the least deprived areas.
- In addition to this, locally healthy life expectancy is consistently below retirement age, indicating levels of ill health among the working-age population and suggesting many residents are not able to enjoy their retirement in good health. If someone is diagnosed today with a long-term health condition at the age of 50 years, there is still on average 17 years of working life before state pension eligibility. The key point is that, compared to England, not only do people in Bury live shorter lives, but also spend a smaller proportion of their life in good health and without disability.

- 13% of Bury school children have Special Educational Needs and Disabilities (SEND). That's around 4100 young people in Bury. This is similar to England average but higher than the statistical neighbours.
- Just over one fifth of Bury's population is made up of people aged 65 and over.
- 0.5% of people in Bury have a learning disability.
- 17.5% of people in Bury have a mental health illness and 1% of the Bury population have a serious mental illness.
- Estimates suggest that 1 in 4 adults will experience mental health problems at any one time (25%). For Bury, this represents over 36,925 people aged 18+.

- Estimates suggest that just over 2400 people in Bury aged 65+ have dementia. Projections suggest that this number will rise to nearly 3,500 by 2035. As this population will experience increasing levels of morbidity this will present a significant challenge to health and social care service.
- Estimates suggest that 20% of the older population are mildly lonely and a further 11% are intensely lonely. For Bury this would mean around 7000 people aged 65+ are lonely and over 3800 experiencing intense loneliness.
- There are approximately 20,600 carers in Bury. The number of carers aged 65+ providing unpaid care is set to increase by 21.8% by 2030.

5.10 Neighbourhood Information

- **Bury East** – Generally younger population when compared to rest of Bury, significantly higher proportion of BAME (23.4% BAME compared to 10.8% for Bury, plus 27.6% non-white UK compared to 14.7% to Bury). **One of the most deprived areas in Bury.**
- **Bury North** – Generally older population when compared to rest of Bury, significantly lower proportion of BAME (4.2% BAME compared to 10.8% for Bury, plus 6.8% non-white UK compared to 14.7% to Bury). **Least deprived neighbourhood in Bury.**
- **Bury West** – Generally middle-aged population when compared to rest of Bury, significantly lower proportion of BAME (6.2% BAME compared to 10.8% for Bury, plus 8.4% non-white UK compared to 14.7% to Bury). **One of the most deprived areas in Bury.**
- **Whitefield** – Generally older population when compared to rest of Bury, significantly lower proportion of BAME (9.5% BAME compared to 10.8% for Bury).
- **Prestwich** – Generally younger and middle-aged population when compared to rest of Bury, significantly higher proportion of BAME (13.8% BAME compared to 10.8% for Bury, plus 21% non-white UK compared to 14.7% to Bury).

For further information on the JSNA and neighbourhood profiles view the council website <https://www.bury.gov.uk/index.aspx?articleid=15624>



13%
of Bury school
children
have Special
Educational
Needs and
Disabilities
(SEND)


17.5%
of people in
Bury have a
mental health
illness

over 2400
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aged 65+ have
dementia

20%
of the older
population are
mildly lonely

20,600
carers
in Bury

Finance and Funding


In 2020/21
the council
spent over
£65 million on
adult social
care

- 6.1 In 2020/21 the council spent over £65 million on adult social care for a range of services and functions across the independent, voluntary and community sector. Bury currently spends more on long term care than other localities in Greater Manchester. Bury also has a higher conversion rate of clients coming into social care services than other localities in Greater Manchester.
- 6.2 Not unlike other areas, Bury Council faces significant financial challenges (further worsened by impacts and pressures of Covid-19), alongside an increased demand for services. To balance the books, Adults Social Care along with other parts of the council will need to drive efficiencies, develop new ways of working, review and transform services, consider what and how we commission and ensure all services drive value for money whilst upholding client needs and the best quality possible.
- 6.3 Currently around £22 million of the adult social care budget is spent on a range of services and support for our older generation and those with a cognitive, physical or sensory care need.
- 6.4 In 2020/21, Bury Council spent over £5.3m on people with a mental health illness, £4.8m relates to the provision of accommodation with mental health support, such as supported living, private residential rest home/nursing home, private respite care rest home/nursing home, domiciliary care and care at home. This is an increase of 15% from 2019/20. In 2020/21, 221 people received accommodation with mental health support in Bury.
- 6.5 We currently support around 600 adults in Bury with a learning disability. Bury provides more of our younger adults with a learning disability with services than others in Greater Manchester. A significant amount of the learning disability budget is spent on supported living in Bury with the current budget for supported living around £9.5million.
- 6.6 Bury is currently supporting around 130 adults with a learning disability in supported living, this number is considerably higher when you include people with mental health conditions in supportive living arrangements and is as high as 240 when you consider all conditions in Bury. The Greater Manchester average for supported living is much lower.

Our Current Needs and Data

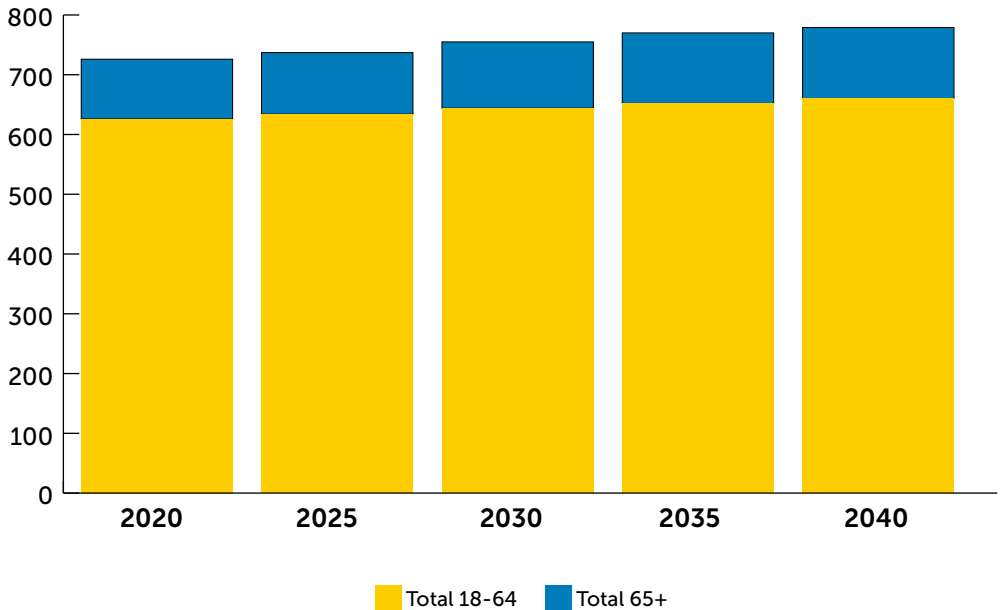


- 7.1 Bury currently have a higher than the average England population in the following groups:
- 60-64 years
 - 80-84 years (males only)
 - 85-89 years
 - 90 years plus
- 7.2 Looking at our five neighbourhoods in Bury, we can see where there are populations of people higher than the Bury average. We are looking at 45 years and over (if we model need over a 20-year period).

Table to show where older people live in Bury and which areas have ages higher than the Bury average. (Source: ONS mid year population estimates)

	Males	Females
Whitefield	All ages above 45 years	All ages above 45 years but not 65-69
East	No ages higher	No ages higher
North	All ages above 45 years	All ages above 45 years
Prestwich	60-64 and 90 years +	85+ years
West	50-60 years; 65-79 years	45-79 years

- 7.3 This table shows a higher than average ageing population in all ages over 45 years in the north of the borough. However, there is currently very little provision in the north of the borough for older people or those with additional needs.
- 7.4 The table below shows the population projections for people with a moderate or severe learning disability. Although please note that not all these people do or will require support from Adult Social Care. A high number of individuals are able to maintain their own independence with some supported by family, carers, friends and the wider community offer.



7.5 The below table shows the population projections for people with a physical impairment and therefore likely to need some form of support in the coming years.

Bury Residents	2020	2030	2040
Total population aged 18-64 who have impaired mobility	6240	6317	6204
Total population 64+ whose day to day activities are limited a lot	8748	12340	13567
Total population aged 18-64: moderate personal care disability	4515	4511	4519
Total population aged 18-64: serious personal care disability	993	993	1001
Total population: all ages with moderate or severe visual impairment	4169	4965	5583

7.6 People with a Primary Support Reason (PSR) of Learning Disabilities (18-64 years)

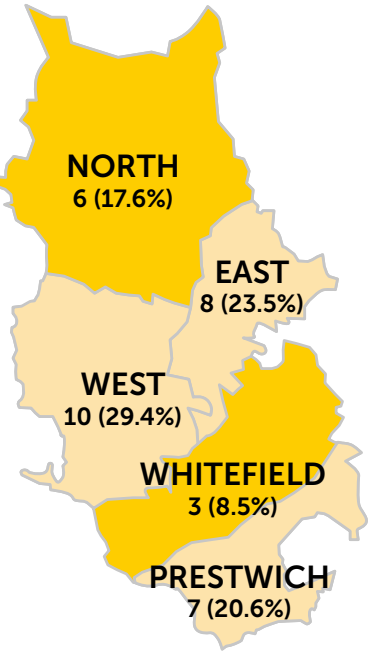
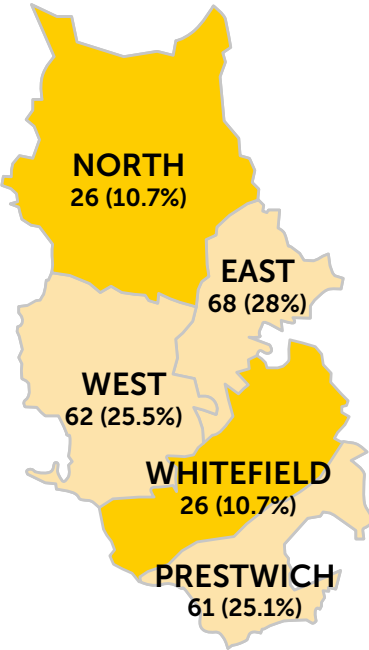
Services received	No' of people
Care At Home	39
Supported accommodation	192
Residential	54
Extra Care	0

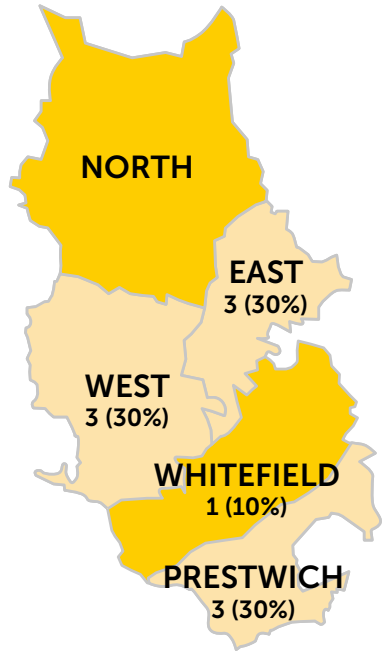
243 people with a PSR of LD – see map

7.7 People with Primary Support Reason (PSR) of Learning-disability (65+ years)

Services received	No' of people
Care At Home	5
Supported accommodation	24
Residential	13
Extra Care	1

34 people with a PSR of LD – see map

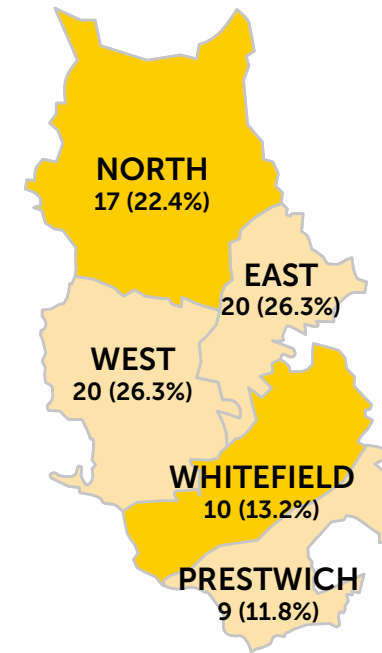




7.8 People with a Primary Support Reason (PSR) of mental health (8-64 years)

Services received	No' of people
Care At Home	6
Supported accommodation	5
Residential	2
Extra Care	1

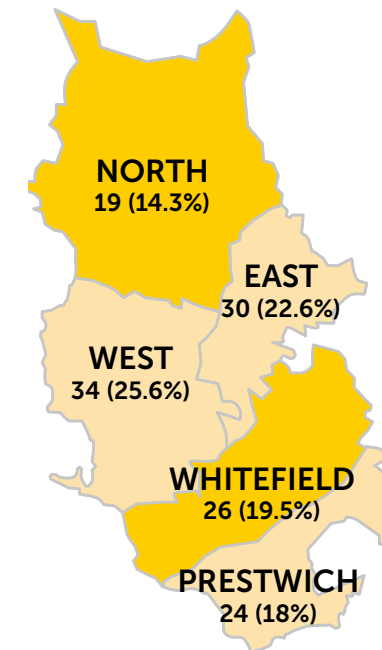
10 people with a PSR of MH – see map



7.9 People with Primary Support Reason (PSR) of mental health (65+ years)

Services received	No' of people
Care At Home	22
Supported accommodation	1
Residential	52
Extra Care	0
Nursing	19

76 people with PSR of MH – see map



7.10 People with Primary Support Reason (PSR) of physical support (18-64 years)

Services received	No' of people
Care At Home	115
Supported accommodation	11
Residential	12
Extra Care	2
Nursing	10

133 people with PSR of physical support – see map

7.11 People with Primary Support Reason (PSR) of physical support (65+ years)

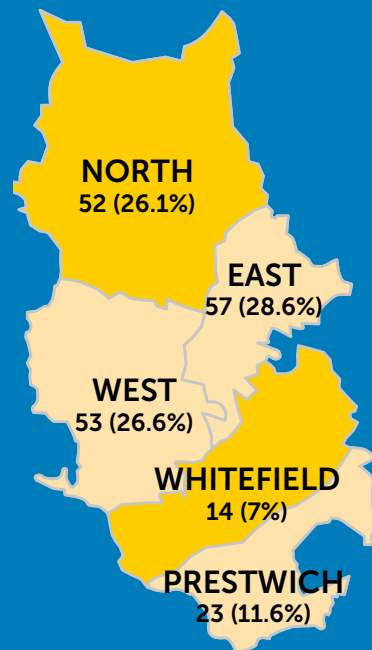
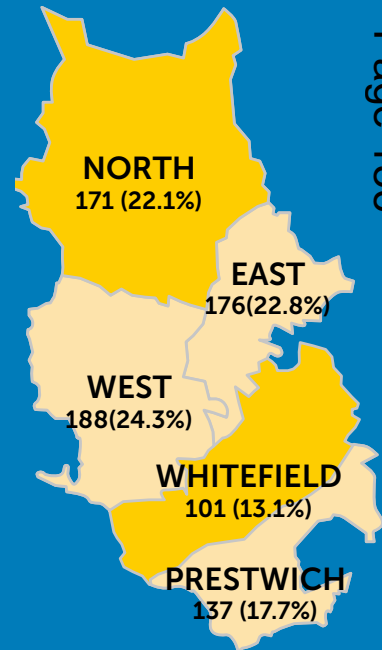
Services received	No' of people
Care At Home	520
Supported accommodation	4
Residential	246
Extra Care	12
Nursing	61

773 people with PSR of physical support – see map

7.12 People with a Primary Support Reason (PSR) of with memory & cognition (65+ years)

Services received	No' of people
Care At Home	44
Residential	140
Nursing	47

199 people with PSR of memory & cognition – see map



7.13 The below shows the current supported living premises in Bury

	East	North	Prestwich	West	Whitefield	Grand Total
Dual Diagnosis	2			2		4
Learning Disability	18	9	22	22	11	82
Mental Health	1	1		1		3
Mental Heal & Learning Disability	1		2			3
Grand Total	22	10	24	25	11	92

Future Projections



8.1 Estimated net need for housing and accommodation for older people in Bury

The estimated housing and accommodation for older people net need to 2035 are as follows.

- Housing for older people (retirement housing for sale and contemporary 'sheltered housing' for rent). The estimated housing for older people net need to 2035 is c.880 beds/units of which c.440 for social/affordable rent and c.440 for sale.
- Housing with care (extra care housing). The estimated housing with care net need to 2035 is c.330 beds/units of which c.165 for rent and c.165 for sale.
- Residential care. The estimated residential care net need to 2035 is c.65 bedspaces.
- Nursing care. The estimated nursing care net need to 2035 is c.280 bedspaces.



**Housing and
supported
accommodation
estimated net
need**

8.2 Housing and supported accommodation estimated net need for adults with a mental health need in Bury

- There is an estimated net need of c.185 beds/units of housing and supported accommodation for people with a mental health support need living in Bury, to 2025.
- Of this net need of c.185 beds/units, c.95 is expected to be for mainstream housing, and c.90 is expected to be for supported housing.
- There is an estimated net need of c.370 beds/units of housing and supported accommodation for people with a mental health support need living in Bury, to 2030.
- Of this net need of c.370 beds/units, c.185 is expected to be for mainstream housing and c.185 is expected to be for supported housing.

8.3 Housing and supported accommodation estimated net need for adults with a learning disability / autism in Bury

- There is an estimated net need of c.50 beds/units of housing and supported accommodation for people with a learning disability / autism living in Bury, to 2025.
- Of this net need of c.50 beds/units, c.10 is expected to be for Shared Lives accommodation housing, and c.40 is expected to be for supported housing.
- There is an estimated net need of c.105 beds/units of housing and supported accommodation for people with a learning disability / autism living in Bury, to 2030.
- Of this net need of c.105 beds/units, c.25 is expected to be for Shared Lives accommodation housing, and c.80 is expected to be for supported housing.

**There is an
estimated net
need of c.185
units of housing
and supported
accommodation
for people with
a mental health
support need
living in Bury, to
2025.**

Commissioning Priorities and Intentions



9.1 Evidence suggests that there is a lack of housing with support for two priority groups in the borough, therefore our commissioning priorities are:

- Older People
- People with long term conditions:
 - Learning disabilities
 - Autism
 - Mental Health


Evidence suggests that there is a lack of housing with support for two priority groups in the borough

Priority Group One: Older People

- 9.2 The number of people in Bury over the age of 85 is set to increase by a third by 2030. If we look to 2037, the increase from current levels is more dramatic – at around 65%. The number of people over 65 is set to increase by 15% by 2030. Projections for 2037 show an increase of 24% compared to current levels (of people over 65). Around 1/4 of all households in Bury are “older people”. Around 1/3 of older householders are likely to live in 3 bedroom houses, whilst a further 17% in 4 or more bedroom bungalows.
- 9.3 We need to make sure that we have the right options for older people in the right place at the right time. We want to work with our people and providers to develop a “roadmap” for each neighbourhood. Given the current population needs, trends, spends and the future population projections, it is suggested, that Bury will need more capacity for c.550 beds/units of retirement housing and c.210 beds/units of extra care housing by 2030, rising to c.870 beds/units of retirement housing and c.330 beds/units of extra care housing by 2035.
- 9.4 Commissioning intentions for priority group one, older people are that we will:
- Understand the type of accommodation with support people want and need in Bury (informed by feedback from the Council’s housing strategy and local coproduction networks).
 - Work with providers to deliver Bury resident’s aspirations and commission accordingly.
 - Discourage developments where there is a saturation of supply.
 - Work with Providers to understand how they can best meet demand based on their knowledge and expertise.
 - Encourage innovative forms of accommodation with support for older people, to diversify the market e.g. retirement villages etc.
 - Develop a plan in partnership with existing suppliers to adapt nomination processes, and re-purpose sheltered properties, to meet demand from working-age adults.
 - Referring back to our principles, we will co-design and deliver housing solutions with Bury people, as well as our housing partners, using our well developed networks, knowledge and expertise.
 - Ensure the ethos of the ‘Let’s do it strategy’ and the Inclusion agenda is central to housing for those with additional needs.

“
We want to work with our people and providers to develop a “roadmap” for each neighbourhood.
”



we commission
60 supported
living
services from
independent
sector
providers.

Priority Group Two: Long Term Conditions

- 9.5 The 2020 household survey shows that 10% of Bury residents have a long standing illness or health condition this equates to 19,069 people. It also suggests that 5.9% of the population have a physical or mobility impairment in Bury this is around 11,425 people. Also, around 6.5% of the population will have either a visual or hearing impairment.
- 9.6 The 2020 household survey estimates that 6% of the population have mental health issues for Bury this means around 11,479 people and that 1.8% of people or 3508 people have a learning disability.
- 9.7 Future population projections suggest the total number of people with learning disabilities is set to increase by 4.8% by 2030; with a 28% increase of those aged 65 and over, and 83% increase in those aged 85 and over, compared to current levels.
- 9.8 For Mental Health future population projections for those 18-64 years is set to increase by 1.3% by 2030. Projections for 2040 show an increase of 3.4% compared to current levels.
- 9.9 Future population projections for autism suggest the total number of people with Autistic Spectrum Disorder will increase by 7% by 2030 and projections for 2040 show an increase of 12% compared to current levels.
- 9.10 When we look at the current position for learning disabilities in Bury, we commission 60 supported living services from independent sector providers. Greater Manchester Health and Social Care Partnership data in partnership with the Housing LIN indicated Bury will require an additional 105 self-contained supported living units by 2030. This is a significant ask. Bury's current housing options focus on a more traditional model offering a shared supported living service for multiple occupants with shared kitchens, living rooms and bathrooms. Going forward we want to move away from this offering people a home rather than 'accommodation' with their own front door and space tailored to their needs.
- 9.11 Currently in Bury there is no housing provision which has been designed specifically for the needs of autistic people. Using specialist population modelling estimates, we believe there are 65 adults and 19 children and young people who potentially need housing in Bury, this level of demand remains roughly constant into the future. As there is no specifically designed housing options for autistic people the offer like for those with learning disabilities is a traditional model with shared accommodation. Therefore, we would like to design schemes that are more fit for purpose for autistic people.



- 9.12 For mental health the Housing LIN data states there will be a requirement for an additional 185 units of supported accommodation for people with a mental health need in Bury by 2030. This comprises of an additional 233 units of self-contained supported accommodation, with 48 fewer units of shared supported accommodation required in 2030. Delayed Transfers of Care (DTC) data for Bury patients at Pennine Care Foundation Trust (PCFT) for a 12 month period (18/19) totals 1,858 delayed days. Over 70% of the overall number of DTC days is due to a housing related issue with 15% awaiting residential home placement, 39% awaiting nursing home placement and 17% awaiting a housing placement. Using the Housing LIN data and the DTC statistics suggests a great need to focus on mental health housing solutions both as a step down from the hospital setting and in supported living.
- 9.13 Commissioning intentions for priority group two, people with long term conditions:
- The shortage of accommodation for these three groups (learning disabilities, autism and mental health) needs to be addressed with innovative solutions which support an "own front door" model.
 - We will work with existing providers to meet immediate and future needs identified to:
 - Train staff where there are gaps identified.
 - Adapt accommodation as required.
 - Gain allocation rights on existing developments.



We will work
with existing
providers
to meet
immediate
and future
needs



**We want to
work with
providers
who deliver
innovative,
flexible
person
centred
services**

**// Bury Council
will address
the issue
of gaps in
provision
of specialist
services for
people with
additional
needs by
working in
partnership
with
providers to
grow and
establish
services.
//**

- Create or commission a crisis response service with key partners to meet the needs of people within borough.
- Explore with landlords and key partners the potential to re-purpose sheltered schemes into accommodation for adults with Long Term Conditions.
- Utilise 'Assistive Technology' in existing and new housing stock to better meet the needs of people.
- Work with key providers to identify and de-commission, or re-purpose supported living properties no longer needed, based on customer preference and viability.
- We will work with children's service colleagues to identify people who may need accommodation based support from the age of 14 years.
- Develop a 'roadmap' for accommodation, as for older people, so that both commissioners and providers understand medium and long term plans for accommodation with support.
- Referring back to our principles, we will co-design and deliver housing solutions with Bury people, as well as our housing partners, using our well developed networks, knowledge and expertise.
- Ensure the ethos of the 'Let's do it strategy' and the Inclusion agenda is central to housing for those with additional needs.

