

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, 15 March 2023
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, 13th March 2023. 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, 10th March 2023.

5 MINUTES (Pages 5 - 18)

Minutes from the meeting held on 15th February 2023 are attached.

6 FOSTER CARER PROFESSIONAL FEES, MAINTENANCE ALLOWANCES AND INCENTIVES (Pages 19 - 34)

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

At Children and Young People's Scrutiny Committee on Thursday 24th November, the following recommendation was put forward and agreed:

Recommendation to Cabinet that when they receive a report on Foster Carer financial support, they give consideration to whether any support should be back dated.

7 STAR LEADERSHIP ACADEMY RADCLIFFE - FINANCIAL ARRANGEMENTS/ SITE REQUIREMENTS - PART A (Pages 35 - 44)

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

8 LOCAL TRANSPORT STRATEGY - CONSULTATION DRAFT (Pages 45 - 238)

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

9 WHITEFIELD - APPOINTMENT OF CONSULTANTS AND CONSULTATION PROCESS TO CREATE A VISION FOR INVESTMENT INTO THE TOWN CENTRE *(Pages 239 - 244)*

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

10 RAMSBOTTOM TOWN CENTRE PLAN - UPDATE, ISSUES AND RESOURCES *(Pages 245 - 252)*

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

11 PROPOSED DISPOSAL OF PYRAMID PARK *(Pages 253 - 264)*

Report of the Cabinet Members for Housing Services and Strategic Growth and Skills is attached.

12 ADULT SOCIAL CARE PROVIDER FEE UPLIFTS 2023/24 *(Pages 265 - 278)*

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

13 MARKET SUSTAINABILITY PLAN 2023/24 *(Pages 279 - 292)*

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

14 HOUSING ASSISTANCE POLICY *(Pages 293 - 306)*

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

15 NEIGHBOURHOOD SUPPORT FOR YOUNG PEOPLE - GREAT PLACES ACCOMMODATION AND SUPPORT SERVICES REVIEW *(Pages 307 - 318)*

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

16 HIGHWAYS CAPITAL PROGRAMME - HIGHWAY MAINTENANCE FUNDING 2023/24 TO 2026/27 AND INTEGRATED TRANSPORT BLOCK 22/23 *(Pages 319 - 336)*

Report of the Cabinet Member for Environment, Climate Change and Operations is attached.

17 BURY COUNCIL CORPORATE PLAN 2023/24 - STRATEGIC FRAMEWORK *(Pages 337 - 350)*

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

18 SUPPORTING BURY'S VOLUNTARY AND COMMUNITY SECTOR INFRASTRUCTURE *(Pages 351 - 372)*

Report of the Cabinet Member for Finance and Communities is attached.

19 RESTRUCTURE OF THE FINANCE DEPARTMENT *(Pages 373 - 376)*

Report of the Cabinet Members for Finance and Communities and Corporate Affairs and HR is attached.

20 URGENT BUSINESS

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

21 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.

**22 STAR LEADERSHIP ACADEMY RADCLIFFE - FINANCIAL
ARRANGEMENTS/SITE REQUIREMENTS - PART B** *(Pages 377 - 380)*

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

Minutes of: CABINET

Date of Meeting: 15 February 2023

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

Also in attendance: Councillors R Bernstein, M Smith and C Birchmore

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

Apologies for Absence: Councillor T Tariq

CA.119 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Tamoor Tariq.

CA.120 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.121 PUBLIC QUESTION TIME

There were no public questions.

CA.122 MEMBER QUESTION TIME

The following question was submitted in advance of the meeting by Councillor Carol Birchmore:

Referring to the table at section 14 : Expenditure and Forecast 2022/23, we were told at the Overview & Scrutiny Meeting 9th February 2023 that this spending was on decarbonisation and was funded through a government grant. Please can you advise exactly what the nature and purpose of this grant is, whether it has a deadline for spending and if so is it likely that the grant will all be spent or will some of it have to be handed back to the Government.

Responding, Councillor Richard Gold reported that, first of all apologies whilst some of this is due to a decarbonisation grant it is only £990k this year which will all be fully spent this year as part of wave 1. We have also secured a further £1.2m for wave 2 of which we have to match fund with £4m but this has got to be spent by March 2025 so is going to be 2023/4 spend.

In relation to this year STH have confirmed they are still forecasting to spend circa £14.7m this financial year and have completed 70% of the planned works but that payment is running about 3 months behind completion of the works. Officers will pick this up as a separate issue and progress payments before the end of the financial year where this is within the supplier payment terms.

The following question was submitted in advance of the meeting by Councillor Mary Walsh:

School Transport for non-SEND High school children - why is this transport for non-SEND children not included in the budget? Why is it that the issues raised with senior Council Officers about this issue not been both answered and rectified? Will I now receive a reply?

Councillor Lucy Smith reported that the Council's policy on eligibility for free school travel passes for pupils attending a mainstream school outlines the circumstances in which Bury Council will provide travel assistance for children and young people, of compulsory school age, attending a mainstream school. This will usually be in the form of a free travel pass that is valid for the journey between home and school on school days only, up to 9pm in the evening.