Meeting future Demand

- 9.14 Bury Council will address the issue of gaps in provision of specialist services for people with additional needs by working in partnership with providers to grow and establish services. We want to encourage providers to consider what skills and expertise their organisation can bring to the Bury market where they may have a different offer in other local authorities. Bury will be using the Flexible Purchasing System to purchase supported living so it is essential that providers apply to be on the Framework. Bury has historically purchased care on a one-to-one basis and although in some cases this might be appropriate, we want to shift towards block purchasing of care across whole schemes where possible.
- 9.15 Current data shows in Bury there isn't enough provision to meet the future demands for supported living, with the 'own front door' model in mind and especially for adults with mental health needs. This may present opportunities for the market to explore whether they are able to fill these gaps.

- 9.16 We know proximity to support networks, education, employment, and transport links are important factors for individuals when considering where to live. We want to invest in homes that enable independent living, empower people to build on their strengths and interests whilst also supporting people to connect with their local community offer. Current data shows that Bury purchases more supported living than other areas in Greater Manchester and this has been steadily growing over the past few years. We want to encourage and stimulate this growth through our partnership working.
- 9.17 One of the key gaps identified through our data analysis and local engagement was the gap in services for the transition to adulthood and this will be an area of focus for further market development work. One of the proposals for future developments in the way we work is to move to an all-age disability service removing the need for transitions and instead providing one streamlined service irrespective of the individual's age. Providers of community support services may therefore wish to consider dual registration for under 18s to support this aim.
- 9.18 Co production and engagement with our people is important to us in Bury and therefore want to work with partners who are willing to work opening and transparently with a range of stakeholders. Involve relevant council staff, service users and their carers/family in the design and development of any services. We believe their feedback is key to improving the quality of services. Providers need to consider how feedback can be applied practically to develop new or improve existing services.
- 9.19 We will expect that providers we work with have a strong focus on monitoring and reviewing performance. Tracking progress and auditing of key areas of service delivery ensures areas for improvement can be identified. This helps to improve quality, identifying best practice and benchmarking with others ensures learning can be applied, leading to service improvement. Clear standards, consistency and compliance to service delivery expectations ensures quality assurance. A cycle of plan-do-check-act ensures improvement is monitored and can be demonstrated.
- 9.20 Improving outcomes for people is as equally important as improving the quality and choice of housing in Bury. Bury commissioners are focussed on both good quality services for our people which lead to good quality outcomes. We want to work with providers who deliver innovative, flexible person centred services and, from a broader point of view, we will expect good providers to recognise that the people using their services and their carers are experts in their own lives and are therefore essential partners in the design and development of services. Our

social care workforce work across a neighbourhood footprint to know and understand the local area, people and aspirations this help to drive good quality services and support. As part of workforce developments, we are currently supporting our health and social care workforce to expand their skillset by undertaking ethnographic training. The ethnographic approach helps change the conversation with clients providing a different platform to learn about our people, their goals and needs, supporting people in creative ways and this is something we will expect from the providers we work with.

9.21 We want all our services to treat each person according to their individual care, support needs and preferences. It is important that providers adapt their service to deliver flexible options and tailored support, particularly as more and more people will be making their own choices in purchasing care utilising their Personal Budgets or as self-funders. A person centred approach to care and support, will support people to:

- Live independent lives, be clear on options available to them and with as much involvement as they want in decisions about what care and support they need and how it should be delivered.
- Maintain relationships with family and friends and provide opportunities to be a part of their local community offer, developing numerous connections, accessing community groups, activities and services that meet their needs or interests, skills and abilities.
- Live without fear of harm or abuse and support them to manage any risks which might arise and to avoid unnecessary risks.
- Experience their care provision/support positively, through relationships based on mutual respect and consideration, and where care - designed around their needs - is both consistently delivered and well coordinated.
- People don't want to be defined by their condition they are suffering from e.g. dementia, autism or subject to multiple co-morbidities. They are, first and foremost, individuals with very personal hopes, fears, aspirations, and relationships.

9.22 Over the past four years Bury Council has supported the development and growth of the Bury Voluntary Community and Faith (VCF) sector, via resource, grants, and the establishment of the Voluntary, Community and Faith Alliance (VCFA). Building the VCF sector enables a diverse range of local services delivered or designed by local people to address local issues. As part of the council's preventative strategy, to enable self-care and empower self-management of long term conditions the council



will continue to signpost a number of people to services in the community and an ongoing analysis will be made about the scope and ability of small and medium VCF sector providers to meet this requirement. The role of the VCF sector in combating loneliness and enabling social inclusion is increasingly important. VCF organisations play a key role in the delivery of services, particularly at a time of major change for the public sector and are well placed to take advantage of opportunities and identify new ways of working in Bury.

9.23 Bury Council are fully committed to wider social benefits and the environmental wellbeing of Bury and fully embrace the duties set out in the Public Services (Social Value) Act 2012. In 2016 Bury wrote its social value policy and this is something we are looking to refresh in the coming months.

9.24 Integration of health and social care has been a key policy driver for many years within health and social care. Most recently, the NHS Long Term plan and the Care Act 2014 outlined the need to design and implement services around individuals and their communities, to further enhance pathways and joint service provision across health and social care. In Bury we have stepped up our Integrated Neighbourhood Teams, a true collaboration of health and social care, encouraging a new way of thinking and working collaboratively with clients. This is something providers we work with can be a part of to, an example of this locally is the trialling of care providers whose staff offer a 'blended role' approach, supporting care at home clients with low level nursing needs such as dressing changes that typically would have been undertaken by district nurses. The development of the Integrated Care Partnership has also helped to galvanise the wider system and will continue to be a focus in the future.



**Bury Council
are fully
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Our Housing Aspirations and Ambitions



- 10.1 Overall, across the priority areas there is a requirement by 2025 to increase supported accommodation by C.245 bedspaces.
- For older people our ambition is to develop 2 new large extra-care schemes between 2022 and 2025 delivering an additional C.114 beds/units in Bury.
 - For people living with mental health conditions our ambition is to develop 6 new schemes between 2022 and 2025 delivering an additional C.86 beds/units in Bury.
 - For people living with a learning disability or autism our ambition is to develop 4 new schemes between 2022 and 2025 delivering an additional C.39 beds/units in Bury.
- 10.2 This is ambitious and could see as many as 12 new developments in Bury over the next 3 years. The required provision presents a significant challenge that will require additional resource and capacity via a dedicated team, additional investment via capital and revenue budgets, also identified land with planning permission to build at pace.

10.3 The table below sets out the aspirational timeline for delivery, with the caveat that the number of schemes/beds may vary slightly due to property development opportunities.

Priority Area	Year 2022	Year 2023	Year 2024	Year 2025	Proposed additional beds/ units
Older People	Planning and where possible work begins across all priority areas.	Increase existing capacity by 57 beds or 1x new development with 50 – 80 beds/units	Review and work on developing existing provision in line with the extra care review	Increase existing capacity by 57 beds or 1x new development with 50 – 80 beds/units	C.114 beds/ units
Mental Health	Working with providers to review and develop existing provision and opportunity.	2 x 10 bed schemes = 20 beds/units	2 x 15 bed schemes = 30 beds/units	2 x 18 bed schemes = 36 beds/units	C.86 beds/ units
Learning Disabilities and Autism		2 x 8 bed schemes = 16 beds/units	1 x 16 beds scheme = 16 beds/units	1 x 7 beds scheme = 7 beds/units	C.39 beds/ units

- 10.4 The development of new housing schemes will range from purchasing property with 1- 3 bed/units, standing up new 6 - 8 beds/units developments or commissioning larger scale housing schemes to accommodate varying needs. This will be dependent on land available, planning permissions, building size, priority area supported and the financial envelope. Developing new housing schemes is just one solution to housing in Bury.
- 10.5 We will also:
- Continue to work with existing providers, ensuring existing provision is fit for purpose, meeting both current and future needs. This may mean reshaping, expanding or decommissioning where necessary.
 - Continue collaboration of health and social care professionals, with housing partners and care providers along with customers, their family and carers to find housing solutions that best meet the individuals needs and aspirations.

Additional Supported Housing need beyond 2025

10.6 When we focus on supported housing across the priority areas projections up until 2035 show:

Cohort of people and housing and accommodation type	Additional units / bedspaces needed by 2025	Additional units / bedspaces needed by 2030	Additional units / bedspaces needed by 2035
Older People: Housing with care (Both social rent/ affordable rent and for sale/ shared equity)	114	212	328
People with mental health needs (Supported Housing)	92	185	-
People with learning disabilities/ autism (Supported housing)	39	80	-

10.7 During the coming months/years we will extend the plan to work toward 2030 and then 2035 based on our data. Constant checking of the data, evidence, feedback and demand mapping will be used to verify future projections. This will aid the continuation of supported housing schemes beyond 2025.

Older People

- 10.8 For older people we need to grow by C.114 beds/units by 2025.
- 10.9 Vast amount of work is underway to review the sheltered housing accommodation throughout the borough. This will likely lend itself to significantly expanding the numbers of available beds/ units.
- 10.10 Existing extra care provision in Bury has over 169 units, (Redbank- 40 units, Peachment Place- 60 units, Falcon and Griffin- 69 units). Good practice for extra care or retirement village type provision is in the region of 80 beds/units. Noting that some provision will have 2 bedroom or be shared by two people who are cohabiting. If we grow our existing provision in line with this, for example, Mosses Extra Care currently has 25 units, a proposed option could increase this provision to 81 units, providing growth of 56 units. By extending the portfolio by two schemes of this size would generate 112 beds/units which would almost achieve our target.

- 10.11 The data also shows a small increased need for residential beds and a larger increase in nursing beds over the coming years, this will be addressed via our provider pillar.
- 10.12 Therefore, the aspiration for older people’s provision is to grow by C.114 beds/units between now and 2025 across 2 new schemes or increasing the size of existing schemes/provision.

For People with Mental Health

- 10.13 For people with mental health needs we need to grow by C.92 beds/units by 2025.
- 10.14 Research shows a diverse range of supported housing solutions meeting the needs of those living with mental health conditions. Often the number of beds in any given provision will be determined by the size of building or land available. From conversations with peers and other local authorities’ provision between 6 and 12 beds /units seemed popular and enabled good outcomes. Communal space or ideally individual social space is required, and preference will depend on complexity of need. When we look at a range of supported living across the North West, North East and Midlands, new developments over the past 2 – 3 years have ranged from 8 – 20 beds/units. If we look locally, in 2019 Bolton stood up a provision of 15 apartments, Stockport provided an 18 beds/units provision each with its own front door and last year Leeds set up a provision with 10 apartments. If we were to replicate these types of provision this could provide 43 beds/units over three settings, which would put us almost halfway to our aspiration of an additional 92 beds by 2025.
- 10.15 Using this as a basis our ambition would be to increase our current bed base by six schemes for those with mental health between now and 2025, on average this would be an increase of around 30 beds/units per year and between 1 – 2 new schemes per year. As outlined not all provision will be met from new developments but acquiring and developing existing buildings and some offers maybe smaller, for example a house supporting 3 - 5 individuals. Therefore, the overall number of schemes will be adjusted to provide the total number of required bedspaces.

// Research shows a diverse range of supported housing solutions meeting the needs of those living with mental health conditions. //

// Feedback from schemes across Greater Manchester is that communal social spaces need to be considered carefully in the context of the clients //

For People with A Learning Disability or Autism

- 10.16 For people with learning disabilities and/or autism the data suggests we need to grow by C.39 beds/units by 2025. There is some concern this may not include turnover of existing provision that may not be suitable or need developing, however this will be reviewed in line with any new developments or standing up new opportunities.
- 10.17 Our ambition is informed by learning from other areas, we believe 12-15 flats should be the maximum size for any development for people with Learning Disabilities (Wigan & Tameside). Understanding people’s needs and assessing compatibility within the scheme is a starting point; along with making sure we are integrating within (not alongside) the wider community. Feedback from schemes across Greater Manchester is that communal social spaces need to be considered carefully in the context of the clients (for example autistic people may prefer fewer shared social spaces to those with LD). A good average per scheme would be the 8 beds/units and this fits with NHS England guideline for maximum build for complex LD clients. However, it is recognised at this point detailed work will further inform this model. We have feedback from Bolton about their successful 16 beds/units model; Rochdale also have a 16 beds /units scheme coming on-line, with smaller units for complex patients.
- 10.18 If we were to replicate these types of provision this could provide 32 beds/units over two to four settings, which would put us on track for our aspiration of an additional 39 beds/units by 2025. Therefore, our ambition is to increase our beds by 2 schemes holding circa 8 beds/units each by 2023, a further 16 beds/units provision in 2024 and a further 7 beds/units provision in 2025.

Key Contacts



- 11.1 Internal and external key contacts for organisations and service users who want to find out more or develop ideas with other organisations.
- 11.2 CommunityCommissioning Team who leads on the reviewing and development of new schemes. Contact Email: cwprocurement@bury.gov.uk
- 11.3 To find out more about the Flexible Purchasing System where care in Bury is tendered for learning disabilities and autism, cwprocurement@bury.gov.uk
- 11.4 The Chest is the North West’s Local Authority Procurement Portal. The Chest has been created with funding from the North West Centre of Excellence to bring together buyers and suppliers making it easier for businesses to find out about new sources of potential revenue and to grow and develop to the benefit of the local economy. To find out more and register please visit <https://www.the-chest.org.uk/>
- 11.5 For Bury Council planning information and advice visit <https://www.bury.gov.uk/index.aspx?articleid=10762> here you will also find links to the planning portal.
- 11.6 Adult Social Care webpages can be found online at <https://www.bury.gov.uk/adults>
- 11.7 The Bury Directory is the Bury directory of services, useful information, what’s on, key news and a host of information, advice and signposting detail. You can access the Bury Directory at <https://theburydirectory.co.uk/>



Checklist of accommodation standards and tenancy-related housing services in supported housing

One Commissioning Organisation (OCO)

May 2021

Introduction

This checklist sets out standards for accommodation-related housing services that should be applied in all One Commissioned Organisation (OCO) supported housing. It covers legal requirements, minimum standards and what constitutes best practice.

While the intended audience is primarily supported housing landlords and managing agents, we believe all organisations involved in supported housing delivery will find the list beneficial and a useful reference point, and would encourage:

- It should inform OCO Commissioners, Provider Relationship officers and referral agencies of standards when placing or referring individuals into supported housing accommodation.
- It should inform housing enforcement strategies and approaches.
- It should be recognised that the supported housing sector in Bury is diverse and serves a wide range of customer groups with a variety of needs and requirements.

This checklist should be considered with this in mind, discretion and sound practical judgement should be exercised where a guideline does not apply to a certain group, situation or type of supported housing scheme.

Supported accommodation – general expectations and suitability

Minimum legal requirements

- Accommodation is safe and well maintained ([Sections 9A – 11 Landlord and Tenant Act 1985](#)).
- Landlords must ensure that their property, including any common parts of the building, is fit for human habitation at the beginning of the tenancy and throughout.
- Landlords must ensure their property is free of hazards by which is meant any defect which poses a risk of harm to the health or safety of the occupiers.
- Landlords must keep the structure and exterior of the property in repair and must keep the installations which provide water, gas, electricity, sanitation, heating and hot water, in proper working order.
- For supported housing with commissioned support, the accommodation will need to comply with the accommodation standards set out by commissioners. This may be higher than the minimum statutory standards in some cases.

Minimum standards

- Housing is accessible, suitably located, appropriate and suitable to meet the needs of residents, including health, care and support needs.
- Procedures and measures are in place to minimise risk and provide the best possible support to people in supported living settings in the context of the COVID-19 pandemic and or any other future pandemic.
- Accommodation is assessed by OCO commissioners, referring bodies, and by providers and their partners (e.g. providers of support services), for its suitability in meeting the needs of the specific vulnerable residents being accommodated. The individual's views and aspirations are sought and considered in the assessment.
- Accommodation needs are relevant to assessment and outcomes aspired, in line with the personalisation agenda.
- Housing staff demonstrate an understanding of supported housing services and should be provided with comprehensive training, with regular refreshers on key issues, and appropriate learning and development opportunities for their role. They develop competencies relating to safeguarding, equalities and building safety. Staff are supported to acquire appropriate qualifications, where relevant.
- All staff are suitably qualified or trained appropriately for the role they are in and encouraged to acquire appropriate and relevant qualifications by housing providers.
- Staff are supplied with the appropriate PPE and training in COVID-19 measures and follow the Public Health England [guidance on PPE in residential care/support settings](#).
- Staff and residents are considerate of neighbours, therefore external areas are kept clean and safe, and measures are in place to prevent and manage any anti-social behaviour.

Going further –best practice

- Accommodation is located near to amenities and transport, supporting social inclusion.
- There are efforts to engage the local community, for example over the standards of housing and housing services, or by allowing access to any facilities such as gyms, as appropriate.
- Residents are empowered and supported to engage with neighbours and the local community if they choose to.
- There are efforts to engage the local community voluntary and faith sector to offer a range of support and social connections, residents are empowered and supported to understand and take up this offer if they chose to.

Accommodation regulations and standards

Minimum legal requirements

The buildings comply with council standards or other statutory building and fire safety regulations and any other relevant wider applicable housing legislation.

The landlord must:

- Check and maintain gas safety (Gas Safety (Installation and Use) Regulations 1998)
- Ensure that furniture and furnishings comply with the regulations and are fire safe (Furniture and Furnishings (Fire) (Safety) Regulations 1988)
- Fit smoke and carbon monoxide alarms (The Smoke and Carbon Monoxide Alarm (England) Regulations 2015)
- Provide an Energy Performance Certificate (Energy Performance of Buildings (England and Wales) Regulations 2012)
- Provide a copy of the [How to rent: the checklist for renting in England guide](#)
- Buildings comply with relevant accessibility regulations, including on accessible and adaptable dwellings (Access to and use of buildings: Approved Document M, vol. 1 and 2).
- Accommodation is free from serious hazards, as assessed by the Housing Health and Safety Rating System.
- Landlord complies with House in Multiple Occupation management duties and licences property if necessary.
- Meet the standards set out in the 'Decent Homes Standard' if registered with the Regulator for Social Housing (or work closely with the Regulator to do so within an agreed timeframe if non-compliant).
- Oblige the Bury 2030 vision and Bury Housing Strategy (<https://www.bury.gov.uk/index.aspx?articleid=15839> and <https://www.bury.gov.uk/index.aspx?articleid=15729>)

Minimum standards

- Meet the standards set out in the 'Decent Homes Standard', even if not registered with the Regulator of Social Housing. If accommodation does not meet the standard, we would encourage the provider to instigate a plan to achieve compliance over a reasonable specified timeframe and to monitor, assess and report regularly against progress.
- Buildings are energy efficient – we recommend providers work towards a minimum target of Band C of the Energy Performance Certificate.
- Landlord provides an Electrical Installation Condition Report (EICR), ensuring remedial works or further investigative works are carried out to remedy any 'C1', 'C2' or 'FI' classifications.

Going further –best practice

- Comply with House in Multiple Occupation management duties and licensing standards even where the property is formally exempt from licensing on the basis of being owned or managed by a housing association or other provider registered with the Regulator for Social Housing.
- Comply with the Code for Sustainable Homes, a single national standard for the design and construction of sustainable new homes.
- Comply with Secured by Design, a police initiative that improves the security of buildings and their immediate surroundings.
- For older people's housing, schemes comply with the Housing our Ageing Population Panel for Innovation (HAPPI) design principles.
- Where appropriate for the client group, the scheme is designed and developed in line with Psychologically Informed Environment principles.

Housing facilities

Minimum legal requirements

- Properties are appropriate size for the number of occupiers ([Housing Act 1985, Part X](#); [Housing Act 2004, Part 1 and 2](#)).
- Staff make reasonable adjustments to accommodation to meet residents' needs, for example if a resident is disabled (Equality Act 2010).

Minimum standards

- There are an adequate number of bedrooms. Except in emergency or short-term accommodation, unrelated adults are not expected to share bedrooms.
- Living space for daily activities is appropriate for the size of the household. There is common space such as community rooms.
- Accommodation provides residents with privacy and dignity, including private (as appropriate) space for dressing, showers, toileting, and accessible space for disabled users.
- Storage is provided to keep residents' personal belongings safe.

Going further –best practice

- Accommodation is welcoming and is designed to feel like a home, rather than an institution. Residents are consulted on changes to their spaces such as redecoration or use of communal areas.
- Residents are able to add to or change décor (within reason) to make their home feel more personal to them.
- Care is taken to consider additional facilities or spaces which can improve outcomes (e.g. communal areas or private spaces for meetings with support workers).
- Clear signage where needed, such as to communal areas (e.g. gym).

Housing safety and building condition

Minimum legal requirements

- Buildings are fit for human habitation ([Homes \(Fitness for Human Habitation\) Act 2018](#)) with no hazards.
- Buildings comply with relevant legislation on building maintenance and condition.
- There are policies and procedures in place for risks related to fire, asbestos and Legionella (where appropriate).

Minimum standards

Buildings are well maintained, with all amenities in good working order. This includes:

- lifts
 - appliances
 - windows
 - doors and locks
 - lighting
- Room temperatures are adjustable with appropriate heating/cooling systems. Residents can control heating within their homes.
 - There are clear procedures for residents to report issues.
 - Maintenance problems are addressed and fixed in a timely and responsive manner.
 - All repairs are followed up in a timely manner relevant to the type of repair required.
 - There are clear procedures and processes to address non-routine or emergency repairs.
 - Grounds are maintained in all seasons, with timely removal of ice and snow.
 - There are policies and procedures in place for risks including electrical safety and emergency planning.
 - Housing providers follow the Public Health England guidance for supported living settings.
 - Accommodation is built to high accessibility standards so appropriate additional adaptations are easy and affordable to install. This can include, as needed, functioning alarm points, e.g. call bells, which are tested and maintained regularly; grab rails in bathrooms, showers and toilets and anti-scalding controls, for example in accommodation for older people or people with learning difficulties
 - There are closed containers for disposal of sharp objects.
 - Trip hazards are managed - all stairways and halls are lit adequately, with handrails and non-slip rugs where needed.
 - Windows are fitted with plastic or safety glass (even where not required by building codes).

Going further –best practice

- A planned programme is in place to minimise preventable deterioration of the buildings, accommodation, grounds, equipment and furnishings, and that all such

are well maintained and in good working order. This includes a preventative maintenance and repair programme and schedule with regular inspections to check building and equipment conditions and to ensure repairs and servicing takes place.

- Timescales for non-emergency repairs may be agreed with residents to create a more resident-focused approach.
- Housing and property managers examine the physical buildings on a regular basis to identify problems areas in safety and security.
- Housing staff inspect property units whenever a new resident moves in, and at least annually.
- Each property has a safety plan, with a clear reporting line for responding to building emergencies. Residents are engaged on issues related to safety through existing or dedicated committees including residents, housing and support staff.

Tenancy and licence agreements

Minimum legal requirements

- All housing-related fees are listed, including tenancy fees, deposits, management fees and service charges ([Landlord and Tenant Act 1985](#)).
- Tenants are not evicted without proper procedure or legal proceedings.
- Residents are never to be charged for normal wear and tear. Residents may be charged where the tenant has caused extensive damage to a unit.
- Costs for rent and eligible services charges are transparent and reasonable

Minimum standards

- Residents in supported housing have the most secure form of tenancy compatible with the purpose of the housing and the client's needs and circumstances. The tenancy agreement or license is provided quickly.
- The terms of tenancies and licences are fair and transparent and take into account the housing needs and aspirations of residents. (Based on assessment).
- Residents' rights, choices and control over their homes are respected, while taking into account the needs of other residents and any access rights which may be required.
- Records are kept for each resident, relating to housing fees, their deposit, rent arrears, any accommodation issues, and notes on any proposed eviction or transfer.
- There are clear procedures which set out the circumstances when the person can be moved on, e.g. if their care needs change
- There are clear procedures for eviction, with a focus on working with the individual to avoid or prevent eviction where possible. Providers work to find solutions to sustain accommodation.

Going further –best practice

- All residents are helped by housing staff to understand their rights and responsibilities under the tenancy.
- Housing staff assist residents with managing rental payments and rent arrears where needed.
- There are procedures in place to prevent the need for eviction ever arising, where possible.

Resident communication and engagement

Minimum legal requirements

- In HMOs, name and contact details of the landlord must be made available to residents and clearly displayed ([The Management of Houses in Multiple Occupation \(England\) Regulations 2006](#)).

Minimum standards

- Communication and information are clear, easy to follow and appropriate to the needs of residents.
- Name and contact details of the landlord are made available to residents and clearly displayed.
- Clear information is provided to residents on how their rent and service charges are set.
- House rules, which respect residents' rights and independence, are in place and clearly displayed. The rules are developed with input from residents where possible.
- Protections are in place to protect residents from anti-social behaviour from other residents, as well as from abuse by staff or visitors.
- Clear, simple and accessible complaints and redress procedures are in place.

Going further –best practice

- Staff actively seek resident feedback on the housing and housing services, ideally through a range of methods such as informal chats, meetings, surveys and suggestion boxes.
- Resident feedback is used to make relevant or required changes/ developments to housing and or schemes.
- Prospective residents are provided with an information pack including information on all rents and service charges, including notice periods for increases, and procedures for complaints and redress and dispute resolution. The pack could also list all routines and house rules.
- All written material for residents is in plain English and staff are able to help explain if needed.
- All written material and signage are available in easy read, for support with this the provider, Bury People First can assist.
- There is assistance for residents whose first language is not English, who are non-verbal or who have limited understanding.
- Prospective and new residents are shown around and orientated on first arrival, including providing details of the move-in conditions and emergency exits.
- A nominated person (e.g. family member) is able to be appointed to assist with all accommodation issues.

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Void Management Policy

One Commissioning Organisation (OCO)

November 2021

1. INTRODUCTION

Voids are properties which are currently empty because a tenancy has ended and a new tenancy has not yet started. Voids may arise due to formal termination of a tenancy, abandonment of a tenancy, the tenant transferring to another tenancy, eviction of the tenant or the tenant's death.

As rent is not due on a void, this can represent a significant financial loss. This policy aims to keep loss to a minimum, whilst ensuring that a property is let to the right applicant as quickly as possible, following the appropriate allocations policy.

Bury Council aims to let every property to a tenant which is the best match for that property. However, on occasions, the council may hold a highly adapted property empty, until it is allocated to an applicant best matched.

This policy sets out an approach when dealing with void properties to ensure that Bury Council provides an efficient and customer focused service which:

- complies with regulatory and legislative requirements
- ensures value for money in repairing void properties and achieving re-let standard
- balances the need to minimise rent loss whilst letting empty properties to the right applicant and ensuring best use of the property
- maximises customer satisfaction in relation to the standard of their new home
- is consistent with the demand across the One Commissioning Organisation (OCO) of Bury Council.
- repurposes void properties to meet current demand and increase viability of letting a property.
- Stand down void properties that neither meet the priority needs of residents nor meet the 'Checklist of accommodation standards and tenancy-related housing services in supported housing' policy.

2. PRINCIPLES

This Policy will apply to all properties where there is a joint or part responsibility between Bury Council and Registered Providers.

It is underpinned by the following principles:

- Enabling inclusion in communities and decision making
- Equality of housing choice
- Enabling independent living in communities of choice for all Adult Social Care customers
- Openness and transparency in decision making
- Supporting priority needs of those people with adult social care needs
- Ensuring high standards and good quality accommodation
- Enables 'own front door' accommodation where possible

3. OBJECTIVES

This policy is designed to meet the following strategic objectives to:

- Continue to improve the quality and accessibility of our services, meeting people's needs at different stages of their lives
- Target investment effectively to maintain attractive, well-designed homes and places where people want to live
- Extend housing and tenure choice for all people who require specialised housing in Adult Social Care setting
- Demonstrate value for money and social impact
- Minimise the loss of rental income as a result of properties being empty
- Ensure that housing providers make the most effective use of their housing stock to let to the best matched applicant(s)
- Ensure that properties are brought up to a consistent and acceptable standard when let.

4. Letting a Void Property

The expectation is to ensure void properties/bedroom are allocated with complete consideration of customer needs, the property and the local area.

When a property becomes a void, the Provider must:

- Inform the Registered Provider and the Council immediately.
- Obtain final meter readings for all utilities (gas, electricity and water) and notify the relevant suppliers of them.

5. Selection of New Tenant(s)

To ensure that void rent loss is kept to a minimum, the process of selecting a new tenant for a property should begin as soon as possible after notice is received from the outgoing tenant or the Council is made aware that the property will be available for re-letting.

Prospective tenants will be selected in accordance with the processes of the Living Options Group (LOG).

If possible, a viewing for a prospective tenant should be undertaken prior to the outgoing tenant leaving the property, in order to minimise any delay in allocating the property.

If unfortunately, a void occurs due to the death of a tenant, then the Council must be informed so arrangements can be made sensitively.

6. Low Demand Properties

Some housing stock is more difficult to let due to low levels of demand for the property type or area. A property will be considered to be low demand if there are no suitable applicants for 3 months within the void period.

If after a period of 3 months, the property or bedroom is not re-let, the Council will consider standing down arrangements with Registered Providers for a particular property/bedroom. This is to avoid further costs and also encourage alternative provision to be sourced which is better quality and location.

There may be occasions where a bedroom is void but is not fit for purpose for the particular customer group who are living in the property. In such circumstances, the Council will liaise with the appropriate Housing Benefit departments to consider alternative arrangements to cover rental loss.

7. Void cost recovery

Even though best efforts will be undertaken to avoid void costs this may still occur. Bury Councils position is:

- The Housing Provider should offer a 6 to12-week void waiver in any 12 months of the calendar year per unit/ bedroom. Therefore, void costs would only begin after the agreed period. This is to enable suitable arrangements to be undertaken to identify appropriate tenants for the scheme.
- The Registered Provider will work closely with the Council to allocate within a 6 to12 week period. This is to allow time for Social Workers and the provider to discuss care plans and packages and identify appropriate tenants and applicants for schemes.
- After a 6 to12 week period, the Council will cover up to 50% of the rental loss due to voids with the Registered Provider.
- The Housing Provider will send an invoice for the void liability to the Registered Care Provider. The Registered Care Provider will then send an invoice for the Councils proportion to the Council.

All invoices for voids will be sent to the allocated Contracts Officer at the Council to review new and existing Service Level Agreements (SLA) will be reviewed to reflect this.

- All SLAs will be reviewed annually to ensure all regulations are abided to and reflect the principles of the Local Authority.
- On any new development (dependent on size and number of unit's) adequate time should be given to enable the safe and proactive staggered moving in of new tenants. This should be a minimum of 3 months and should be agreed between the Council, Registered Care Provider and the Housing Provider.

8. Quality and Performance

Monitoring and measuring performance levels of all voids across the housing stock will be monitored on a regular basis.

The Council will measure and evaluate performance against a range of appropriate and relevant performance indicators and will benchmark itself against other social housing providers and local authorities.



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 01 June 2022
Subject:	Substance Misuse service contract and supplementary funding proposal	
Report of	Cabinet Member for Health and Wellbeing	

Summary

Bury Council currently commission Greater Manchester Mental Health (GMMH) to provide our substance misuse treatment service. Our adult service is provided through GMMH or 'Achieve Bury' as it is branded locally. GMMH subcontract Early Break, to provide the children's and young people substance misuse service, as well as subcontracting BigLife, to provide the assertive outreach and criminal justice work. The substance misuse contract currently stands at £1,117,400 per annum, with a proportion of this provided to Early Break and BigLife to deliver their relevant substance misuse services. The contract began in September 2019 and is a three-year contract with two optional plus one years (3 +1 +1). The first three years of the contract are due to end on the 31st August 2022, as such a decision needs to be made whether to activate the first of the optional plus one years.

Bury Council have an excellent working relationship with Achieve Bury which includes quarterly contract meetings to discuss performance and current data. In addition, Bury Council meet with both Achieve and partners outside of these contract meetings to discuss any relevant projects or issues. Achieve are also a prominent partner in our Bury Substance Misuse Delivery Partnership monthly meeting. Since the start of the contract Bury Council Commissioners have been very pleased with both the performance of the provider and the receptiveness to adapt and further develop services to meet both the local needs and assure work aligns with wider plans and works e.g., the neighbourhood approach / 'Let's Do It' principles.

As such, we are proposing to activate the first plus one extension of our substance misuse contract, with this report outlining the pros and cons to each option.

In 2021/2022 Local Authorities were provided with additional universal funding; this funding was for £80 million. Bury received £296,000 and utilised the funding for enhanced harm reduction provision, improved treatment options, increased integration and improved care pathways relating to the criminal justice spectrum, increased treatment capacity, enhanced recovery support, commissioning support, to implement a trauma informed model and commencement of a Drug Related Deaths Surveillance System across Greater Manchester. The outcomes of the investment have been monitored closely and have enabled us to significantly increase the provision. This funding ended in March 2022.

Local authorities within England have now been awarded a Supplementary Substance Misuse Treatment and Recovery (SSMTR) grant, to support

improvements in the quality and capacity of drug and alcohol treatment 2022/23 to 2024/25. Confirmation has been provided regarding our 2022/23 allocation, with indicative sums for the following years (subject to annual approval by HM Treasury). In addition, allocation of the Inpatient Detoxification Grant has been awarded to regional or sub-regional consortia. The national directive is clear that this supplementary funding will only be provided to support existing funding and that there should be no reductions in baseline spend on substance misuse. Below are details of the figures for both grants for each of the years.

Supplemental Substance Misuse treatment and Recovery Grant allocated to Bury:

- Year 1 22/23: £375,548 - confirmed
- Year 2 23/24: £437,303 - indicative
- Year 3 24/35: £717,814 - indicative

Inpatient Detoxification Grant:

- Year 1: £33,230 – confirmed
- Year 1: £33,230 – indicative
- Year 1: £33,230 – indicative

In collaboration with Bury Substance Misuse Delivery Partnership a provisional plan has been developed to build on the positive work of the Universal Funding grant of 20/21. The plan has taken account of a range of factors, including:

- A review of the Office for Health Improvement and Disparities (OHID) menu of interventions
- Discussions with local and regional partners and commissioners
- A review of the current local provision and analysis of local substance misuse data
- A review of other relevant strategies and plans in Bury

As such, we are proposing the council agrees to the planned use for the additional funding, which will build on and strengthen our existing work with Achieve and other partners.

Decision 1:

Options

1. Activate plus one year on existing contract

2. Tender for new provider

Option Comparison

OPTION 1: Activating first +1 year

Pros:

- Seamless continuation of current projects involving, GMMH, Bury Council and other partners
- Continuation of the positive relationships that have been built
- Current and future external funding streams uninterrupted, including the SSMTR and Inpatient detox grants
- No tender process required
- Further time and resources not required providing a greater opportunity to focus on primary prevention
- Pleased with current performance – allows this to continue and strengthen
- Satisfied with current value for money
- No disruption to current service users
- Confident current partner is one of the strongest in the market, in addition they also provide services to Bolton, Salford and Trafford which allow us to benefit from economies of scale of their work

Cons:

- We would not be testing the market which could have changed

OPTION 2: Tender for a new provider

Pros:

- Allows direct comparison to other providers
- Allows us to confirm we are getting best value for money

Cons:

- Disruption to current service users (previous experience shows when a new provider comes in performance will dip for a period while they embed new practices and processes)
- Based on our understanding of the market, unlikely to be a better provider for this role
- Loss of the positive relationships already built
- Would interfere with current projects

- May interfere with other funding streams, such as the Universal Funding, SSMTR and Inpatient Detox grants
- Still a lot of wider uncertainty around the impact of the GM Integrated Care System and what that might mean for commissioning services in the future
- Extensive use of resources (particularly staff time across the organisation), which would come at a significant opportunity cost preventing time being spent on primary prevention
- Likely to require additional capacity to support the tender process

Recommendation(s)

We recommend option 1; activating the first plus one year.

Decision 2:

Options

1. Utilise the supplementary funding in line with the developed plan
2. Do not follow plan and explore a different approach

Option comparison

OPTION 1: Utilise the supplementary funding in line with the Plan

A provisional plan has been developed in collaboration with the substance Misuse Delivery Group to build on the positive work of the Universal Funding grant of 20/21, considering a range of factors, including:

- A review of the Office for Health Improvement and Disparities (OHID) menu of interventions
- Discussions with local and regional partners and commissioners
- A review of the current local provision and analysis of local substance misuse data
- A review of other relevant strategies and plans in Bury

Year 1 = £375,548 total

Spend breakdown:

Proposal	Investment
To continue with workstreams and projects that commenced in 2021/22 as part of the Universal Funding grant. (This involved recruitment of new staff and initiation of new projects, which	£296,000

have been successful and would be beneficial to maintain.)	
Investment in an additional Children's and Young People's worker – to increase capacity to meet local need.	Approx. £43,000
Roll-out of Intermediate Care in Bury East (localised support venues rather than one central venue) – to reduce inequalities in service uptake and to reflect the wider work around the neighbourhood approach.	Approx. £15,000
Investment in a Project Manager and additional administration costs to work across Bury, Bolton, Salford, and Trafford – to coordinate and monitor new activities over the 3-year period	Approx. £21,548

Year 2*: £437,303 total

Spend breakdown:

Proposal	Investment
To continue with workstreams and projects that commenced in year 1	£375,548
Adult service dual diagnosis worker – to further develop dual diagnosis pathways and support those with MH and substance misuse issues	Approx. £55,000
Enhance dual diagnosis pathway – additional management time to do outreach and partnership work and further develop pathways	£tbc

Year 3* – £717,814 total

Spend breakdown:

Proposal	Investment
Continuation of year 1 and 2 workstreams and projects	£437,303
Children's and young people's clinical / psychosocial worker Children's and young people's workforce development	Approx. £43,000
Adult service worker	£tbc
Community groups / neighbourhood work	£tbc
Work around engaging higher risk groups such as homeless and LGBT	£tbc
Work with partners such as employment and housing to improve pathways	£tbc

*Year's 2 & 3 have broader plans, with exact costings and details to be established over time.

Inpatient Detox grant:

The inpatient detox grant will be managed by Wigan Council through the Greater Manchester (GM) consortia, via discussions within the GM Commissioner's Group meetings. This will involve block booking of bed nights within Chapman Barker Unit (CBU) and Smithfield inpatient detox units, with each local authority having a specified number of bed nights correlating to the annual sum of money awarded. In addition to this, there are discussions taking place around a co-ordinator role and improving treatment quality.

Pros:

- Plan is evidence based and has been developed collaborative with local partners
- Plan meets local needs and aligns with wider local strategies and plans
- Plan fulfils the requirements and conditions set out by the national team about how to utilise the supplementary funding

Cons

- Plans are ambitious will require significant resource to manage and monitor the impact

OPTION 2: Do not follow plan and explore a different approach

Pros:

- Gives extra time for consultation

Cons:

- Existing plan has already reviewed all key information and has got a consensus from the Substance Misuse Delivery Group that this is the best approach
- Would cause delay in the progress of the implementation of the plans
- Would take up more time and resource to carry out further development work which is likely to come to the same conclusion

Recommendation(s)

We recommend utilising the supplementary funding in line with the developed plan

3. Reasons for recommendation(s)

We are happy with the current performance of GMMH / Achieve, Early Break and BigLife, which can be evidenced from previous contract meetings and documents. This option would allow us to continue to build on already existing, positive relationships that have been built over the last 3 years, not just between Achieve and Bury Council but between Achieve and numerous other external partners. Extending the contract will also enable current projects, including those set up using the Universal Funding grant, to continue seamlessly. We have worked successfully with Achieve on several valuable projects such as the peer-to-peer Naloxone project and launching Intermediate Care within the community, with the hope these successful projects and relationships will only strengthen over time, benefiting the service users.

In addition, continuation of the contract will ensure there is no interference of current and future funding streams, including the SSMTR and Inpatient Detox grants, as well as ensuring no disruption to those service users currently in treatment. Achieve are very client and community focused, which aligns well with our 'Let's do it' strategy and neighbourhood approach. We believe the current contract represents good value for money, compared to other organisations and localities.

Based on the above funding plans, the future investment would ensure:

- Continuation of Universal Funding projects and workforce – focusing on criminal justice, reducing DRDs and harm reduction (Naloxone work)
- Expansion and development of workforce in both adult and young people's treatment services
- Investment in community groups to aid recovery

- Further development of dual diagnosis pathway
- Extending intermediate care to other neighbourhoods
- An increased Inpatient Detox offer: plan to remain in GM consortia and block book bed nights at both CBU and Smithfield
- Workforce development with both our adult and young people's treatment services
- Work with partners such as housing and employment to strengthen pathways
- Further develop identification processes and means in which to engage high risk groups, such as homeless and LGBT

4. Alternative options considered and rejected

Please see above options considered within the decision making process.

Report Author and Contact Details:

Name: Sarah Turton

Position: Public Health Practitioner

Department: Public Health

E-mail: s.turton@bury.gov.uk

Links with the Corporate Priorities:

Achieve are very client and community focused, which aligns well with our 'Let's do it' strategy and neighbourhood approach. The SSMTR funding plans take in to consideration the wider work around the 'Let's do it' strategy and the neighbourhood working models.

Equality Impact and Considerations:

The local data around inequalities relating to substance misuse have been analysed, as well as discussions had with relevant partners to gauge the local situation. This has been taken in to account when looking at where the inequalities lie and where there are gaps within the current system / pathways to try and reduce these inequalities. This will involve continuing current workstreams and projects that are ongoing with Achieve, as well as utilising the additional funding.

Environmental Impact and Considerations:

This decision will have no significant impact on the Environment including Carbon Emissions.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
<ul style="list-style-type: none"> - Provider not performing to expectations or service specification. - Indicative amounts for SSMTR Grant years 2 and 3 change. - Provider does not carry out intended SSMTR Grant plan. 	<ul style="list-style-type: none"> - Quarterly contract monitoring meetings with the provider, as well as regular meetings to discuss various other projects and/or relevant matters. - Broader plans put in place for years 2 and 3 to allow for adaptation. - We plan to regularly engage with provider around this funding stream and incorporate this within contract monitoring meetings, as well as the potential for a project manager to be recruited through GMMH to manage this workstream.

Legal Implications:

The proposed recommendations for Cabinet are in line with the existing contract terms, this is a decision which is open for Members to determine. Alternative options are also set out in the report.

Financial Implications:

Funding for the extension at the current rate is already within the Public Health budget, therefore there is no additional financial pressure as a consequence of option 1. However, if the contract was to be retendered there could be a financial risk of a price increase and conversely an opportunity for a price reduction.

As part of the monthly budget monitoring process Finance will track the expenditure linked to the substance misuse budget ensuring that all expenditure aligns to the budget provision set out in this report. Any financial risks/pressures identified will be highlighted to the Director of Public Health as part of the monthly budget monitor cycle whereby an action plan will be deployed to mitigate any financial risks/pressures.

In relation to the supplemental grant and detoxification grant funding has been confirmed for year 1 2022/23 so there is no financial risk to approving the plans as set out in this paper. Careful budget monitoring is still required particularly in relation to the Wigan managed contract for detoxification beds to ensure that Bury utilises its full allocation. However, if funding is not confirmed for future years in line with the indicative allocations consideration needs to be given to how flexible and adaptable these current proposals are to change.

Background papers:

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

- Quarterly substance misuse service performance reports can be provided on request.

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

Term	Meaning
SSMTR Grant	Supplemental Substance Misuse Treatment and Recovery Grant
HMT	HM Treasury
OHID	Office for Health Improvement and Disparities
GM	Greater Manchester



Office for Health
Improvement
& Disparities

Addictions and Inclusions
Office for Health
Improvement & Disparities
Department of Health and
Social Care
39 Victoria Street
London
SW1H 0EU

Dear Lesley Jones,

Supplemental funding to support improvements in the quality and capacity of drug and alcohol treatment 2022/23 to 2024/25

I am writing to confirm your 2022/23 allocation for the Supplemental Substance Misuse Treatment and Recovery grant and indicative sums for the following years. Please note, future years are subject to annual approval by HMT.

	2022/23	2023/24	2024/25
Supplemental Substance Misuse treatment and Recovery Grant	£375,548	£437,303	£717,814
Inpatient Detoxification Grant	£33,230	£33,230	£33,230

Eligibility for supplemental funding is dependent on maintaining existing (2020/21) investment in drug and alcohol treatment, and allocation of the Inpatient Detoxification Grant will be awarded to regional or sub-regional consortia. If these conditions are not clear or likely to cause problems, then you should have an early conversation with your OHID regional team.

Planning templates should be submitted by the 11th May. If your planning is completed early please don't wait to send it in, and if your local authority requires an extension on that date, please contact your OHID regional team as early as possible.

The delivery of the drugs strategy ambitions requires cooperative working across a number of agencies, including criminal justice partners, housing, and employment services. Wherever possible, we suggest the planning templates should be completed following discussions with local partners, including Police and Crime Commissioners and Regional Probation Directors.

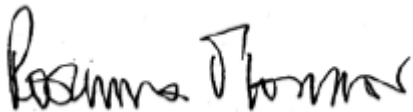
Once we receive your plans, members of OHID staff will be in touch with the person you nominate as the point of contact in your authority to confirm receipt and raise any

questions that need resolving. We expect to be able to issue a Memorandum of Understanding (MoU) to you early in June.

The MoU will reconfirm your allocations and provide you with the full grant conditions. Once received, you will be asked to read and return a signed copy. The MoU will be dated from the 1st April 2022 to ensure continuity of services currently in place. Therefore, if you or your providers incur costs that are included on your plans from this date, you will be able to claim for them against this grant, providing your plans are approved by OHID.

Please note that additional funding will be made available to some local authorities later this year (and in 2023/24 and 2024/25), to provide housing-related support interventions to complement the existing menu of interventions. These targeted interventions will be aimed at supporting individuals in treatment with an unmet housing need to access and/or sustain, suitable and safe accommodation. We will contact eligible areas in due course to provide further information but, in all cases, you should consider availability of housing in your treatment and recovery planning.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Rosanna O'Connor', written in a cursive style.

Rosanna O'Connor
Director, Addiction and Inclusion
Rosanna.OConnor@dhsc.gov.uk

<https://www.gov.uk/government/organisations/office-for-health-improvement-and-disparities>

Your proposals for your LA's allocation of the universal component of the £80m

Fill in cells shaded green. Cells in grey are calculated and protected

Your allocation	£296,000
Baseline (2020-21) spend	£1,693,500
Proposed total 2021-22 spend (including with the universal grant)	£1,989,500

Change in spend from baseline to 2021-22 (including universal grant)	£296,000
Spend in 2021-22 from the universal grant (=sum of additional spend below)	£296,000

If your spend in 2021-22 from the universal grant (cell C9) does not equal the change in spend from baseline (cell C8), please explain why:

Please note that the submission is for Bury but due to the provider working across the boroughs of Bolton, Bury, Salford and Trafford we have taken the decision to work collaboratively to maximise resources and efficiency. Bury's proportion equates to approximately 20% of the total amount and this is the case for sections 2-7 inclusive. Section 1 solely relates to Bury.

	Q1	Q2	Q3	Q4	Q5	Sum of quarterly spend
Quarterly breakdown of additional spend	£37,000	£74,000	£74,000	£74,000	£37,000	£296,000

Area	Intervention	Your proposals	Additional spend in 2021-22 from universal grant	% of additional spend
1. System coordination and commissioning	Commissioning support	0.5 FTE Public Health manager for 12 months to oversee progress, review data, and develop local partnership pathways.	£29,970	10%
2. Enhanced harm reduction provision	Needle and syringe programmes	Harm reduction worker specific to needle exchange, to develop offer and deliver training to pharmacy NEX providers. 1.0 FTE support worker @ £33.8k inc on costs. Nurse/NMP to undertake additional reviews and clinics for high risk service users and conduct overdose training to peer networks/partner organisations/police. 1.0 nurse/NMP @ £56.3k inc on costs. (Total costs across BBST £90,100)	£18,020	6%
	Naloxone provision	Increase investment in the purchase and distribution of nasal naloxone to be predominantly focused within the criminal justice system. This would use a peer led model working with Big Life Group assertive outreach (approx 774 naloxone kits at £30 each for Bury= £22500)	£23,250	8%
	Outreach	Included in above		0%
3. More treatment options	Novel long-acting OST	Buprenorphine depot clinics, including medical and nursing provision to establish clinics and recruit clients. 1.0 FTE nurse @ £50k inc on costs	£15,800	5%
	Residential rehabilitation	Rehab assessor to manage increased placements across the criminal justice interface e.g. assessing client suitability in prison prior to	£26,160	9%
4. Increased integration and improved care pathways	•Treatment capacity for police and court custody assessments •Collaboration with L&D, courts and probation •Continuity of care post prison release •Continuity of care from non-criminal justice settings	Increased capacity across the Criminal Justice spectrum to provide a seamless approach which is inclusive of young, high risk adults, families and prison support, including post release. This will require additional recovery workers to manage capacity across the system, working with Probation, courts, Prisons etc. A Through the Gate Model for parents in the CJS to build on assets of offenders as parents and address intergenerational issues in criminality and substance use. Posts required 1.0 WTE Team Leader @£47.4 pa including oncosts, 4x recovery workers £152k, 2x prison in reach workers £76.6k, 2x Young Adult Drug and Alcohol Transitional Workers £90.2k, 2x family workers £94.7k all posts including oncosts. Total across BBST £461k.	£92,200	31%
5. Increased treatment capacity to respond to extra diversion	Work with out-of-court disposal schemes and testing on arrest to provide treatment	Included in above	£0	0%
6. Enhanced recovery support	Recovery communities and peer support networks	Additional amount to existing local asset fund for development of community-led provision, delivery of additional groups in community venues, and peer mentoring total cost across BBST £113k	£22,600	8%
7. Other interventions	Please see notes worksheet for information about inclusion of interventions outside the menu of interventions	Develop and implement a trauma informed service model. Service users in the criminal justice system have often experienced forms of trauma and a TI based model can increase engagement, reduce attrition rates, and improve the quality of assessment. This work would also maximise the opportunity to interface with community mental health services. 1.2 FTE project lead @ £65.3k inc on costs	£68,000	23%
Totals			£296,000	100%

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 01 June 2022
Subject:	Educational Psychology Service – Establishment of a joint Recently Qualified Educational Psychology Training Academy with Salford Council	
Report of	Cabinet Member for Children and Young People	

1.0 Summary

- 1.1 The Council requires access to the services of Educational Psychologists in order to support children and young people who are in need of additional support, and specifically where those children are subject to assessment of additional educational needs, and the potential requirement for an Education, Health and Care Plan to set out how those needs will be met.
- 1.2 The number of Education, Health and Care Plans (EHCPs) issued, as a proportion of the 0-25 population has increased over time, with a resultant increase in the overall rate of EHCPs being maintained. Further, the number of requests for statutory assessment continues to increase. This is placing significant additional demands on the services that support children and young people, and on those statutory services that the Council must provide in relation to SEND.
- 1.3 The Council has previously maintained an Educational Psychology Team, headed by a Principal Educational Psychologist. However, difficulties in recruiting suitably qualified staff has resulted in difficulties in sustaining this arrangement.
- 1.4 Challenges in the recruitment and retention of Educational Psychologists is a national issue, and Bury is not alone in facing these challenges.
- 1.5 Bury has attempted to recruit to a Principal Educational Psychologist post in a number of different ways and has been unsuccessful. At the same time, existing EP post-holders have left to take up posts elsewhere.
- 1.6 In response, in 2020, the Council entered into an arrangement with Salford Council to provide oversight of the Educational Psychology activity, utilising the role of Salford's Principal EP, and accessing some limited additional capacity from Salford's Team.
- 1.7 However, this has meant that Bury has largely been limited to the delivery of its core functions, that includes the Council's statutory role in respect of EHCP assessments, and critical incident support, but children and families have not been able to access the service at an individualised level in a preventative way.
- 1.8 Properly resourced, Education Psychology should be able to work with children and young people who are experiencing barriers to their successful learning and participation in settings, schools, colleges and other activities. These barriers can include a range of emotional and social issues or learning difficulties or other special educational needs/disabilities.

- 1.9 Education Psychology should have the capacity to work with parents, carers, teachers, social workers, GP's and other agencies in a child's education in a variety of ways, including observations, interviews and assessments of the child. Education Psychology can then offer a range of appropriate interventions, such as learning programmes and collaborative work with teachers or parents.
- 1.10 The Council has been exploring different models by which it can assure that EP support is available, both to meet its core, statutory duties, but also provide the wider support that is so important for children and young people and their families.
- 1.11 The purpose of this report is to seek approval to a change of approach for recruitment to the Educational Psychology Service. It builds on the successful partnership developed with Salford Council, but seeks to extend that arrangement more formally to enable Salford to recruit additional staff to meet the needs of both Council's. Given, the national challenges with recruitment, it is proposed that, through this arrangement, Salford will put in place specific initiatives to support recruitment and retention, in the form of a 'recently qualified EP Academy'.
- 1.12 The proposal is to enter into a shared service approach and to use Salford Council as the employer and recruit sufficient capacity to meet each Council's requirements through this arrangement. In addition, it is the intention to joint fund an attractive induction offer in the form of a Recently Qualified EP Academy.
- 1.13 Through this EP Academy arrangement, we will see:
- A structured and elongated induction for new recruits over a 3-month period
 - Access to a series of placements in services and schools across Children's Services and health, so as to promote an in depth understanding of the organisations and the infrastructures which influence SEND strategy and activity/forecasts
 - Access to enhanced 'internal' training – EPS, Social Care, Youth Justice, Education Welfare, SALT, CAMHS, EMTAS, LSS, SEN
 - Access to input from these services with a view to understanding the changing needs of the Salford & Bury populations
 - Opportunity to present to the EP service their learning as they move through the programme
 - Access to structured support to grow into any gaps in experiences due to the pandemic e.g. face-to-face direct work with children and the use of physical rather than digital assessment materials
 - Ongoing competency monitoring with the support of the senior EP.
 - External training provided by the very best subject specialists e.g. dynamic assessments; providing solution focused consultations; mental health - anxiety and attachments (VIG/ VERP – video enhanced reflective practice)
- 1.14 The cost of delivering the Academy programme, including the salary costs of those staff recruited through this process will be split equally between the two Councils. In addition, the cost of a senior EP to manage the programme will also be shared.

- 1.15 The cost will reduce over time, as the initial recruitment costs, and associated package of support and training for new recruits is stepped down. Over the first three years, the cost profile is as follows:

• Year one	£250,000 – Bury Contribution	£125,000
• Year two	£148,000	£74,000
• Year three	£90,000	£45,000

- 1.16 In addition, the Council will continue to fund a service level agreement with Salford for the Principal Educational Psychologist to provide oversight.

- 1.17 The 2021/22 budget for the service was £363,300, against which expenditure of £380,740 was incurred. This included £286,500 on agency staff.

- 1.18 Whilst initial investment is required to appoint to substantive posts, once this is done, it enables the controlled reduction in the reliance of agency staff, and by the end of year three, for the cost of the service to be met from within the current budget.

- 1.19 The 2022/23 budget is £383,900 on Project Code EY58000. Any additional cost will be met from full year effect of staff savings, project Safety Valve capacity transformation funds, and then from the reduction in agency costs

- 1.20 Cabinet is asked to give its support to the proposed ongoing partnership arrangements with Salford City Council.

2.0 Recommendation(s)

Approve the Council entering into a formal partnership arrangement with Salford City Council to recruit, employ and train Educational Psychologists to work across both local authority areas.

To approve the additional costs of establishing the formal partnership on the basis of shared costs across the two Councils, with those costs being met from the permanent Education Psychology service budget (EY58000), plus additional capacity from the partnership charged initially to Project Safety Valve (EG10021) and in future covered from the core Education Psychology budget through reduction of Agency spend.

2.1 Reasons for recommendation(s)

To enable the Council to put in place appropriate arrangements to recruit suitably qualified educational psychologists in order to fulfil its duties in respect of statutory assessments for Education, health and care plans for those children with Special educational Needs.

2.2 Alternative options considered and rejected

Bury could provide this service directly however these posts have been difficult to recruit to and has led to a reliance on the use of agency staff. This option has been rejected by officers.

Report Author and Contact Details:

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Position: Director of Education and Skills

Department: Children's Services

E-mail: I.booler@bury.gov.uk

3.0 Background

3.1 The Children and Families Act 2014 includes clauses to reform the SEND system, including the requirement for a local authority to ensure that it identifies:

- all the children and young people in its area who have or may have special educational needs, and
- all the children and young people in its area who have a disability.

3.2 The SEND Code of Practice 0 – 25 and regulations are statutory guidance that sits alongside the Act, setting out the expectation of how the SEND reforms will be delivered in practice. The SEND reforms were implemented from September 2014 and local authorities had to put arrangements in place to seek advice and support regarding the assessment of special educational needs.

Link to the SEND Code of Practice May 2015:

<https://www.gov.uk/government/publications/send-code-of-practice-0-to-25>

3.3 The aim is to provide an Educational Psychology Service to enable the Council to fulfil its statutory duties under the Children and Families Act 2014, the Local Authority Social Services Act 1970, 22(3A) of the Children Act 1989 and meet the requirements of associated guidance in the assessment and meeting of needs of our children and young people including those in the care of Bury.

3.4 An effective Educational Psychology is essential to support improvement in both identification, assessment and in upskilling the wider workforces to ensure improving experience and outcomes for our children and young people with SEND.

3.5 There are significant national challenges in recruiting Educational Psychologists and Bury has been unable to sustain its own directly delivered Educational Psychology Service for some time.

3.6 In order to ensure that the Council meets its statutory duty and provide appropriate and effective support for children and young people, particularly those with Special Educational Needs, it has entered into an arrangement with Salford City Council to access specialist support.

3.7 Whilst this current arrangement provides access to specialist provision, it does not address the challenge that both Bury and Salford face in recruiting and retaining high quality staff.

3.8 The recommended proposal in this paper seeks to respond to this challenge by formalising the partnership arrangement between Bury Council and the City of Salford Council, and thereby enabling a more structured approach to the recruitment and retention of staff.

Links with the Corporate Priorities:

The proposals set out in this report seek to support three key priorities contained in the Let's Do It strategy:

- Improved quality of life
- Improved early years development
- Improved educational attainment

It will do this by ensuring that children, young people, and their families of access to high quality professional support when it is needed, also ensuring that the Council meets its statutory duties in relation to the assessment of those children and young people with Special Educational Needs, through the development of a locally based service that is able to recruit and retain high quality staff.

Equality Impact and Considerations:

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

- a. A public authority must, in the exercise of its functions, have due regard to the need to.
- b. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act.
- c. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- d. 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

An equality impact assessment has been undertaken and identified no areas of negative impact in relation to protected characteristics

Environmental Impact and Considerations:

There are no environmental impacts for this decision

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Without this proposal there is a risk that the Council will not be able to recruit and/or retain high quality staff, impacting on the Council's ability to	The recommended option in this report is designed to enable the Council to put in

meet its statutory duties, and adversely impacting on the service and support available to children and young people	place appropriate arrangements for the recruitment and retention of high quality staff
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Legal Implications:

The report clearly sets out the Council statutory duties regarding the provision of this service. The proposals for a shared service arrangement do not present any cause for concern regarding procurement rules. A Memorandum of Understanding or similar arrangement setting out details as to the service provision and costs will be required in due course. Legal advice and support should be sought during that process.

Financial Implications:

There is funding available for this service through the core budget and the project safety valve capacity transformation funds for the first 3 years at which point reduced costs and savings on agency costs will mean that it can be fully funded from core budgets.

Background papers:

Regular reports to Children and Young People's scrutiny Committee provide updates on the improvement of Special Educational Needs and Disability Services (SEND) and the embedding of the code of practice across the Local SEND Area.

A detailed Annual Report on Special Educational Needs and Disabilities (SEND) was submitted at the Children and Young Persons' Scrutiny Committee meeting on the 7th September 2021

<https://councildecisions.bury.gov.uk/ieListDocuments.aspx?CId=328&MId=2958&Ver=4> .

<https://councildecisions.bury.gov.uk/documents/s30541/Final%20Report%20on%20SEND%20March%202022%20V6.pdf>

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

Term	Meaning
SEND	Special Educational Needs and disability
EHCP	Education, Health & Care Plan



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 01 June 2022
Subject:	Changes to Admission Arrangements for Secondary Schools	
Report of	Cabinet Member for Children and Young People	

1.0 Summary

- 1.1 Approval is sought to consult on making changes to the admissions policy for maintained secondary schools.
- 1.2 It is proposed to remove catchment areas and the associated oversubscription criterion giving pupils residing in a designated catchment area priority for admission to Community secondary schools in the borough.
- 1.3 The changes, if adopted, would come into effect for applications for secondary school places for the academic year 2024/25 and would apply to all Community secondary schools in the borough.

2.0 Background

- 2.1 The current admissions policy for Community secondary schools provides higher priority to those children who reside within the designated catchment area than children with siblings in the school and children who may live geographically closer, but not within the specified catchment area.
- 2.2 The proposed change to policy will remove the barrier for admission to the nearest school, due to the locally set historic boundaries of a catchment area.
- 2.3 A catchment area is a geographical area, from which children may be afforded priority for admission to a particular school. A catchment area is part of a school's admission arrangements and must therefore be consulted upon, determined, and published in the same way as other admission arrangements.
- 2.4 It is proposed to remove catchment area priority from admission arrangements to Community secondary schools. The proposed new admissions policy for maintained secondary schools would therefore be as follows:
 - 2.4.1 Children with an Education, Health and Care Plan (EHCP) will be given a place at the school named in their plan. When schools are oversubscribed, priority for allocation of places will be as follows:

- *Children in public care (Looked after children) and previously looked after children.*
- *Children who have an older brother or sister in the school in the September of the year of admission. For this purpose, a brother or sister may be a full or step-brother or a full or step-sister, living at the same address at the time of admission.*
- *Other children*

If there is over-subscription in any category, places will be offered using straight line distance from the child's home address to the school as a tiebreaker. The distance will be measured using the Local Authority's computerised mapping system, which measures from the address point of the home to the address point of the school using the local land and property gazetteer. Those living closer to the school will receive the higher priority.

3.0 Statutory Process

- 3.1 As the admission authority for community and voluntary controlled schools in Bury, the LA is responsible for determining their admission arrangements. Within the admission arrangements are the oversubscription criteria. These criteria are used to determine which applicants will be allocated a place where there are more applications than places available.
- 3.2 Academies and voluntary aided schools are their own admissions authorities and as such are responsible for determining their own admission arrangements.
- 3.3 Of the 13 secondary schools in Bury, 4 are community schools, 8 are academies and 1 is voluntary aided.
- 3.4 Under the Co-ordinated Admissions Scheme, the LA is responsible for co-ordinating the admission of all children to Bury schools and academies.
- 3.5 In accordance with the School Admissions Code (the Code), when changes are proposed to admission arrangements all admission authorities must consult on their admission arrangements that will apply for admission applications the following school year.
- 3.6 The Code also sets out the timeframe for consultation and determination of admission arrangements, and the stakeholders to be included within the consultation.
- 3.7 Currently, the non-faith Academies within Bury all follow the Community Secondary School Policy and still have their designated catchment areas. However, if catchment areas are removed from the Community policy, the Academy Trusts would need to determine their own admission

arrangements. If the non-faith academies wish to adopt the proposed policy, the LA could consult on their behalf at the same time.

- 3.8 Consultation must last for a minimum of 6 weeks and must take place between 1 October and 31 January in the determination year.

The School Admissions Code sets out the stakeholder that authorities must consult with:

- parents of children between the ages of two and eighteen;
- other persons who have an interest in the proposed admissions;
- all other admission authorities within the relevant;
- governing body/LA, whichever is not the admission authority;
- adjoining neighbouring LA's where the admission authority is the LA;
- the body or person representing the religion or religious denomination.

- 3.9 All admission authorities must determine admission arrangements by 28 February for entry in September the following calendar year.

- 3.10 The following timetable is proposed to consult upon policy changes for implementation for admission to secondary school September 2024

DATE	KEY EVENT
May 2022	Pre-consultation engagement with stakeholders
June 2022	Cabinet approval to consult
3 October 2022 to 5 December 2022	8-week consultation period. An opportunity for stakeholders to submit their views and responses.
6 December 2022 To mid-January 2023	Analysis of consultation responses undertaken. Recommendations made to the Cabinet on the arrangements to be determined.
By 28 February 2023	Cabinet to determine the 2024 admission policy for Community secondary schools.

4.0 Recommendation(s)

That:

- Cabinet give approval to consult on proposed changes to admission arrangements for maintained secondary schools.
- Cabinet to note that further recommendations will be made to Cabinet following the consultation process.

5.0 Reasons for recommendation(s)

- 5.1 Catchment areas in Bury have not been reviewed for many years and as a number of secondary schools have closed over time, their previous catchment areas have been amalgamated with other school's existing catchment areas.
- 5.2 As new housing developments have been constructed and continue to be developed, this has resulted in some catchment areas being very large and each school may not have the capacity to accommodate the growing number of children residing within its designated catchment area. In some cases, children reside in a catchment area of a school which is further away and less accessible than their nearest geographically located school.
- 5.3 The majority of secondary schools in Bury have converted to Academies, or are in discussions about conversion, and as such are, or will be, free to determine their own admission arrangements. Furthermore, Bury Council is committed to delivering a new secondary school in Radcliffe, working in collaboration with Star Academy Trust and the Department for Education (DfE). The school is to be located in Radcliffe and is expected to admit its first cohort of pupils in September 2024. This will also impact on the current designated catchment areas.
- 5.4 Analysis of transfer applications for 2021 indicates that a large proportion of families are disregarding their catchment area school when stating their preferences.
- 5.5 Discussions have taken place with neighbouring LA's as to their admission arrangements. Removing catchment areas would align with our neighbouring LA's admissions policies whilst complying with the School Admissions Code.

6.0 Alternative options considered and rejected

- 6.1 To retain existing admission arrangements for maintained secondary schools would not be viable due to the reasons stated above.

Report Author and Contact Details:

Name: Paul Cooke

Position: Strategic Lead

Department: Education services

E-mail: p.cooke@bury.gov.uk

Links with the Corporate Priorities:

The proposed changes to admission arrangements have the potential to support key ambitions of the Let's do it strategy:

- A better future for the children of the borough

- A better quality of life
- A better future for the children of the borough
- A chance to feel more part of the borough
- Building a fairer society that leaves no-one behind

Equality Impact and Considerations:

A full EIA will be undertaken as part of the consultation process.

Environmental Impact and Considerations:

The proposed changes to admission arrangements could potentially reduce transport across the borough/neighbouring authorities.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Impact on stakeholders	Full consultation and engagement

Legal Implications:

The requirement for consultation and the process to be followed, is as set out within the report and is in accordance with the relevant legislation and associated statutory guidance, which the Council must have regard to. The consultation itself must be undertaken in accordance with the 'Gunning principles' in that it must be undertaken when the proposals are still at a formative stage; there must be sufficient reasons put forward for the proposal to allow for intelligent consideration and response; adequate time must be given for consideration and responses; and the product of consultation must be conscientiously taken into account.

The outcomes of the consultation will be considered and a further report with recommendations will be brought back to cabinet.

An assessment as to the impact on equality will be required in due course.

Financial Implications:

There are no financial implications associated with these proposals.

Background papers:

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

Briefing paper – CA Review Briefing Note

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

Term	Meaning
Catchment Areas	A catchment area is a defined geographical area around a School. Once the area has been defined, a priority can be given in the oversubscription criteria to children living within that defined area. Living within a catchment area does not guarantee that a place will be offered
Stakeholder	Someone who has an interest in the proposal e.g., parent, member of staff, member of local community group, local residents.
Co-ordinated Admissions Scheme	The School Admissions (Admission Arrangements and Co-ordination of Admission Arrangements) (England) Regulations 2012
Looked after child	A child who is (a) in the care of a local authority, or (b) being provided with accommodation by a local authority in the exercise of their social services functions, in England.
Previously looked after child	A child who was looked after (in England), but ceased to be so because they were adopted, or become subject to a child arrangements or special guardianship order, as well as a child who appears to have been in state care outside of England care (i.e. In the care of/or accommodated by a public authority, religious organisation or any other provider whose sole/main purpose is to benefit society) but ceased to be so as a result of being adopted.



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 01 June 2022
Subject:	Demolition of the Elms, Whitefield	
Report of	Cabinet Member for Housing Services	

1.0 Summary

- 1.1 This report seeks approval for the demolition of The Elms in Whitefield, a long-term void property owned by the Council.
- 1.2 The Elms, located off Elms Close in Whitefield contains an existing Victorian building which has been subdivided and extended into five flats. The property has been vacant for approximately three years due to extensive and severe dry rot throughout. There is also housing land to the rear of the property which is overgrown and landlocked by the property.
- 1.3 Provision has been made in the approved 2022/23 HRA Capital Programme to fund the cost of demolition and associated fees.

2.0 Recommendations

That Cabinet:

1. Approve the demolition of this property, subject to obtaining the necessary statutory consents.
2. Delegate the finalised terms of the agreement to the Director of Housing in consultation with the Chief Executive and the Cabinet Member for Housing Services.
3. Note that provision has been made for the demolition of this property and associated costs in the 2022/23 HRA Capital Programme.

3.0 Reason for Recommendations

- 3.1 This property is beyond repair at reasonable cost and an options appraisal has demonstrated that demolition is the best option.
- 3.2 To reduce revenue costs to the Council for holding, maintaining, and securing a long-term derelict property.
- 3.3 Risk of further deterioration/dangerous structure, a potential hazard to the public.
- 3.4 Reinstatement/refurbishment costs are unviable.

4.0 Alternative Options Considered and Rejected

- 4.1 Do nothing: This is a derelict property and underutilised asset causing blight to neighbouring properties and the community. It is at risk of anti-social behaviour including fly tipping and arson. Further deterioration of condition would result in additional costs to remedy.
- 4.2 Restoration/refurbishment: The cost of rebuilding and refurbishing this property is unviable.

5.0 Background

- 5.1 The Elms is an old housing asset, owned by the Council's Housing Revenue Account and located off Elms Close in Whitefield. It contains an existing Victorian building which has been subdivided and extended into five flats. The property has been vacant for approximately three years following discovery of extensive dry rot.
- 5.2 The property has been surveyed by independent property surveyors Arcus Consulting, who have advised that it is in an extremely poor state of repair with several significant defects noted during the inspection. If the property were to be reoccupied at this time it would require complete stripping back to brick walls and the reinstatement of internal finishes, joinery items, fixtures, timber floors and electrical and mechanical services, together with extensive dry rot treatment and replacement roof coverings, windows and doors.
- 5.3 Thermal insulation upgrade works would also be required to ensure the property meets current building regulation standards. Estimated costs including professional fees and contingencies would be in the region of £950,000 (excluding VAT). Therefore, this level of cost makes the refurbishment of this property unviable.
- 5.4 The Elms was taken off the HRA rent roll last summer due to its condition.
- 5.5 The Partnership Board have been made aware of the poor condition of this property and have accepted the need to demolish.
- 5.6 Subject to the Cabinet approving this report, an options appraisal will be undertaken to determine the future of the cleared site, in accordance with the priorities set within the Council's Housing Strategy and HRA Strategy.

6.0 Links with the Corporate Priorities:

- 6.1 This proposal contributes towards meeting the Council's priorities across a range of policy areas including minimising the negative effect of empty properties on local communities, in conjunction with the Empty Property Strategy and the Bury Let's Do It Strategy.
-

7.0 Equality Impact and Considerations:

- 7.1 Whilst there are no direct equality issues, the demolition of this property will reduce the Council's operational costs for holding, maintaining and securing a long-term derelict property and reduce the opportunity for anti-social behaviour.

8.0 Environmental Impact and Considerations:

- 8.1 The existing building is causing blight to the community and neighbouring properties.
- 8.2 There is a risk of anti-social behaviour including fly tipping and arson.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Consent to demolish is not obtained.	Discussions will take place with Planning prior to any submission.
Insufficient monies to fund demolition and associated fees.	Provision has been made to fund the demolition of this property and associated costs in the 2022/23 HRA Capital Programme.
Derelict properties are a wasted resource and a liability to the Council and it costs the Council time and money to maintain them.	An options appraisal will be undertaken to determine the future of the cleared site.

9.0 Legal Implications:

- 9.1 Detailed legal advice will be provided as required at all stages.

10.0 Financial Implications:

- 10.1 Council approved in February a capital budget of £14.5m for the continuation of the 3 year investment programme in housing properties, along with the carry forward of slippage against the 21/2 empty property strategy and housing development schemes. This has resulted in a 22/23 capital programme for housing, subject to the finalisation of 21/22 costs of £15.474m. The costs of demolition and clearing of this site will be charged against this budget.
-

Report Author and Contact Details:

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Name: J Summerscales

Position: Unit Manager – Housing Strategy, Policy & Performance

Department: BGI

E-mail: j.a.summerscales@bury.gov.uk

Background papers:

None.

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

Term	Meaning
HRA	Housing Revenue Account



Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 01 June 2022
Subject:	Bury Corporate Plan Performance and Delivery Report Quarter Four 2021-22	
Report of	Cabinet Member for Corporate Affairs and HR	

Summary

1. This report provides a summary of key delivery and performance that occurred during quarter four 2021-22 aligned to the 3R priorities.

For each quarterly report we are committed to provide a spotlight on an area of delivery, performance, or intelligence to supplement our acknowledgement of progress towards the 2021/22 Corporate Plan delivery objectives. This quarter we are introducing Bury's State of the Borough report for 2021.

Recommendation(s)

2. That Cabinet:
 - Note the performance and delivery against the 3R priorities and the 2021/22 Corporate Plan delivery objectives
 - Note the spotlight on our State of the Borough report for 2021
 - Note the ongoing developments to strengthen and improve this reporting process and functionality

Reasons for recommendation(s)

3. This continues our commitment to "strengthening the basics" by embedding the corporate business planning process across all the work of the Council and CCG. This will allow for more effective performance management at organisation, departmental and officer level.

Alternative options considered and rejected

4. No alternative option considered.

Report Author and Contact Details:

Name: Matt Wright / Sarah Hammersley

Position: Head of Delivery Unit / Performance & Intelligence Manager

Department: Corporate Core

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Background

5. In 2020 Bury Council and CCG led the development of the Let's Do It! Strategy for the Borough of Bury which sets out the vision for the next ten years. In 2021 a corporate strategic planning process was established, which provided an annual, integrated strategic corporate plan for the Council and CCG partnership to guide the partnership's delivery against the Let's Do It! Vision.

Reporting against this corporate plan is through monthly to Executive team and quarterly to Cabinet. The corporate plan was aligned to the 3R priorities in July and this report outlines the delivery during Q4 against the 3R's and associated corporate plan. It also outlines which activity will carry over in to 2022/23.

Links with the Corporate Priorities:

6. This report references the contribution that the Council and CCG have made in Q4 to the delivery of the Let's Do It! Strategy through delivery of the Corporate Plan for 2021/22.

Equality Impact and Considerations:

7. Not applicable.

Environmental Impact and Considerations:

8. Not applicable.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Not applicable.	

Legal Implications:

9. There are no legal implications arising from the report however the updating report to Members and the Corporate plan form a fundamental part of our governance assurance to Members.

Financial Implications:

10. There are no direct financial implications arising from this update report, although there are a number of key finance performance targets and savings delivery targets included within this report.

Background papers:

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

- Bury 2030 Community Strategy – Let's Do It!
- Bury Council & Bury CCG Corporate Plan 2021/2

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

Term	Meaning
CCG	Clinical Commissioning Group
CIN	Children in Need
CLA	Children Looked After
CPP	Child Protection Plan
DSG	Dedicated Schools Grant
EET	Education Employment & Training
EHC	Education and Health Care
FE	Further Education
FOI	Freedom of Information
GMCA	Greater Manchester Combined Authority
HE	Higher Education
IAPT	Improving Access to Psychological Therapies
IMC	Intermediate Care
JSA	Job Seekers Allowance
MOT	Ministry of Transport
PDR	Personal Development Review
SEND	Special Educational Needs Disability
UC	Universal Credit
VCFA	Voluntary Community & Faith Alliance

Bury Council & CCG Corporate Plan Delivery Report Quarter Four 2021/22

1. Introduction

This report provides a summary of key delivery and performance that occurred during quarter four 2021-22 aligned to the 3R priorities which were established in late July 2021 (see figure 1). The structure of this reporting has been revised since quarter two to reflect the 3R priorities which were developed in July 2021 to focus corporate plan activity.

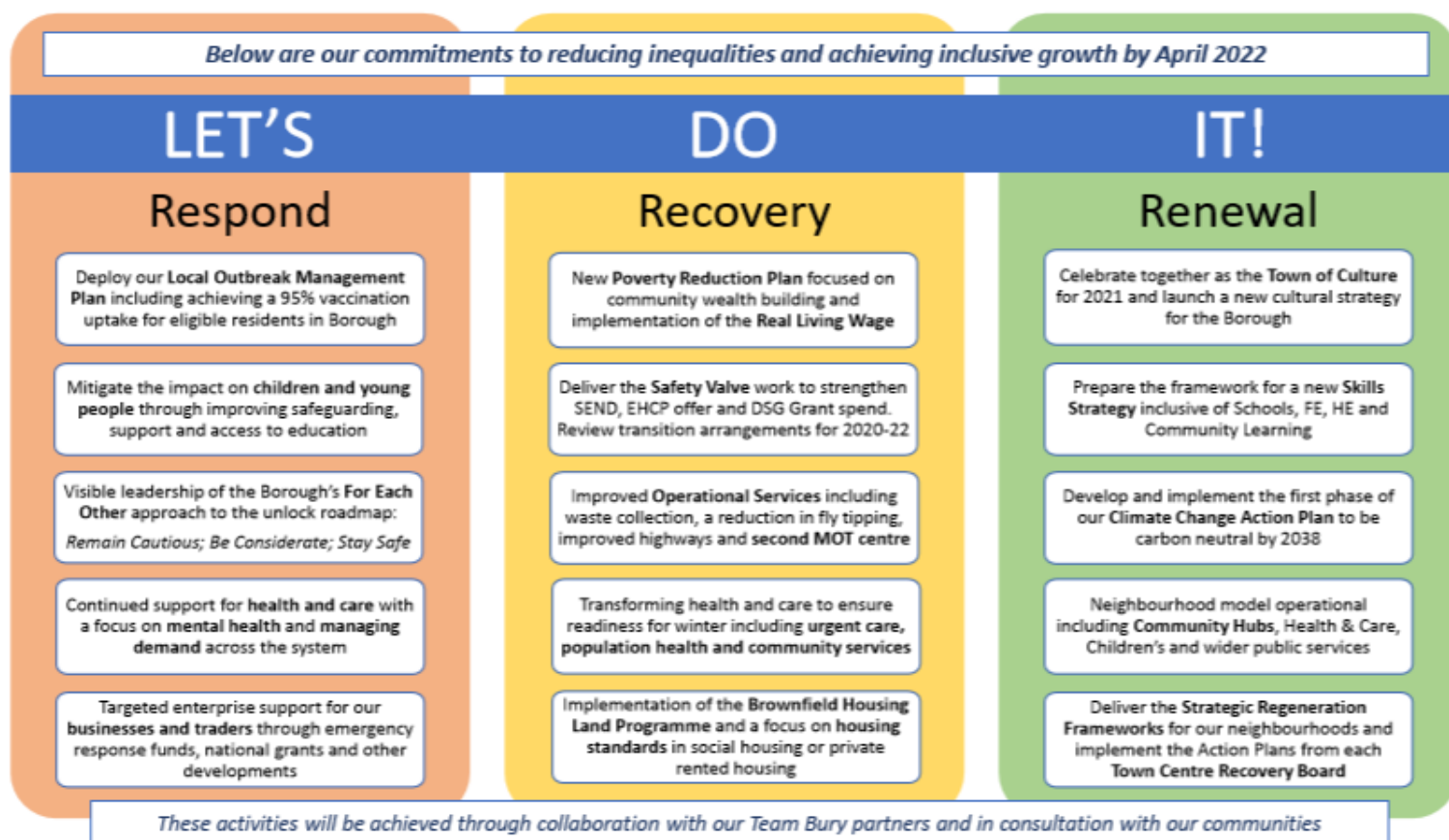


Figure 1 3Rs

Existing delivery activity as outlined in the Corporate Plan has been aligned to the priorities and it is worth noting that each priority has more than several activities linked to it. Monthly Departmental Highlight reporting provides the assurance on delivery alongside the departmental dashboards. Delivery status against each of the priorities and against the original timeframes set within the Corporate Plan is recorded and the latest delivery dashboard is included below (figure 4). Key delivery highlights for the quarter are also outlined below (figure 3).

For each 3R priority we have aligned existing measures from within our Departmental dashboards. This is an iterative process so there is scope for the measures aligned to the priorities to change or new ones to be developed as activity progresses. Where a priority does not have performance measures reported

alongside its delivery, this is monitored via the associated strategy and affiliated working group(s).

We strive to improve the engagement and accessibility of the performance reporting. Below is a key to the performance elements to aid understanding whilst this work is underway.

Key:

Target	Actual Value	Previous Value	Trend	Time Period
Figure for actual value. Where there is a target set for a measure, the actual value will be coloured to reflect whether it has met (green) or is yet to reach the target value (red)	Figure is the latest value for the data period. Green shading means the value has achieved target, red has not achieved target and grey means that no target has been set.	Figure is the previous value for the data period and influences the trend outcome.	The arrow indicates if the data trend has been continuing in an upwards or downwards trajectory and the number indicates longevity of this i.e., how many time periods the trend has been occurring.	Latest time period for data point

Figure 2 Performance Key

For each quarterly report we are committed to provide a spotlight on an area of delivery, performance, or intelligence to supplement our acknowledgement of progress towards the 2021/22 Corporate Plan delivery objectives. This quarter we are introducing Bury's State of the Borough report for 2021.

Key Delivery Highlights for Q4

Response	<ul style="list-style-type: none"> • Outbreak Management Plan – moving to BAU arrangements • 78% uptake in eligible populations for 1st, 2nd and booster doses • 89% of secondary school applicants have been given their first school preference with a further 6% getting their second preference all 2415 applicants from Bury have been offered a place at a Secondary School in Bury • Draft CYP Improvement Plan shared with Ofsted • Head Teacher Conference took place on ILACS and Project Safety Valve • EHCP timeliness continues to improve with 65% issued within 20 weeks during March • PSV DFE submission sent 01/03/22; received very positively. Bury LA has received the final payment for this year's PSV. • Community recovery "Pitch" participatory budget scheme – monies distributed • Additional Restriction Grant allocation will be defrayed in full by 31st March 2022 • Welcome Back Fund to be defrayed by 31st March 2022
Recovery	<ul style="list-style-type: none"> • Empty Property Strategy and supporting action plan completed and approved • New waste collection routes uploaded to incab technology, 98% of waste collected each day • Highways - Preventative maintenance works complete for 21/22 • Mobilisation complete for second MOT testing station and it has been available from 1 April 2022 • Nine Fixed Penalty Notices have been issued in March - 2 for Fly Tipping (one paid £400) • Sign off Pay Policy Statement, including 22/23 Real Living Wage uplift • Bury Market - Awarded by NABMA – Britain's Favourite Market and awarded Top Attraction in Bury by Trip Advisor. • Wellness Project has allocated £133,505 funding to over 36 groups to deliver wellbeing and physical activity sessions across all greenspaces and parks. • Public Health: Sexual Health services delivered by Virgin Care commenced Jan 2022. • Places for Everyone Joint Development Plan (PfE) submitted to Government on 14 February 2022
Renewal	<ul style="list-style-type: none"> • Final sign-off of the Community Safety Strategy and Domestic Abuse Strategy, including Women's Safety Charter as part of marking International Women's Day • Bury Town Centre Masterplan – final plan approved by cabinet • Ramsbottom Place Management Plan – final draft plan approved by Cabinet • Further £339,093 received for Omicron variant bring total ARG allocation to £7,458,372.00. Approx. 15K remaining to allocate. • Bury Flexihall – LUF memorandum of understanding signed • £100k Climate Action funds distributed during March to all successful applicants • First Climate Strategic Board meeting took place on 3 March • VCFA review & volunteer strategy – SLA now in place

Figure 3: Key delivery

3 Strategic Themes with 15 Priorities					
LET'S	Delivery Status	DO	Delivery Status	It!	Delivery Status
Response		Recovery		Renewal	
1. Deploy our Local Outbreak Management Plan including achieving a 80% vaccination uptake for eligible residents in Borough	Feb	6. New Poverty Reduction Plan focused on community wealth building and implementation of the Real Living Wage	Feb	11. Celebrate together as the Town of Culture for 2021 and launch a new cultural strategy for the Borough	Feb
	Mar		Mar		Mar
2. Mitigate the impact on children and young people through improving safeguarding, support and access to education	Feb	7. Deliver the Safety Valve work to strengthen SEND, EHCP offer and DSG Grant spend. Review transition arrangements for 2020-22	Feb	12. Prepare the framework for a new Skills Strategy inclusive of Schools, FE, HE and Community Learning	Feb
	Mar		Mar		Mar
3. Visible leadership of the Borough's For Each Other approach to the unlock roadmap	Feb	8. Improved Operational Services including waste collection, a reduction in fly tipping, improved highways and second MOT centre	Feb	13. Develop and implement the first phase of our Climate Change Action Plan to be carbon neutral by 2038	Feb
	Mar		Mar		Mar
4. Continued support for health and care with a focus on mental health and managing demand across the system	Feb	9. Transforming health and care to ensure readiness for winter including urgent care, population health and community services	Feb	14. Neighbourhood model operational including Community Hubs , Health & Care, Children's and wider public services	Feb
	Mar		Mar		Mar
5. Targeted enterprise support for our businesses and traders through emergency response funds, national grants and other developments	Feb	10. Implementation of the Brownfield Housing Land Programme and a focus on housing standards in social housing or private rented housing	Feb	15. Deliver the Strategic Regeneration Frameworks for our neighbourhoods and implement the Action Plans from each	Feb
	Mar		Mar		Mar

Figure 4 Delivery Dashboard monthly delivery status: Key: Green = On track, Amber = behind schedule

2. Response 1: Deploy our Local Outbreak Management Plan including achieving an 80% vaccination uptake for eligible residents in Borough

2.1. Summary




Delivery of the COVID outbreak management plan has continued through Q4. Monitoring delivery has been through the Health Protection Board and will move into business as usual in Q1 2022/23. Vaccine uptake over the quarter has increased with almost 78% uptake in eligible populations for 1st, 2nd and booster doses.

Active inequalities monitoring is underway and will continue to inform further plans.

2.2. Delivery

Key Delivery Elements in Q4	Key delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Outbreak Management Plan continued to be monitored through weekly Health Protection Board and fortnightly Gold and monitoring now moved to BAU Booster Programme and 12-15 vaccine programme delivery and being monitored weekly through Vaccine Assurance Group. Almost achieved 78% uptake in eligible populations for 1st, 2nd and booster doses. Inequalities compendium in place and updated and monitored weekly 	<ul style="list-style-type: none"> Delivery of Outbreak Management Plan through business as usual Vaccination Management: follow up phases as required Inequalities monitoring

2.3. Performance

	Target	Actual Value	Previous Val...	Trend		Time Period
7-day average COVID infection rates per 100,000		564.95	1947.22		1	Mar-2022
Number of Bury GP registered people to have received first dose of COVID vaccine (snapshot)		147962	144945		4	Mar-2022
Number of Bury GP registered people to have received second dose of COVID vaccine (snapshot)		139209	133023		4	Mar-2022

3. Response: Mitigate the impact on children and young people through improving safeguarding, support and access to education

3.1. Summary






Q4 saw the development of the Ofsted improvement plan, this has been shared with Ofsted and will be used to drive delivery via the established improvement board. Delivery will continue into 22/23. Project Safety Valve continued to be delivered and will also continue into 22/23.

Support to the development of new schools in Unsworth and Radcliffe will continue in partnership across the organisation through 2022/23.

3.2. Delivery

Key Delivery Elements in Q4	Key delivery to continue in Q1 22/23
<ul style="list-style-type: none"> • Project Safety Valve development and recruitment in key positions within SEND team has been completed • ILACS Ofsted improvement plan developed and shared with Ofsted. • Bury continues to pilot GMCA work around pathways to talking and behavioural intervention in Early Years • Leadership of whole system support to schools, early years providers and FE colleges to mitigate the detrimental impacts of Covid-19 • Support to the Star Academy Trust to deliver a new secondary school, as part of the wider Radcliffe regeneration • Support to develop a new special free school based in Unsworth, in partnership with Shaw Education Trust - DfE now procuring scheme for new build • Development of early help support for children and families via a community partnership model, first workshop held • Whole system leadership of the skills and youth opportunities offer to deliver the white paper and GM priorities 	<ul style="list-style-type: none"> • Project Safety Valve Development • Implementation and delivery of the Ofsted Improvement plan • Support to develop new schools in Radcliffe and Unsworth

3.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Number of Early Help Assessments by partners		48	93		1 Mar-2022
Number of Early Help Assessments by Bury Locality Team		51	121		3 Mar-2022
Percentage of Early Help assessments by Partners		48	43.5		2 Mar-2022
Percentage of Early Help assessments by Bury Locality Team		51	56.5		2 Mar-2022
Percentage of children accessing 2 year take up of free childcare		86.1	75.4		2 Dec-2021

4. Response: Visible leadership of the Borough's For Each Other approach to the unlock roadmap

4.1. Summary

During Q4 the approach to the 'pitch' events was approved and applications received from across the borough. All events and monies have now been distributed.

Consultation on the culture strategy has been completed and Q1 will see approval and implementation. The newly drafted communication and engagement strategy will also be approved in Q1 and reflect the new digital customer engagement framework.

4.2 Delivery

Key Delivery Elements in Q4	Key delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Approach to the 2021/22 Pitch events approved by Informal Cabinet and Applications received including a good spread across the borough. All grants have now been distributed. The Joint Communications and Engagement Strategy drafted Consultation on the culture strategy 	<ul style="list-style-type: none"> Culture strategy will be approved. Joint Communications and Engagement Strategy approved to reflect new Digital Customer Engagement.

5. Response: 4. Continued support for health and care with a focus on mental health and managing demand across the system




5.1. Summary

Work in Q4 saw further development of the Bury system UC plan developed across Transformation/Resilience and BAU. The Strategic Commissioning Board endorsed configuration of urology services as part of the secondary care service reconfiguration which will see a joined-up care pathway across Bury. A supporting data pack has been developed to inform robust decision making. Additional investment in mental health services in 22/23 was endorsed and is being built into the current mental health programme implementation which will continue into 2022/23.

5.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> • Secondary Care Service Reconfiguration: Pennine Disaggregation and Service pathways NCA/MFT – focus on Urology care pathway. Development of Urology Data pack to inform decision making • Single system UC plan implementation across Transformation/Resilience and BAU • Elective Care Framework - focus on prevention, addressing inequalities and inclusion. • Additional investment in mental health services in 22/23 endorsed at CCG Governing Body – for core 24 light mental health liaison services and for community-based adults eating disorder services, and in addition for Bury Peer Led Crisis Service and Bury Getting help line evaluation 	<ul style="list-style-type: none"> • Secondary Care Service Reconfiguration • Urgent Care System: Implementation of Urgent Care Transformation Strategy • Elective Care Framework implementation • Mental Health Programme Implementation

5.3. Performance

	Target	Actual Value	Previous Val...	Trend		Time Period
Referral to treatment total waiting list entries	15800	26577	23993		6	Mar-2022
Referral to treatment total number waiting in excess of 52 weeks	0	1228	1190		1	Mar-2022
IAPT waiting times % 6 weeks or less from referral	75	32.68	41.7		1	Mar-2022

6. Response: Targeted enterprise support for our businesses and traders through emergency response funds, national grants and other developments

6.1. Summary

Support has continued to be provided to business and traders in Q4 and additional restriction grant and welcome back fund will be defrayed by 31st March 2022. All support is promoted through existing communication channels.

6.2. Delivery

Key Delivery Elements in Q3	Key delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Senior Business Advisor in temporary post to visit Bury Businesses and assess support needed post Covid and Brexit. Additional Restriction Grant allocation will be defrayed in full by 31st March 2022 Welcome Back Fund to be defrayed by 31st March 2022. Funded support is promoted through our communication channels to signpost business to support. 	<ul style="list-style-type: none"> Targeted enterprise support for our businesses and traders

7. Recovery: New Poverty Reduction Plan focused on community wealth building and implementation of the Real Living Wage

7.1. Summary

Q4 saw the Economic plan agreed and a schedule of events and programmed support developed for final year implementation. 1 Bury business will also attend the Cambridge Judge Business School in 2022/23.





The delivery plan for the Poverty Reduction plan was updated with information from the Budget Amendment. New reference information and signposting is now provided on the council website. The new Policy will be written in 2022/23.

Development to the working well programmes continued with programmes to support young people aged 20-24 now live.

7.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Economic Recovery Plan agreed including the Barclays Thriving Local Economies programme. Schedules of events has been scheduled for confirmation Poverty Reduction plan updated to reflect budget amendments Support within Working Well programmes. <ul style="list-style-type: none"> Programmes now live supporting young people 28-24. Team members in situ at Radcliffe Regen office to promote wrap around services, same offer for Prestwich. 	<ul style="list-style-type: none"> New Poverty reduction policy to be written. Working Well programme development The Council Tax Support scheme will be updated

7.3. Performance

	Target	Actual Value	Previous Val...	Trend		Time Period
Number of rough sleepers in Bury	0	2	1		1	Mar-2022
Number of rough sleepers currently being supported	40	49	64		1	Mar-2022
Number of statutory homeless cases open on the last day of the month	300	630	597		3	Mar-2022
Number of households in temporary accomodation on last day of the month	35	75	68		1	Mar-2022

8. Recovery: Deliver the Safety Valve work to strengthen SEND, EHCP offer and DSG Grant spend. Review transition arrangements for 2020-22

8.1. Summary

Q4 saw the continued development of the Safety Valve programme including the development of a local area SEND strategic action plan and the SEND Sufficiency paper sent to DfE. Delivery will continue into 22/23 with programme governance and associated data pack in place to provide assurance of delivery.

The Dynamic Support Register was also launched within the integrated commissioning team.

8.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> • Whole system leadership of improvements to the Bury local offer for children and young people with additional needs • Project Safety Valve: Continued development of the Graduated Model and agreement of programme governance and plans <ul style="list-style-type: none"> ○ Data Pack developed in iterative process with DfE ○ SEND Sufficiency paper sent to DfE ○ Consultation with schools on mainstream top-up funding, and potential changes ○ Local area SEND strategic action plan developed • The Dynamic Support Register launched – within integrated commissioning team • Work is ongoing to progress Key worker and Ealing models at a GM and local level. 	<ul style="list-style-type: none"> • Project Safety Valve delivery • Continued development of improved support for children with additional needs to prevent the need for recourse to statutory intervention • Delivery of a balanced budget, including £1.2m savings and robust management of the Dedicated Schools Grant recovery plan • Mobilisation to deliver additional investment secured for wider CYP MH provision

8.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Percentage of Pupils with an EHCP		4.2	4.2	↔ 2	Oct-2021
Number of Children with an EHCP		1220	1224	↓ 1	Oct-2021
EHCP: Percent of Plans issued on time, compliance at 20 weeks		53.8	31.5	↑ 1	Mar-2022

9. Recovery: Improved Operational Services including waste collection, a reduction in fly tipping, improved highways and second MOT centre

9.1. Summary

Q4 saw the continued delivery of the waste improvement plan. A new head of Waste Management started in December and the issues regarding the new rounds have been resolved with collection rates averaging at 92% during Q4.

The Environmental Quality delivery plan is being delivered leading to increased enforcement for fly tipping, up to the end of March 2022, 53 FPN's issued in total following investigation by officers. Two Community Action Days have been planned week commencing 9 April, Lower Walmersley and Victoria estate, Radcliffe to further support the work.

Mobilisation for the MOT test centre is now complete and the second testing station will be available from 1 April 2022











H&E: Cycling and Walking Infrastructure: Phase1 of Fishpool (construction of new bridge over river Roch) was approved on 11/02/2022 by GMCA.

9.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Implementation of waste improvement plan to ensure all waste collection rounds are completed as scheduled without missed bins Environmental Quality delivery plan in place. Immediate priority is to increase enforcement for fly tipping as remove fly tipping promptly 53 fixed penalty notices have been issued following investigation by officers 	<ul style="list-style-type: none"> Environmental Quality: Community Action days and recruitment of Waste Prevention Officers Green Spaces: Programme Delivery Civic Venues Review Strategic Transport Lead due to commence in post on 04 April 2022

- H&E: Highways Investment Tranche 2 - Preventative maintenance works complete for 21/22
- H&E: Cycling and Walking Infrastructure - Phase 1 of Fishpool (construction of new bridge over river Roch) was approved on 11/02/2022 by GMCA.
- 2nd MOT centre: Mobilisation complete and second testing station available from 1 April 2022
- Stakeholder engagement on Bury Boroughwide Transport Strategy underway
- Bury Markets investment and improvement - Continuing progress on the capital programme

9.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Waste collection (tonnes)		14428.59	14152.4		1 Q4 2021/22
Waste collection: grey bins (tonnes)		6694.2	6774.06		2 Q4 2021/22
Waste collection: blue bins (tonnes)		2448.2	2355.06		1 Q4 2021/22
Waste collection: green bins (tonnes)		1805.99	1792.7		2 Q4 2021/22
Number of missed bin collections per 100,000		89	74		1 Q4 2021/22
Proportion of household waste recycled		53.3	52		1 Q4 2021/22
Waste collection (tonnes) from street cleaning		697.4	840.68		1 Q4 2021/22
Number of potholes reported		1205	397		2 Q4 2021/22
Number of potholes repaired		4240	1968		1 Q4 2021/22
Highway repairs completed on time (%)		78	79		1 Q4 2021/22

10. Recovery: Transforming health and care to ensure readiness for winter including urgent care, population health and community services

10.1. Summary

As mentioned previously Q4 saw the delivery of a single system Urgent Care plan developed across Transformation/Resilience and business as usual supported by the newly installed Bury Urgent and Emergency Care Integrated System Board. Work will continue into 2022/23 alongside larger wide scale secondary care transformation and development of the elective care framework.





At the end of Q4 the Wellness programme had allocated £133,505 funding to over 36 groups to deliver wellbeing and physical activity sessions across the borough.

Q4 also saw the preparation of the new contract and specifications for community health services provided by the Northern Care Alliance (NCA) across Bury. This will be agreed hopefully during 2022/23.

10.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> • Secondary Care Service Reconfiguration: Pennine Disaggregation and Service pathways NCA/MFT • Single system UC plan developed across Transformation/Resilience and BAU supported by newly installed Bury UEC Integrated System Board • Elective Care Framework - Pilot of urology pathway underway • New Elective Care and Cancer governance framework signed off by the Integrated Delivery Collaborative in November 2021 • Preparing new contract and specifications for community health services provided by the NCA • Population Health: Starting Well - Essential Parent Commissioned for 3 years • Population Health: Sexual Health Strategy and procurement - New service live in Jan 22 • Population Health: Health related behaviour change - Neighbourhood Health Improvement Frameworks were finalised • Public Health: Substance misuse – priorities identified for 2022/23 • Wellness - has allocated £133,505 funding to over 36 groups to deliver wellbeing and physical activity sessions 	<ul style="list-style-type: none"> • Secondary Care Service Reconfiguration: Hospital Transformation • Primary Care Programme including Primary Care Network Development • Urgent Care System: Recovery and Transformation to the new operating model • Elective Care Framework implementation • Finalising new contract and specifications for community health services provided by the NCA

10.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Number of births registered		448	465		1 Mar-2022
Number of deaths registered		560	596		1 Mar-2022
IMC (Killelea) Bed Occupancy (%)		92	82		2 Mar-2022
Residential and Nursing Care Bed Occupancy (%)		90	85		3 Mar-2022

11. Recovery: Implementation of the Brownfield Housing Land Programme and a focus on housing standards in social housing or private rented housing

11.1. Summary




Q4 saw the Places for Everyone Joint Development Plan (PfE) submitted to Government on 14 February 2022. Work has commenced on a series of questions issued by the inspectors. The Empty Property Strategy and supporting action plan was completed and approved in Q4. The Strategy is now published on the Council's Website. All the sites within the residential housing delivery plan have been consented and are now progressing to contract. Work also continued on the Accelerated disposal programme and will continue into 2022/23.

11.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Background work on the Bury Local Plan in development Places for Everyone Joint Development Plan (PfE) submitted to Government on 14 February 2022. Work ongoing on a series of Preliminary Questions issued by the Inspectors Empty Property Strategy and supporting action plan completed and approved – Strategy published on the Council's Website. Residential Housing Delivery - All sites consented by cabinet progressing to contract. 	<ul style="list-style-type: none"> Development Plan / Local Plan (new Planning Policies) development Places for Everyone Joint Development Plan (PfE) development Housing Strategy (including review of affordable housing) development Residential Housing Delivery implementation Private Rented Strategy development Brownfield Housing Land Programme implementation Affordable Housing Delivery Approval of Accelerated disposal programme (various stages) HRA Strategy: The Council's relationship with STH strengthened

- Approval of Accelerated disposal programme (various stages). A review of Phases 1, 2 and 3 assets and continue to prepare them for disposal.

11.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Percentage of planning decisions granted	89	92		2	Q3 2021/22
Total planning applications received	252	289		1	Q3 2021/22
Annual housing completions	212	200		1	2021
% Housing completions on brownfield land	68	62		1	2021
Number of housing units completed in the borough which are affordable	32	20		1	2021

12. Renewal: Celebrate together as the Town of Culture for 2021 and launch a new cultural strategy for the Borough

12.1. Summary

Q4 saw several events and the distribution of funds across the borough in relation to the recovery "Pitch" participatory budget scheme. The culture strategy has been developed for review and will be supported by the joint communications and engagement strategy.

12.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> • Events and funds distributed for the 21/22 recovery "Pitch" participatory budget scheme across the borough • Draft culture strategy developed for review and consultation • Joint Communications and Engagement Strategy developed 	<ul style="list-style-type: none"> • Culture strategy agreed, which gives a clear plan for how we continue to develop our cultural identities and economy • Programme of culture events for the year developed • Joint Communications and Engagement Strategy adapted to reflect new Digital Customer Engagement and the Radcliffe People and Communities Plan.

13. Renewal: Prepare the framework for a new Skills Strategy inclusive of Schools, FE, HE and Community Learning

13.1. Summary

Development of an all-age skills strategy continued in Q4 This is being produced in collaboration with children's services and will be finalised in Q1.

The revised apprentice strategy first draft was completed for review. A supporting delivery plan is in place and will be agreed and implementation started through Q1.

13.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> • Production of an all-age skills strategy in collaboration with children's services underway • Apprentice strategy - Revised approach to external apprenticeship recruitment signed off by Exec and ready for Member approval. 	<ul style="list-style-type: none"> • Revised Apprenticeship strategy agreed & implemented. • Skills strategy agreed and in place

14. Renewal: Develop and implement the first phase of our Climate Change Action Plan to be carbon neutral by 2038

14.1. Summary

Q4 saw the final funding value for the programme agreed as £2,448,375. The final scope has been agreed with Salix, along with extension to end June 2022. Eight contracts now in place and final one to follow early April.

The action plan has also been developed for Council to be single use plastic free by the end of 22/23 and implementation will continue throughout the year.

14.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> Climate Strategy and Action Plan: Ongoing work related to the distribution of the £100k Climate Action Fund. Action plan in development for the Council to be single use plastic free by end of 2022/23 Decarbonisation programme: Total funding value for project now confirmed as £2,448,375 and £763,640.39 spent to end March 2022 	<ul style="list-style-type: none"> Climate Change Strategy: Implementation Plan agreed and in implementation for the Council to be single use plastic free by end of 2022/23

14.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
% of council vehicles changed to lower emission versions		39	39	↔	1 Q4 2021/22
Number of air quality monitoring stations breaching nitrogen dioxide targets		1	1	↔	2 2022
Total CO2 emissions produced within our borough		851.2	851.2	↔	2 2022
Total CO2 emissions resulting from council operations					

15. Renewal: Neighbourhood model operational including Community Hubs, Health & Care, Children's and wider public services

15.1. Summary

Q4 saw the development and agreement at full council of both the Community Safety Strategy and Domestic Abuse Strategy this included the Women's Safety Charter as part of marking International Women's Day.

Neighbourhood model development continued, and the Radcliffe People and Skill Plan was completed in draft with 7 thematic delivery plans. Work will continue into Q1.

Work on the Inclusion strategy continued with recruitment underway for an EDI manager and Inclusive Public Services Project Manager, both these posts will support delivery in Q1 with focus on equality assessment, leadership development and development of an action plan on race inclusion.

15.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> • Neighbourhood Model - Further workshops to refine Improving Adult Lives offer and to define risk stratification work. • Radcliffe People and Skill Plan completed in draft with 7 thematic delivery plans. • Inclusion Strategy: Recruitment underway for EDI manager and Inclusive Public Services Project Manager • Community Safety strategy – Agreed at full council • Domestic Abuse Strategy – Agreed at full council • Integrated Neighbourhood Teams - Development plan in health and care in place and aligned to neighbourhood hubs 	<ul style="list-style-type: none"> • The neighbourhood model continued implementation including a residents' forum in every neighbourhood & integrated public service teams • Delivery of a volunteer strategy • Inclusion strategy delivery including equality assessment; leadership development & action plan on race inclusion • Community Safety strategy publication via Cabinet/Council subject to verification of the Constitution. • The Domestic Abuse Strategy - Delivery Plan implementation • Further Development of Integrated Neighbourhood Teams alongside Neighbourhood hubs • Let's do it Strengths Based Strategy in Adult Social Care

15.3. Performance

	Target	Actual Value	Previous Val...	Trend		Time Period
Total number of VCFA volunteers (cumulative)		563	521		4	Mar-2022
% of residents who feel safe	90	90	90.7		2	Mar-2022
Rate of all crimes (per 1,000 population)	20	27.2	27.7		1	Mar-2022

16. Renewal: Deliver the Strategic Regeneration Frameworks for our neighbourhoods and implement the Action Plans from each

16.1. Summary

Q4 saw both the Bury Town Centre Masterplan and Ramsbottom Place Management Plan approved by Cabinet. Implementation will continue into 22/23.

The RIBA Stage 2 report was also completed as part of the Bury Flexihall programme. Work also continued on the development of the Prestwich Urban Village Plan.

Incubation activity is also now embedded in pipeline regeneration activity, innovation strategies, inward investment and business engagement.

16.2. Delivery

Key Delivery Elements in Q4	Key Delivery to continue in Q1 22/23
<ul style="list-style-type: none"> One Public Estate strategy – <ul style="list-style-type: none"> St Mary's Place – went auction in Feb Planning the decant of tenants from Humphrey House to 3KP First meeting of the Town Hall working group took place 07/01/22, followed by another meeting on the 31/01/22 where BTP (architect) presented the future use options to the Leader, CE and members. Town Centre Recovery Boards established and meeting. Approach is tailored to town centre 	<ul style="list-style-type: none"> The One Public Estate strategy implementation Radcliffe Strategic Regeneration Framework development Bury Town Centre Masterplan development Ramsbottom Place Management Plan Implementation Prestwich Urban Village Plan development Business relationship and engagement function Bury Economic Strategy developed Bury Flexihall development Bury Interchange programme development Economic Development Strategy

<ul style="list-style-type: none"> • Radcliffe Strategic Regeneration Framework <ul style="list-style-type: none"> ○ RIBA Stage Two consultation complete ○ Surveys and site investigations ongoing ○ Secondary School – Heads of terms have been submitted and agreed at Cabinet • Bury Town Centre Masterplan - Final Masterplan approved by Cabinet on 9 March 2022. • Ramsbottom Place Management Plan - revised final draft plan approved by Cabinet on 9th March • Prestwich Urban Village Plan - workstreams progressing with Muse • Bury Flexihall - RIBA Stage 2 report completed by Vinci. LUF – memorandum of understanding signed • Business Incubators - Incubation activity embedded in pipeline regeneration activity, innovation strategies, inward investment and business engagement. • ED Strategy – Hatch commissioned to deliver the EDS. Steering Group and Officer Project Group members agreed • Bury Interchange – Discussions continuing on a revised CRSTS submission document. • Business relationship and engagement function - Pre Covid engagements resumed 	
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16.3. Performance

	Target	Actual Value	Previous Val...	Trend	Time Period
Number of JSA and UC Claimants		5715	6610		3 Mar-2022
Net business growth rate		-790	175		1 2020

17. Spotlight – Bury’s State of the Borough Report

17.1. Introduction

For each quarterly report we are committed to provide a spotlight on an area of delivery, performance, or intelligence to supplement our acknowledgement of progress towards the 2021/22 Corporate Plan delivery objectives. This quarter we are introducing Bury’s State of the Borough report for 2021

Whilst providing the current picture of what is happening in Bury this report also links to impacts from the pandemic and how we think this may influence the achievement of the seven outcomes set out in the Let’s Do It strategy. The priorities set down in the 2022-23 Corporate Plan which have been informed by this analysis through the development of public service reform, neighbourhood working, and the 3 R’s (Response, Recovery and Renewal & Regeneration) set down recently by Cabinet.

Overleaf there are two insightful infographics on the latest intelligence of the demographics of Bury’s residents and the latest data which informs our position in relation to the seven Let’s Do It outcomes.

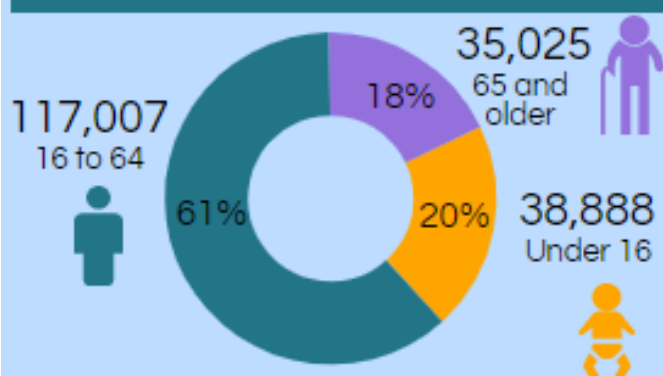
17.2. Bury Demographics and Population

STATE OF THE BOROUGH

BURY POPULATION AND DEMOGRAPHICS

Population

190,990 estimated population of Bury

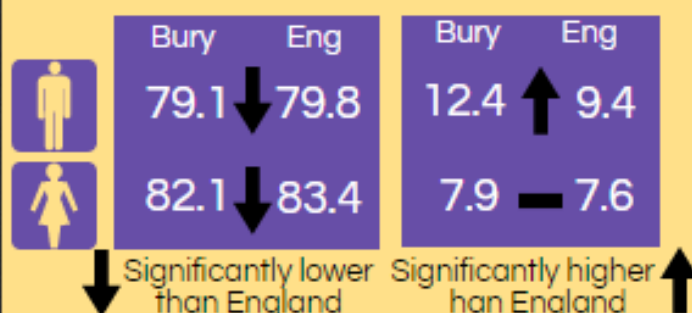


This is estimated to increase by over 3% to 195,900 by 2030, mostly due to an increase in the over 65's (in this age group there is an increase of 21% of the population).

Life Expectancy

Average Life Expectancy in years

Difference in life expectancy between the most deprived and least deprived areas (in years)



Those living in the most deprived areas will, on average, die earlier than those in the least deprived areas. In Bury, this difference is over 12 years for men and nearly 8 years for women.

Ethnicity



White (89%) Mixed / Multiple Ethnic Group (2%) Asian / Asian British (7%)
Black / African / Caribbean / Black British (1%) Other Ethnic Group (1%)

From the Census 2011 and to be updated early in 2022, 10.8% of the Bury population are from a BAME background.

Starting Well

In Bury, 1 in 11 (9.2%) pregnant women smoke. The trend is improving and is lower than the England average of 10.4%.



On average, a 5 year old in Bury will have 1.3 decayed, missing or filled teeth. The average for England is 0.8.

28.6% (over 1 in 4) of children in Bury are not 'school ready' by the end of reception, which is not significantly different from the England Average.



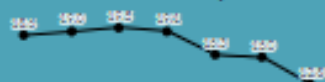
Living Well



Just under 2 out of 3 (63%) adults are overweight



As are over 1 in 3 (34.4%) 10-11 year olds



12.8% of adults smoke in Bury - a reduction putting Bury not significantly different to the England average

Maintaining a healthy lifestyle is essential for good health and wellbeing. Smoking, poor diet, physical inactivity, alcohol and drug misuse are risk factors for a range of long-term health conditions, such as, cardiovascular disease, diabetes, some cancers and dementia.

Living Well with a LTC or as a carer



Long term conditions are those that cannot currently be cured but can be managed variously with medication, support services and therapies, and self care strategies, such as maintaining a healthy lifestyle.

People with long term conditions are less likely to be employed than the general population

General population

71.4%

People with LTCs

57.0%

Only 24.4% of adult carers have as much social contact as they would like

Ageing Well

We live in an ageing society where the number of older people is set to increase. Many older people live independent and fulfilling lives, feel they are in good health and, on the whole, experience a good quality of life. For some, however, ageing will lead to an increased risk of multiple health problems, feeling lonely and isolated, and increased health and social care needs.



4 out of 5 (81.3%) of older people who are discharged from hospital are still at home after 91 days

Healthy Places

Most people intuitively understand that where they live and the quality of their local environment has an impact on their health and well-being but there is also robust evidence from a wide range of sources which tells us about the direct effects of the environment on our health status and life-expectancy.



Approximately 1 in 23 (4.7%) of deaths of people aged 30 and over in Bury can be attributed to air pollution

All parks in Bury achieve Green Flag status



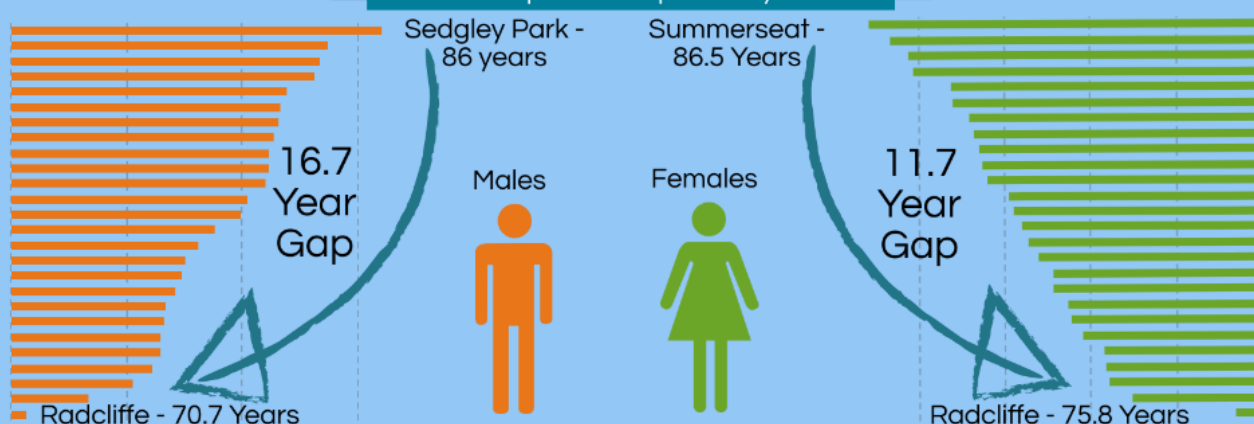
17.3. Let's Do It Outcomes Summary

STATE OF THE BOROUGH

BURY LET'S DO IT! - CURRENT POSITION

Improved Quality of Life

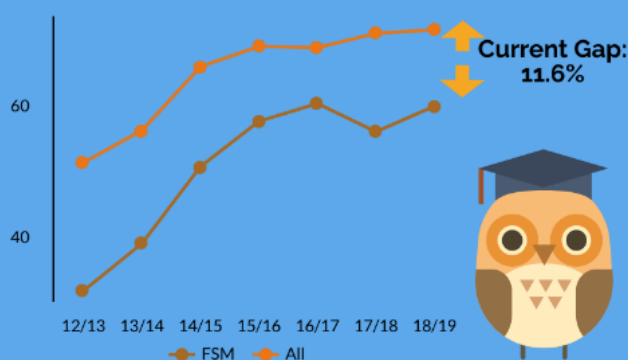
Gap in Life Expectancy



Our target is to reduce the life expectancy gap between our worst and best performing MSOAs to under ten years for both males and females. The gap is to be narrowed through improving the improving life expectancy in the worst performing MSOAs. In addition maintaining a position of 9 MSOAs above the England average for females and 13 for males.

Improved Early Years Development

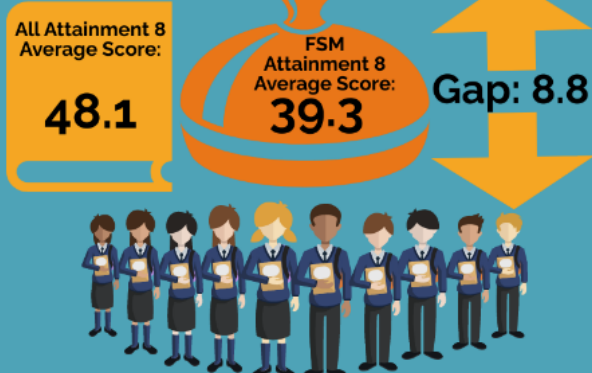
School readiness



The target is to narrow the gap between the school readiness levels of all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for Free School Meals cohort. Aim to achieve and improve gap in 2016/17 of 8.5 percentage points.

Improved Educational Attainment

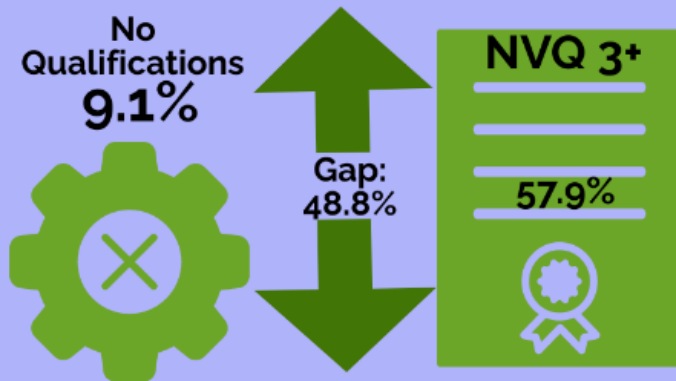
Attainment at Key Stage 4 (GCSE)



By 2030 we want to narrow the gap in average attainment 8 score for all pupils and those eligible for free school meals. Gap to be narrowed by reducing inequality for Free School Meals cohort. Aim to maintain or improve current gap of 8.5 percentage points.

Increased Adult Skill Levels and Employability

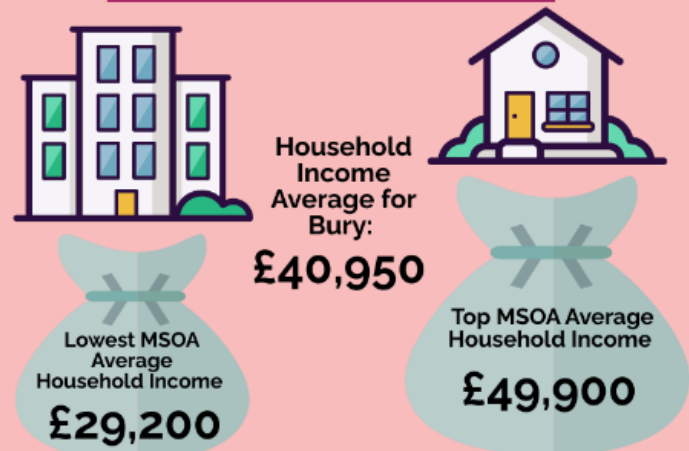
Adult Qualifications at Level 3 and above



We want to widen the gap of adults with no qualification and those with NVQ Level 3+ qualifications by reducing the number of adults with no qualifications. Improve latest gap of 57.9 and improve upon the best position of 58.5 percentage point seen in 2017.

Inclusive Economic Growth

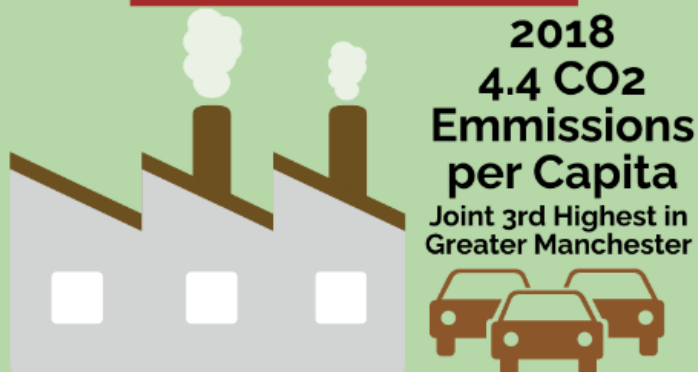
Average Income per Household



The aim is to maintain position in Top 3 Greater Manchester ranking for average total household income and increase range of income by improving those incomes in the top quartile.

Carbon Neutrality by 2038

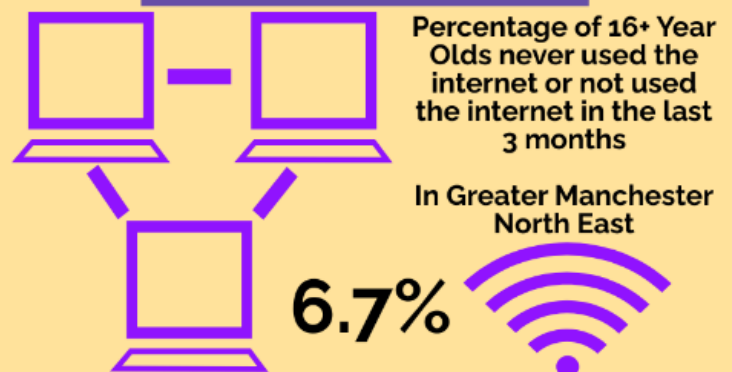
Level of Carbon Emissions



By 2030 maintain decline in CO2 emissions per capita and be within the top 5 localities in Greater Manchester with the lowest emissions.

Improved Digital Connectivity

Digital Connectivity Speed



We want to increase digital and internet connectivity and the speed of broadband available to those who live within Bury.

17.4. Progress against the Let's Do It outcomes

Bury's State of the Borough report provides a detailed analysis on the progress made towards the seven outcomes, using local intelligence that is available across the partnership. The headlines of this analysis summarise the key changes seen so far to evidence our progress in achieving our seven Let's Do It outcomes.

17.4.1. Improved Life Expectancy

There were 6.5% fewer births in 2019-20 compared to the previous year and a further reduction of 3.1% in 2020-21 compared to 2019-20. Peaks in deaths registered in alignment with increases of case transmission with the COVID-19 pandemic. Local calculations show both females and males at birth have seen an overall increase in life expectancy.

17.4.2. Early Years

Up until 2016/17, Bury was on a trajectory to significantly close the gap between the % of all children and % of FSM children achieving a good level of development at the end reception. There had been steep improvement in the achievement of those children eligible for FSM creating the smallest ever gap of 8.5 percentage points. The latest data now shows that this gap has increased to 11.6% with the impact of COVID inevitably going to affect this going forward.

17.4.3. Educational Attainment

There is concern that our increase in referrals to mental health services for children and young people could lead to poorer health outcomes and potentially educational attainment. Across the second half of 2020-21, Bury CYP referrals to Pennine Care Foundation Trust (PCFT) were 18.4% higher than the same period of 2019-20. A further steep increase in the early part of 2021-22 has seen referrals 53.6% higher in Apr-Jun 2021 than the same period of 2019 (pre-pandemic).

17.4.4. Adult Skills

Our claimant count statistics show us that the level of JSA and UC claimants almost doubled following the impact of COVID. Prior to April 2019 the count was around 4,000 – 4,300 for Bury. The figure has since fluctuated between 7,000 – 8,000 each month and began to steadily decrease from March 2021 to reach 6,610 by the end of quarter 2 and further reduce to 5,905 by the end of quarter 3.

17.4.5. Inclusive Growth

For the past two data points Bury has remained the third highest average household income in GM following Trafford and Stockport respectively. In

2018 the average total household income was £40,950, ranging from the lowest at £26,300 to the highest of £49,900. Whilst the average income had increased from 2016 the upper quartile of this range had decreased slightly which may be an indication of a future declining or stagnant trend in the average income.

17.4.6. Carbon Neutrality

In 2018, Bury ranked 7/10 for the lowest CO2 emissions per capita in GM. This ranking has been similar for the past 13 data points and whilst Bury has achieved a significant reduction in emissions from 7.3 to 4.4 this hasn't been a great enough reduction to improve on GM rankings.

17.4.7. Digital Connectivity

Digital access proved vital during the pandemic, particularly with the roll out of the vaccination programme. Health provides services through digital means, reducing face to face services.

17.5. Summary

Bury's State of the Borough report for 2021 puts us in a position to make data driven decisions on how, when and where we target our resources. This in-depth review of the intelligence available on Bury informs our corporate priorities for 2022-23 and enables the unification of our Let's Do It strategy and Corporate Plan. The full report will be published by July 2022.

18. Conclusion and Next Steps

This is the final delivery and performance report for 2021-22. Future reports will continue to align to the refreshed 3R priorities for 2022-23, as outlined in the Corporate Plan. Further development required has been noted and strives to strengthen and improve the reporting process and functionality. This report will be presented for scrutiny, providing opportunity for further engagement and direction on this workflow. Performance and delivery will continue to be reviewed internally on a monthly basis, generating conversations that will substantiate the content of these quarterly reports to Cabinet.

19. Recommendation

That Cabinet is asked to:

- Note the performance and delivery towards the 2021/22 3R delivery objectives
- Note the spotlight on Bury's State of the Borough report
- Note the ongoing developments to strengthen and improve this reporting process and functionality

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY HELD ON 25 MARCH 2022 AT BOLTON TOWN HALL,
VICTORIA SQUARE, BOLTON**

PRESENT:

Salford	City Mayor Paul Dennett (In the Chair)
Deputy Mayor for Police & Fire	Beverley Hughes
Bolton	Councillor Martyn Cox
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Bev Craig
Oldham	Councillor Amanda Chadderton
Rochdale	Councillor Neil Emmott
Stockport	Councillor Elise Wilson
Tameside	Councillor Brenda Warrington
Trafford	Councillor Andrew Western
Wigan	Councillor David Molyneux

OFFICERS IN ATTENDANCE:

Chief Executive Officer, GMCA & TfGM	Eamonn Boylan
GMCA Deputy Chief Executive	Andrew Lightfoot
GMCA Monitoring Officer	Liz Treacy
Bolton	Sue Johnson
Bury	Lynne Risdale
Manchester	Joanne Roney
Oldham	Harry Catherall
Salford	Tom Stannard
Stockport	Caroline Simpson
Tameside	Steven Pleasant
Trafford	Sara Todd
Wigan	Alison McKenzie-Folan
Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Nicola Ward

GMCA 40/22 APOLOGIES**RESOLVED/-**

That apologies be received and noted from GM Mayor Andy Burnham, Cllr Arooj Shah (Cllr Amanda Chadderton attending), Geoff Little (Lynne Risdale attending), Tony Oakman (Sue Johnson attending) and Steve Rumbelow.

GMCA 41/22 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS**The war in Ukraine**

The GMCA had released a statement on 11 March, which had expressed solidarity with Ukraine and its people. The UN High Commissioner for Refugees had reported that 3.6 million Ukrainians had fled the country, and 6.5 million Ukrainians had been displaced within Ukraine, leaving behind their homes, livelihoods and loved ones to escape the unprovoked invasion by Russia. Greater Manchester would offer help and support to Ukrainian people who were seeking safety in the United Kingdom.

Greater Manchester had recently welcomed and supported refugees from Afghanistan, but many were still being housed in hotels across the city region and across the country. Many had not yet been awarded work permits and the GMCA called on Government to create capacity within the immigration system to expedite the process. It was also emphasised that each council across the country should play a role in ongoing humanitarian efforts and mandate equitable dispersal.

Thanks were expressed to all residents, community groups, voluntary and faith-based organisations for their ongoing humanitarian support, including those officers of the Greater Manchester Fire and Rescue Service who were currently part of a convoy taking humanitarian aid to families in the Ukraine.

Greater Manchester's Clean Air Zone

The GM Mayor, Andy Burnham, had written to the Prime Minister on 3 March to set out Greater Manchester's position in relation to the Clean Air Zone but a response had not yet been received. The plan aimed to achieve compliance with legal air quality limits in Greater Manchester by 2026, whilst protecting jobs and livelihoods across the city region. The current preferred option was to implement a non-charging Category B zone across Greater Manchester. As a Category B zone, light goods vehicles would be excluded, which would address the concerns of many residents who relied on light goods vehicles for business and recreational use. The non-charging element would mean that there was no charge to travel in the zone but that funding avenues would be opened to support residents to upgrade their vehicles. It had been concerning that there had been no response from Government to date as the new plans would require significant financial support for residents, who needed certainty about the future of Greater Manchester's Clean Air Zone amidst a time of significant cost of living increases.

RESOLVED /-

1. That it be noted that the GMCA issued a statement on the 11 March regarding the war in Ukraine and that Greater Manchester remained in solidarity with all who have been impacted by the invasion from Russia.
2. That the GMCA urge for an end to the hostilities in Ukraine, in the meantime, efforts to provide humanitarian aid would continue and those seeking asylum would be welcomed.
3. That the GMCA request Central Government review the immigration system to create greater capacity and ensure that nationally all Local Authorities play their role in the humanitarian effort through a mandated equitable dispersal arrangement.
4. That it be noted that the GM Mayor had written to the Prime Minister on the 3 March outlining Greater Manchester's position and aspirations for moving forward with a non-charging Category B Clean Air Zone, however, to date there had been no reply from Government, resulting in a lack of certainty for residents.
5. That the GMCA express their thanks and support to those officers of the Greater Manchester Fire and Rescue Service who were currently supporting a humanitarian aid convoy to Ukraine.

GMCA 42/22 DECLARATIONS OF INTEREST

RESOLVED /-

There were no declarations of interest received in relation to any item on the agenda.

GMCA 43/22 MINUTES OF THE GMCA MEETING HELD ON 11 FEBRUARY 2022

RESOLVED /-

That the minutes of the GMCA meeting held on 11 February 2022 be approved.

**GMCA 44/22 MINUTES OF THE GMCA RESOURCES COMMITTEE HELD ON 11
FEBRUARY 2022**

RESOLVED /-

That the minutes of the GMCA Resources Committee meeting held on 11 February 2022 be noted.

**GMCA 45/22 MINUTES OF THE GMCA HOUSING, PLANNING & ENVIRONMENT
OVERVIEW & SCRUTINY COMMITTEE HELD ON 8 MARCH 2022**

RESOLVED /-

That the minutes of the Housing, Planning & Environment Overview & Scrutiny Committee held on 8 March 2022 be noted.

GMCA 46/22 GMCA APPOINTMENTS

RESOLVED /-

1. That the appointment of Cllr Luthfur Rahman (Manchester), as the substitute member to the GMCA, be noted.
2. That the appointment of Cllr Elaine Taylor (Oldham) to the Corporate Issues Overview & Scrutiny Committee be approved.

GMCA 47/22

**GREATER MANCHESTER DEVOLVED ADULT EDUCATION
BUDGET (AEB) 2022/23 ACADEMIC YEAR AND NATIONAL SKILLS
FUND LEVEL 3 ADULT OFFER (KEY DECISION)**

Councillor Bev Craig, Portfolio Lead for Education, Skills, Work & Apprenticeships and Digital City Region, introduced a report which updated Members on the closure and performance of Greater Manchester's devolved Adult Education Budget (AEB) during the 2020/2021 academic year. Over the course of the year, 52,000 adults across Greater Manchester had accessed courses under the AEB. The AEB had engaged numerous providers and the courses that had been delivered had helped to address the need for skilled employees across the city region.

An update was also provided on the plans and progress of the National Skills Fund Adult level 3 offer for 2021/2022 and 2022/2023. In the coming months, National Skills Fund bootcamps and the Multiply scheme would continue to contribute to the education and upskilling of residents. Local Authority grant funding would also continue to play a key role in reaching some of the most deprived residents and would support them to gain the education and training that they required to join the workforce and progress in their roles.

RESOLVED /-

1. That the closure and performance of the 2020/2021 academic year, as set out in Section 2 of the report, be noted.
2. That the planned approach for the commissioning of the extension and increase to National Skills Fund Adult Level 3 offer for GM for April/May 2022 through July 2023 be noted.
3. That authority be delegated to the GMCA Treasurer, in consultation with the Portfolio Lead for Education, Skills, Work & Apprenticeship, to take forward the commissioning of the National Skills Fund Adult Level 3 offer, including contract awards, as set out in Section 3 of the report.
4. That the following be approved:

- An increase of the GMCA management fee from 1.5% to 1.8% for 2022/2023 onwards.
 - The proposed indicative allocations and subsequent expenditure for the GM grant-funded further education institutions and contract for services skills providers.
 - To grant delegated authority to the GMCA Treasurer to agree any minor changes that arise during discussions between each institution and the GMCA.
5. That the list of proposed indicative allocations including the current 2021/22 allocation by provider and the indicative allocation for 2022/2023, excluding funds applicable for continuing learners, as set out in Section 4 & Annex 1 of the report, be noted.
6. That the proposed approach for taking forward the new Multiply Scheme for the 2022/2023 academic year onwards be noted and that authority delegated to the GMCA Treasurer, in consultation with the Portfolio Lead for the Education, Skills, Work & Apprenticeships and Digital to agree relevant grant conditions, commissioning route and award of individual grants/contracts, as set out in Section 6 & Annex 3 & 4 of the report.
7. That the proposed approaches to allocating funding to key initiatives from April 2022 onwards, to increase participation in adult skills across GM, as set out in Section 7 of the report, be approved.
8. That the GM Mayor be recommended to:
- Approve the proposed 2022/2023 indicative allocations and subsequent expenditure for the GM grant-funded local authorities and to grant delegated authority to the GMCA Treasurer to approve any minor changes that arise in the course of discussions between each local authority and GMCA, as set out in Section 4 & Annex 2 of the report.
 - Approve the continued £1/5m allocation to Local Authorities for the AEB LA Grant Programme supporting alleviating barriers to adult education, improving digital inclusion through skills, and continue the support of the GM ESOL Advice Service for 2022/2023, as set out in Section 5.

Councillor Eamonn O'Brien, Portfolio Lead for Young People, took the GMCA through a report which provided an update on the #BeeWell Survey and its findings from Autumn 2021. #BeeWell had been the largest survey of its kind in the country and had surveyed nearly 40,000 Year 8 and Year 10 pupils in Greater Manchester on their wellbeing. It had been co-created with young people and had been administered in schools in each local authority. The results of the survey had been made available at a neighbourhood level and would be a valuable resource for local authorities for the duration of the research project. The data captured by the survey would support the creation and delivery of initiatives that young people found important in terms of their wellbeing, education, and future opportunities in Greater Manchester. The Chair recognised the significant level of participation in this survey and urged all Local Authorities to make best use of its findings when considering the development of services for young people.

RESOLVED /-

1. That the key findings of the #BeeWell survey be noted.
2. That a system-wide response to the findings be encouraged, to ensure that young people's voices were leading the response to the survey findings.
3. That the existing good practice and strengths of Greater Manchester communities be celebrated during the launch of the survey findings.

Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, took Members through a report which sought agreement for an approach for utilisation of surpluses from the GM Housing Loans Fund to support growth and levelling up across GM as part of the GM Housing Strategy. This would create longer-term certainty over financial availability for local authorities across the city region. Previously, surpluses had been used to support the delivery team and had contributed towards progress with Greater Manchester's Good Landlord scheme.

There were several allocations of funding that had been proposed within the report. Financial support would be given to the Growth Locations across the city region to support development activity on housing schemes. Additionally, graduate trainee programmes and apprenticeship positions would be created to provide opportunities for people within Greater Manchester. The professionals in these roles would work closely with local authorities to support housing activities. Work around modern methods of construction would continue and this would contribute to the target of building 30,000 net-zero carbon social rented homes over the period of the Places for Everyone plan. Partnership working had been successful with Homes England and funding would support partnerships that had been established to accelerate the delivery of targeted outcomes in several areas. Finally, work had been progressing on the development of a Good Landlord Charter and an allocation had been proposed to support this activity.

RESOLVED /-

1. That the allocation of £4m from the GM Housing Investment Loan Fund Surpluses to fund the activity identified in the report, be approved.
2. That the proposal for the costs of Greater Manchester Delivery Team to be included with the Core Investment Team budget, be approved.

GMCA 50/22 DELIVERING 30,000 NET ZERO CARBON SOCIAL RENTED HOMES: INITIAL IMPLEMENTATION PLAN (KEY DECISION)

Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, introduced a report which sought approval for an initial implementation plan for the delivery of 30,000 net-zero carbon social rented homes by 2038. The report also sought approval for a further period of engagement and co-production with partners and stakeholders, including registered housing providers and local authorities as the primary developers of social housing in GM on a more detailed partnership implementation plan which would embody the 'whole system challenge' approach agreed by GMCA in December 2021. This approach would focus on skills, work, and business development in the city region to capitalise on the opportunities that would be created.

The proposed implementation plan had proposed greater engagement with Government to address some of the key challenges in terms of funding as the criteria for the Government's

Affordable Homes programme had excluded five local authorities in Greater Manchester and did not cover the additional costs of making affordable homes net-zero carbon. The plan also proposed substantial joint working between local authorities, housing providers, the private sector, and central Government to deliver the green industrial revolution that had been a key policy aim over previous years. It was highlighted that the plan would contribute to the green recovery from COVID-19 and kickstart economic growth within the city region.

RESOLVED /-

1. That the initial implementation plan, as detailed in the report, be endorsed.
2. That the proposal for work with partners to be commissioned to co-produce a more detailed partnership implementation plan for approval at a future meeting be approved.
3. That the proposal that engagement with Government be a key element of the partnership required to achieve substantial and sustained progress, be approved.

GMCA 51/22 GREATER MANCHESTER ECONOMIC DASHBOARD AND ECONOMY PORTFOLIO UPDATE

Councillor Elise Wilson, Portfolio Lead for Economy & Business, took the GMCA through the latest version of the Greater Manchester Economic Resilience Dashboard and provided an overview of activity related to the Greater Manchester Local Industrial Strategy and the Economy portfolio.

The invasion of Ukraine had created a significant degree of global uncertainty, which had placed additional upward pressure on prices, particularly in respect of energy and grain costs. It was expected that supply chains in some sectors would experience significant disruption, which had created an additional degree of concern for businesses. The latest figures for inflation had depicted a rise of just over 5% but forecasts had warned that this figure could double. The domestic energy price cap would rise by 54% in April and further rises had been anticipated for October 2022. Transport had also been affected by global events and there had been a 43% rise in the cost of oil compared to the beginning of 2022.

The reported cost increases contained within the report would have a huge impact on residents and represented a serious economic situation. The number of people in receipt of unemployment benefits had remained higher than pre-pandemic levels and it was noted that businesses had been struggling to maintain their workforces. Although the measures within the Chancellor's Spring Statement would help some residents, they would not go far enough to fully support low- and middle-income residents, who were facing unprecedented pressures on their finances. Each local authority had been working with businesses and voluntary organisations to create packages of support in their area, however the severity of the situation was clear, with an additional 600,000 people anticipated to be forced into poverty as a result of the Government's latest budget announcements.

Despite recent challenges, the real living wage campaign had accelerated in recent months. There had been over 60 new accreditations since November 2021, which had taken the total number of employers in receipt of the accreditation to nearly 450. The Good Employment Charter had also seen an increase in engagement. Around 800 employers had engaged with the Charter, which covered nearly 300,000 employees.

The GM Industrial Strategy had recently launched and signalled to the international community that Greater Manchester was open for business. A trade mission to Ireland and Northern Ireland had been planned for later in the month. Greater Manchester representatives would join representatives from Liverpool to explore and promote trade in each city region. This would be the largest trade mission of its kind to leave Greater Manchester and would be supported by the Economy and Business portfolio, as well as the Department for International Trade.

Greater Manchester had been awarded £100 million funding under the Government's innovation accelerator, jointly with the West Midlands and Glasgow city region, which would support local businesses to reap the benefits of the research and development expertise of GM's universities and further accelerate growth.

RESOLVED /-

That the latest update of the Greater Manchester Economic Resilience Dashboard and response, including delivery of the Local Industrial Strategy and Greater Manchester Economic Vision be noted.

Councillor Neil Emmott, Portfolio Lead for Green City Region, introduced a report which set out the background on the national requirement for mandatory Biodiversity Net Gain (BNG) which would be implemented in November 2023, the ambition to maximise the opportunities from BNG within Greater Manchester, and the key issues and solutions associated with this.

All new developments post this date would be required to improve biodiversity which would result in a net gain for biodiversity. Where that would not be possible, developers would need to offset biodiversity losses elsewhere. It was noted that BNG would play an important role in delivering Greater Manchester's five-year environment plan and would enhance the natural environment across the city region. GM would work closely with partners to create a flexible and robust market for biodiversity offsetting with the majority of benefits being directly located within the city region.

RESOLVED /-

1. That the proposal for the GMCA to be named as the provisional responsible authority for developing a Local Nature Recovery Strategy for Greater Manchester, be approved.
2. That the work that has been delivered by GMCA to date to ensure Greater Manchester is prepared for mandatory BNG, be noted.
3. That the delivery of the Greater Manchester BNG 'Need and Supply Assessment' by GM Ecology Unit be supported.
4. That the pursuit of a range of offsetting options for Greater Manchester be supported and that GMCA works with key stakeholders, including landowners and developers to continue to develop this understanding.
5. That the development of a Greater Manchester market for BNG Units including the work that is being delivered by the GM Environment Fund be supported.

6. That the development of a policy position on biodiversity offsetting as part of the scope of the forthcoming Greater Manchester Local Nature Recovery Strategy be supported.
7. That authority be delegated to the Portfolio Lead Chief Executive, Green City Region, to prepare a submit a response to the Government BNG consultation in line with the ambitions/issues raised in this paper.

**GMCA 53/22 THE EDINBURGH DECLARATION ON BIODIVERSITY AND
DECLARING A BIODIVERSITY EMERGENCY (KEY DECISION)**

Councillor Neil Emmott, Portfolio Lead for Green City Region, took Members through a report which sought approval to add the Mayor of Greater Manchester's signature to the Edinburgh Declaration on Biodiversity and declare a biodiversity emergency. Numerous cities and city regions across the world had signed the declaration and it was emphasised that the Mayor's signature to the Declaration would reaffirm GM's commitment to biodiversity.

By declaring a biodiversity emergency, GM would acknowledge the severity of the crisis that nature had been facing, the importance of tackling biodiversity decline as part of tackling the climate emergency, and the intention to tackle biodiversity loss alongside partners in the city region. Annex 1 of the report was brought to Members' attention. In particular, it was highlighted that key bird species, which were considered to be an indicator of the health of wildlife, had declined by between 25-40% over the last 40 years in Greater Manchester.

It was noted that the GMCA had declared a climate emergency in 2019. It had since become apparent that addressing the steady decline in biodiversity was an integral part of the work that needed to be done to address the wider climate emergency.

RESOLVED /-

1. That the signature of the GM Mayor to the Edinburgh Declaration on Biodiversity, on behalf of the GMCA, be approved.
2. That the declaration of a biodiversity emergency be approved.

GMCA 54/22 THE GREATER MANCHESTER GREEN SPACES FUND

Councillor Neil Emmott, Portfolio Lead for Green City Region, introduced a report which set out proposals for the delivery of the Greater Manchester Green Spaces Fund, a key commitment to improving green spaces, and access to them, across the city region. The report set out the need for investment in the city region's green spaces, the proposed aims of the fund, the types of projects to be supported, how community participation and action would be enabled and arrangements for the fund's delivery. The fund would allow local communities to apply for funding to create new green spaces or enhance existing areas and funding would be targeted to areas where green space was most needed. The report contained proposals for community enablers, who would work with communities to develop project proposals. It was noted that this programme would empower residents to take action on the climate and biodiversity emergencies and to improve their local areas.

The £2.6 million investment into the Green Spaces Fund was welcomed as Members reflected on previous challenges in securing funding for green spaces. Salford had been supported by Lottery funding and the addition of the Green Spaces Fund would help the city region as a whole to further invest in its green spaces for the benefit of residents and visitors alike.

RESOLVED /-

That the report and the proposals for the Greater Manchester Green Spaces Fund be noted.

GMCA 55/22 DRIVING SOCIAL VALUE IN GM PUBLIC PROCUREMENT

Councillor Bev Craig, Portfolio Lead for Education, Skills, Work & Apprenticeships and Digital City Region, took the GMCA through a report which sought the agreement of set of principles and supporting actions to accelerate the work already occurring in Greater Manchester on leveraging social value from public sector spending. Greater Manchester had held long-standing ambitions to support local businesses and create local jobs. Whilst there was an abundance of good practice across the city region, it had been important to standardise the approach to social value to simplify the process for businesses competing for opportunities within Greater Manchester's public procurement mechanisms.

The City of Manchester was provided as an example. Manchester had worked on social value for over a decade and by utilising 60% of its public sector spending on work with local businesses, it had been able to re-generate over £150 million back into the city's economy.

This method of public sector spending had also created 2300 new jobs, 630 apprenticeships and 14,000 hours of volunteering.

It was noted that a further report would be provided to the GMCA, which would contain basic principles for public procurement and a series of clear actions for delivery. Local authorities, the Combined Authority, and relevant partners would be considered as part of this work as they would all have a role to play in meeting the new principles. It was emphasised that public procurement could be used to improve standards for residents by containing requirements related to the real living wage and the Good Employment Charter, as well as additional factors such as the environment.

The role of partner organisations was noted by Members, particularly in relation to Greater Manchester Police who were keen to adopt a framework for their social value approach to procurement. The sharing of expertise in this area was welcomed and consideration of the police was requested. Further attention from Members was given to small and medium enterprises (SMEs) who had often experienced barriers within public procurement processes. Building on good practice across the city region would help these businesses to take advantage of the available opportunities.

RESOLVED /-

1. That the appointment of Councillor Bev Craig (Manchester) and Senior Responsible Officer, to be confirmed, be designated to act as sponsors to work with each of the Greater Manchester Local Authorities to identify how working at Greater Manchester level can add value to the shared objectives and declared Greater Manchester Strategy priorities; and to garner wider participation across Greater Manchester anchor institutions including Transport for Greater Manchester, Greater Manchester Police and the Health system.
2. That the successful progress in this policy area would require significant investment be acknowledged and that a further report would be submitted to the GMCA setting out the resourcing challenge and quantified options.
3. That the decision to revise the GMCA Sustainability Decision Tool for use upstream as part of business case development (for potential adoption by others) be approved.

4. That the exploration of options for developing a Greater Manchester 'Brokerage' platform, with the ability to provide a live environment matching supplier offers with 'system' asks, be approved.
5. That the adoption of the following principles be approved and that this report be commended for approval and adoption by all Greater Manchester Councils in order to build on existing good work on social value and to significantly increase the collective Greater Manchester approach to social value, with the potential to make a real step change in the role of public procurement in supporting the delivery of GMC priorities:
 - Restate a strong presumption that social value forms part of the evaluation on all procurement over threshold.
 - Building on the Greater Manchester Social Value Framework, develop an approach which can be aggregated at a GM level for capturing bid offers as contractual commitments, providing contract management performance data and common standards for city region scale reporting.
 - Adopt definitions to allow development of plans for capturing consistent metrics (See Appendix 1) for a set of key Greater Manchester Priorities:
 1. Real Living Wage
 2. Principles of Greater Manchester Good Employment Charter
 3. Carbon Reduction – net zero by 2038 (Greater Manchester) / 2050 (UK)
 4. Tackling Inequality (protected characteristics)
 5. Economic Diversity (Small Medium Enterprise and Voluntary Community Social Enterprise)
 6. Local Spend (Greater Manchester based businesses)
 - Adopt a policy for all procurements over the regulated threshold (unless evidenced as legally and commercially unviable):
 - a. By 2023 we will only contract with organisations who agree, themselves and for their 1st line sub-contractors, to pay Real Living Wage at date of contract or within 1 year of contracting.
 - b. By 2023 we will only contract with organisations who have signed up to be supporters of the Good Employment Charter (or equivalent indicators) at date of contract or within 1 year of contracting.

- c. By 2023 we will only contract with organisations who have a credible plan to become carbon neutral by 2050 in place at date of contract or within 1 year of contracting.
- Agree that the policy goal should be to increase our supplier diversity by:
 - a. Reserving relevant ‘below threshold’ contracts for Voluntary Community Social Enterprise sector organisations or Greater Manchester based Small Medium Enterprises (unless the requirement cannot be fulfilled by these markets).
 - b. Increasing the proportion of spend (with primary contractors and 1st line subcontractors) from Greater Manchester public procurement that is spent within Greater Manchester.
 - c. Make plans to monitor and report on the diversity of the ownership of leadership of the organisations we work with.
- 6. That it be noted that small and medium enterprises would need to be supported to facilitate opportunities to bid for public service contracts.

GMCA 56/22 GREATER MANCHESTER NIGHT TIME ECONOMY STRATEGY

Alison McKenzie-Folan, Portfolio Lead Chief Executive for Culture, introduced a report which outlined the draft GM Night Time Economy Strategy, which had been developed by the Mayor of GM’s Night Time Economy Adviser, Sacha Lord, supported by the GMCA Culture and Night Time Economy team. The Strategy outlined the proposed focus of the Night Time Economy Adviser and the Night Time Economy Panel’s work for the next three years across seven priorities: safety, diversity, workers, transport, national and international partnerships and campaigns, regeneration, and business and sector support.

The Strategy celebrated the unique night time economy of each of the ten local authorities in GM. It had been based on conversations with stakeholders across Greater Manchester and reflected the issues that were important to the night time economy, including the impact of COVID-19. The implementation plan would be updated annually based upon the most up-to-date information as the sector began to recover from the pandemic. Manchester city centre had a long-standing night time economy and the Strategy had sought to emulate the best practice found in Manchester across other areas within the city region, where the night time economy offer had been developing. A significant amount of work was already underway and

it had been anticipated that the Strategy would strengthen the partnerships across the conurbation.

Members welcomed the report and reflected on the impact that it would have for the 464,000 people who were working in jobs and businesses with significant activity at night, which represented 33% of the workforce in Greater Manchester. The delivery of the Strategy would add value in several areas, including regeneration, culture, creativity and leisure.

RESOLVED /-

That the Night Time Economy Strategy be noted, and the Implementation Plan be reviewed on an annual basis.

**GMCA 57/22 HIGH SPEED RAIL (CREWE – MANCHESTER) BILL,
AUTHORISATION FOR GMCA TO OPPOSE THE BILL AT
PARLIAMENT (KEY DECISION)**

Eamonn Boylan, Chief Executive Officer GMCA & TfGM, took Members through a report which sought to gain the GMCA's authorisation to participate in the Hybrid Bill process, which required the GMCA to resolve that it was expedient to oppose the Bill, in accordance with s239 of the Local Government Act 1972. The resolution would require a majority of Members to vote in favour. If approved, the GMCA would work with TfGM to create a petition against the Bill, which was the only mechanism to oppose the Bill since it had already been laid at Parliament.

The proposals contained within the Bill were severely sub-optimal for Greater Manchester. There were significant concerns around several proposals, including the proposed overground rail line serving Piccadilly, the severance of the Ashton Metrolink line, and connections to Manchester Airport across the city region. A petition would need to be submitted which outlined in detail the areas of concern ahead of the Select Committee process.

It was emphasised that HS2 presented a once in a generation opportunity, for which Greater Manchester was grateful. However, the delivery of HS2 would have to meet the current and anticipated future needs of the region in order to deliver the best return on investment for the Government and ensure that the network reached its full potential. Members agreed that the current proposals were inadequate for Greater Manchester's needs and alternative options

needed to be explored to ensure that an investment of this scale was done right and prepared for future growth ambitions.

In response, it was confirmed that work would be carried out to understand the short-, medium- and long-term implications for compatible services. Greater Manchester would also continue to call on Government to better integrate the plans for HS2 with other projects, like Northern Powerhouse Rail, to provide the best possible connectivity in the city region.

RESOLVED /-

1. That the recommendation to oppose elements of the High Speed Rail (Crewe – Manchester) Bill, being satisfied that it is expedient to do so, pursuant to section 239(1), (2) and (4A) of the Local Government Act 1972, be approved.
2. That authority be delegated to the Chief Executive Officer, GMCA, in consultation with the Mayor of Greater Manchester, to take all such steps as may be incidental, necessary, or expedient in connection with GMCA's opposition to the High Speed Rail (Crewe – Manchester) Bill, including all steps required for a petition to be submitted, maintained and if considered appropriate modified or withdrawn (in whole or in part) in the event that any petition points have been resolved satisfactorily with HS2 Ltd and/or DfT in respect of the Bill, and to negotiate and/or seek assurances, undertakings and/or agreements to the Bill as well as to appear at any Select Committee considering the Bill.
3. That authority be delegated to the GMCA Monitoring Officer to agree the final terms of any agreements and enter into and complete any necessary legal documentation.

**GMCA 58/22 HIGH SPEED RAIL (CREWE – MANCHESTER) BILL,
AUTHORISATION FOR TRANSPORT FOR GREATER
MANCHESTER TO OPPOSE THE BILL AT PARLIAMENT (KEY
DECISION)**

Eamonn Boylan, Chief Executive Officer GMCA & TfGM, introduced a report on behalf of Transport for Greater Manchester which sought approval from the GMCA to oppose the Bill, in accordance with section 10(1)(xxix) of the Transport Act 1968. The report set out the proposal by TfGM to oppose elements of the Bill. In accordance with the GMCA's Constitution, TfGM's request for approval to oppose the Bill had been referred to the Greater

Manchester Transport Committee, whose recommendations were reported to the GMCA for their consideration in determining whether to grant approval.

RESOLVED /-

1. That it be noted that at its meeting on the 24 March the GM Transport Committee considered the proposal by TfGM to oppose elements of the High Speed Rail (Crewe – Manchester) Bill and the reasons for that proposal and resolved to recommend to the GMCA the approval is granted for TfGM to oppose elements of the High Speed Rail (Crewe – Manchester) Bill, pursuant to s10(1)(xxix) of the Transport Act 1968.
2. That approval be granted for TfGM to oppose elements of the High Speed Rail (Crewe – Manchester) Bill, pursuant to s10(1)(xxix) of the Transport Act 1968.
3. That authority be delegated to the Chief Executive Officer, TfGM, in consultation with the Mayor of Greater Manchester to take all such steps as may be incidental, necessary or expedient in connection with TfGM's opposition to the High Speed Rail (Crewe – Manchester) Bill, including all steps required for a petition to be submitted, maintained and if considered appropriate modified or withdrawn (in whole or in part) in the event that any petition points have been resolved satisfactorily with HS2 Ltd and/or DfT in respect of the Bill, and to negotiate and/or seek assurances, undertakings and/or agreements to the Bill as well as to appear at any Select Committee considering the Bill.
4. That TfGM and the GMCA would continue to work through addressing the wider impacts of proposals on individual Local Authority transport networks, recognising the significant impact on broader connectivity across the network and the economy of Greater Manchester.

**GMCA 59/22 MAYORS CYCLING AND WALKING CHALLENGE FUND (MCF)
(KEY DECISION)**

Eamonn Boylan, Chief Executive Officer GMCA & TfGM, took the GMCA through a report which sought approval of the development and delivery funding requirements for seven Mayor's Challenge Fund (MCF) Cycling and Walking Schemes, which included increases to previously approved budget values for a number of Salford City Council schemes. The

infrastructure built under the MCF would contribute to the Bee Network, which would transform Greater Manchester's transport system. 82 cycling and walking schemes had now been identified and would form the longest, integrated, planned network in the country, covering 1,800 miles.

RESOLVED /-

1. That the release of up to £0.594 million of additional development cost funding for the 3 Salford City Council MCF schemes set out in section 2 of this report be approved.
2. That the release of up to £5.45 million of MCF funding for the Bury and Salford schemes, as set out in section 3 of this report, be approved, in order to secure full approval and enable continued scheme delivery through the signing of the necessary legal agreements, and in the case of Trafford Road, the drafting and signature of a legal deed of variation.

**GMCA 60/22 CITY REGION SUSTAINABLE TRANSPORT SETTLEMENT DRAFT
PROGRAMME CASE INTERIM AWARD B (CRST) (KEY DECISION)**

Eamonn Boylan, Chief Executive Officer GMCA & TfGM, introduced a report which updated Members on the process to secure a City Region Sustainable Transport Settlement for Greater Manchester. The report also requested delegation of the agreement and release of the interim CRSTS Programme Case award to the Chief Executive Officer, GMCA & TfGM, in consultation with the GM Mayor.

In September 2021, the GMCA had approved the submission of a prospectus based on an upper bound guideline for £1.19bn for Government consideration as part of the 2021 Spending Review process. In November 2021, the Secretary of State had written to the Mayor of Greater Manchester and reported that the GMCA had been allocated an indicative £1.07bn of capital funding conditional on the submission of a programme business cases, which was submitted to the Government by the GMCA on 31 January 2022. It was unclear when funds would be awarded but it was anticipated that the GMCA may receive an interim award, which would be allocated across three programmes identified in the report.

RESOLVED /-

1. That it be noted that GMCA, as requested by Government on 20 July 2021, prepared and submitted to the Government's City Region Sustainable Transport Fund in early September, as part of the process to secure up to £1.19 billion of capital funding for the period 2022/23 to 2026/27.
2. That it be noted that on 22 November 2021, the Secretary of State wrote to the Mayor of Greater Manchester advising that GMCA had been awarded an indicative allocation of £1.07 billion of capital funding conditional on the submission of a programme business case by the end of January 2022.
3. That it be noted that GMCA subsequently submitted the draft CRSTS Programme Case to Government on 31st January 2022.
4. That it be noted that GMCA have been informed by the Department for Transport that they intend to grant at least an interim award of CRSTS funding to GMCA in March 2022, in advance of finalising the full award.
5. That authority be delegated to the Chief Executive Officer, GMCA and TfGM, in consultation with the Mayor of Greater Manchester, the agreement and allocation of an interim award to ensure that those elements of the CRSTS programme that require funding from April 2022 were able to draw down funds.
6. That it be noted that the outcome of this process will be submitted to GMCA.

GMCA 61/22 GREATER MANCHESTER ONE NETWORK PROCUREMENT (KEY DECISION)

Councillor Bev Craig, Portfolio Lead for Education, Skills, Work & Apprenticeships and Digital City Region, took Members through a report which set out the process for a joint procurement of ICT Wide Area Network services across several councils, GMCA including GMFRS, and Transport for Greater Manchester under the title of GM One Network. There had been an ambition to have over 1600 connected sites arising from the work that had been done with the Digital Blueprint and the GM Local Full Fibre Network. The project was scalable and there would be future opportunities for the GM One Network.

RESOLVED /-

1. That authority be delegated to the GMCA Treasurer and Greater Manchester Digital Portfolio Lead Chief Executive to enter into contract between GMCA and Cisco International for Greater Manchester One Network Integrator Services on behalf of the GMCA including GM Fire & Rescue and TfGM, and Bury, Stockport, Oldham, and Rochdale Councils as described in the report.
2. That authority be delegated to the GMCA Treasurer and Greater Manchester Digital Portfolio Lead Chief Executive to procure and enter into contracts to deliver BT Openreach Exchange Services and for ServiceNow capabilities as described in this report.
3. That authority be delegated to the GMCA Monitoring Officer for GMCA to enter into the Greater Manchester One Network Collaboration Agreement with TfGM and Bury, Stockport, Oldham, and Rochdale Councils and to review and complete all necessary legal documentation and commend to those organisations that they sign their respective Collaboration Agreements.
4. That £5.67m of expenditure over 10 years against existing and planned GMCA Wide Area Networking budgets for GMCA(FRS) connectivity via Greater Manchester One Network be approved.
5. That an investment of £9.546m for Wide Area Networking services, implementation and operation for GMCA/TfGM Urban Traffic Controls Signals and TfGM sites via Greater Manchester One Network to be funded from existing TfGM revenue budget of £4.890m and additional capital and revenue investment of £4.656m in line with the decision made by GMCA in January 2020, be approved.
6. That it be noted that this collaborative procurement had secured substantial value for money and social value commitments and creates a platform for future connectivity requirements.
7. That the progress towards completion of the Greater Manchester Local Full Network Programme and the efforts of officers and commercial partners in its delivery be noted.

**GMCA 62/22 GREATER MANCHESTER INVESTMENT FRAMEWORK –
REQUEST FOR DELEGATION**

Councillor David Molyneux, Portfolio Lead for Investment and Resources, introduced a report which sought the GMCA's approval to delegate authority to the Combined Authority Chief Executive in consultation with the Combined Authority Treasurer and the Portfolio Lead for Investment and Resources, to approve projects for funding and agree urgent variations to the terms of funding previously approved by the Combined Authority, for the period 26 March 2022 to 26 May 2022, in view of the prolonged timeframe between the GMCA's meetings during that period. It was noted that any recommendations approved under the delegation would be reported to the next available meeting of the Combined Authority.

RESOLVED /-

1. That authority be delegated to the Chief Executive Officer, GMCA & TfGM and GMCA Treasurer, in consultation with the Portfolio Lead for Investment and Resources, to approve projects for funding and agree urgent variations to the terms of funding in the period 26 March 2022 to 26 May 2022.
2. That it be noted that any recommendations that are approved under the delegation will be reported to the next available meetings of the GMCA.

GMCA 63/22 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND

Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, took the GMCA through a report which sought the Combined Authority's approval to the GM Housing Investment Loans Fund ('GMHILF') loans detailed in the report, and approval for up to £20m of the loan for the Three60 development to be met from GMCA's Growing Places Fund if required as a result of a proposed £100m cap on GMHILF lending to Renaker city-centre developments, as detailed in the report. The report also contained details of decisions recently taken by the Chief Executive acting in consultation with the Portfolio Lead for Housing, Homelessness and Infrastructure under the delegation in the GMCA Constitution Part 3 Section F paragraph 3.17 to approve increases of less than 10% in the GM Housing Fund loans previously approved by the GMCA.

RESOLVED /-

Clerk's Note: This item has been made exempt from call in: [Exemption from Call-In](#)

1. That the Greater Manchester Housing Investment Loans Fund loans detailed in the table below, as detailed further in this and the accompanying Part B report be approved:

BORROWER	SCHEME	DISTRICT	LOAN
GJS (Circle) Developments Limited	Three60	Manchester	£62.300m
Kellen Homes (GM) Ltd	Vernon Gardens	Oldham	£4.163m

2. That the proposal for up to £20m of the loan for the Three60 scheme to be met from GMCA's Growing Places Fund, if required as a result of a proposed £100m cap on GMHILF lending to Renaker city-centre developments, as detailed further in this report, be approved.
3. That authority be delegated to the GMCA Treasurer, acting in conjunction with the GMCA Monitoring Officer to prepare and effect the necessary legal agreements.
4. That the decisions recently taken under delegation in respect of GMHILF loans previously approved by the GMCA be noted.
5. That authority be delegated to the Chief Executive Officer, GMCA & TfGM and the GMCA Treasurer, in consultation with the Portfolio Lead for Housing, Homelessness and Infrastructure, to approve projects for funding and agree urgent variations to the terms of funding in the period 26 March 2022 to 26 May 2022.
6. That it be noted that any recommendations that are approved under the delegation will be submitted to the next available meeting of the GMCA.

Salford City Mayor, Paul Dennett, Portfolio Lead for Housing, Homelessness and Infrastructure, introduced a report which updated the GMCA on the Greater Manchester EV charging tariff, and sought a delegation to determine the electric vehicle charging tariff to the Chief Executive Officer, GMCA & TfGM, in consultation with the Deputy Mayor of Manchester. The report also provided an update on the On-Street Residential Charging Scheme Fund bid.

In December 2019, Transport for Greater Manchester entered into a 7-year contract with Amey MAP Services to operate and maintain Greater Manchester's EV charging network. EV tariffs, which had begun in October 2021, had been set on the basis of electricity costs of 14p per kilowatt hour. Since January 2021, the wholesale costs of electricity had risen by around 250% and TfGM had incurred net costs of around £8000 per month. The tariffs would need to be reviewed and amended in April 2022 and any new tariff would be set at a level to ensure the sustainability of the scheme.

Following a detailed review of the operational costs and financial case of the On-Street Residential Charging Scheme, it had been proposed that GMCA and TfGM did not continue with a bid to the On-Street Residential Charging Scheme Fund. Instead, a study would be commissioned to examine the future of Greater Manchester's EVs and how the public sector could best optimise the rollout of EV charging.

RESOLVED /-

1. That the impact of electricity prices on the financial viability of the current Electric Vehicle charging tariff be noted.
2. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, in consultation with the Deputy Mayor of Greater Manchester, to determine the electric vehicle charging tariff.
3. That the update on the On-Street Residential Charging Scheme Fund bid and that TfGM would be commission a study into the future of Greater Manchester and Electric vehicles to establish how the public sector could best influence the rollout of Electric Vehicles Charging Infrastructure.

RESOLVED /-

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

GMCA 66/22 ONE NETWORK PREFERRED SUPPLIER CONTRACT AWARD

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (Minute GMCA 61/22 above refers)

RESOLVED /-

That the report be noted.

GMCA 67/22 GREATER MANCHESTER HOUSING INVESTMENT LOANS FUND

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (Minute GMCA 63/22 above refers)

RESOLVED /-

That the report be noted.

Signed by the Chair:

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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