The annual budget for non-SEND travel has not been changes and remains £56,400. However, there continues to be demand pressures on the budget. This year we have seen an increase in the number of applications and eligible pupils. From September 2022 to 14 February 2023, 358 travel passes have been issued to pupils that meet the eligibility criteria within the policy, at a cost of £90,150. Of the 358 passes issued in this period, 193 (53%) were to pupils residing in the Radcliffe area. Of those 193 pupils, 38 are attending the Derby High School, and a further 61 pupils are attending faith schools. The remaining Radcliffe resident pupils are mainly dispersed across Bury secondary schools.

Transport for Greater Manchester (TfGM) is the public body responsible for co-ordinating transport services throughout Greater Manchester. This includes the co-ordination of school bus services. Many students across Greater Manchester also use the general network of services to get to/from school. TfGM advise that approximately 80% of school journeys made by bus are on the commercial network.

We have contacted TfGM regarding the capacity concerns expressed about transport from Radcliffe to The Derby High School. They have confirmed that the transport provision for the current academic year is based upon the number of pupils travelling during the previous academic year. It should be noted that TfGM have not removed any services, but there has been an increase in demand. TfGM are aware of the increase in the number of pupils aiming to access the service this year. They have been working closely with The Derby High School to analyse the postcode data provided by the school for all pupils wishing to use the 899 service and have been able to provide alternative travel options available to pupils through the general bus network. Unfortunately, it is not possible for TfGM to increase capacity of the 899 service at this time due to funding and resourcing restrictions. However, they will continue to review the operation and use of services with regards to future provision.

The following question was submitted in advance of the meeting by Councillor Donald Berry:

There are comments about negative effect on cuts and increases in charges. What risk assessment have been carried out to see if some of the changes result in loss of revenue, or if this will increase anti-social behaviour or have over negative effect on achieving the budget targets?

Councillor Richard Gold reported that a review of all Bury Council fees and charges was undertaken. This review stated proposed increases of 5, 10 and 15%. To ensure that the proposed fees and charges are in line with neighbouring authorities a benchmarking exercise took place. Following the benchmarking exercise, new fees were proposed in line with GM counterparts. Heads of Service, as the subject matter experts, RAG rated the proposed fees on a case-by-case basis, with a narrative for their final proposed fees. This process supported the assessment of the community and equality impact and to consider the elasticity of demand and ensured that charges were not increased to a point where demand drops.

For further risk management, to ensure demand did not drop due to increases, an Equality Impact Assessment report has been completed and assessed for quality by Adiba Charlesworth (Equality, Diversity, and Inclusion Manager). Happy to provide the EIA on request.

Finance will support the increase of the budgets in line with Fees and Charges. Analysis has been undertaken to identify which budgets can support the uplift based on current and expected income received, ensuring budgets are achievable.

CA.123 MINUTES

With regards to minute CA.112, Jacqui Dennis, Director of Law and Democratic Services, advised that Counsel's fee was £5,000.

It was agreed:

That the minutes of the meeting held on 11 January 2023 be approved as a correct record and signed by the Chair.

CA.124 THE COUNCIL'S FINANCIAL POSITION AS AT 31 DECEMBER 2022

Councillor Richard Gold, Cabinet Member for Finance and Communities, presented the report which outlined the forecast financial position of the Council at the end of 2022/23 based on the information known at the end of the third quarter, 31st December 2022. The report set out the position for both revenue and capital and provided an analysis of the variances, both under and overspending.

In response to Members' questions, it was agreed that if any schemes on the capital programme were being deprioritised then Councillors would be notified. Councillor Gold gave assurance that savings and budgets would be monitored on a weekly basis by the Executive Team, and Chief Executive Geoff Little advised that savings were being phased and full project plans sat underneath savings targets so they could be effectively prioritised and realised.

Decision:

Cabinet:

1. Noted the forecast overspend of £3.959m within the revenue budgets at Quarter Three and the need for Directorates to continue to work with their finance managers to maintain tight budgetary control and to ensure services work within their budgets;

2. Noted the position on the Dedicated Schools Grant, Collection Fund and the Housing Revenue Account;
3. Noted the transfer of £1.5m from the Utilities reserve which has been allocated to Non Service Specific and therefore already reflected in the position. This will be allocated across the services as part of month 10.
4. Approved the roll forward of the previously identified reserve of £567k for free school meals during school holidays which was not required in 2021/22 or 2022/23 as a consequence of the Council receiving the Household Support fund monies which provided for free school meals during school holidays;
5. Approved the additions of £0.600m and reductions of £0.475m to the capital programme;
6. Noted the capital budget underspend and approve this as rephasing into future financial years. The exact figure to be updated at Outturn.

Reasons for the decision:

To ensure the Council's budgetary targets are achieved. This report is in accordance with the Council's financial procedure regulations.

Other options considered and rejected:

None.

CA.125 ANNUAL HRA BUDGET 2023/24 & RENT SETTING

Councillor Richard Gold, Cabinet Member for Finance and Communities, presented the report which formed part of a suite of documents relating to the Council's budget setting process for 2023/24. It established the Housing Revenue Account budget for 2023/24 and proposed the rent levels for Council Housing for Dwelling and Garage rents, Sheltered Support, Management, Service and Heating charges and Furnished Tenancy charges. The report also established the Management Fee paid to Six Town Housing for 2023/24

Decision:

Cabinet approved and commended the following to Council:

HRA Budget

1. Approve the 2023/24 budget for the Housing Revenue Account; and
2. Approve a 3% reduction for the Management Fee to Six Town Housing for 2023/24.

Rent Setting

3. For 2023/24 individual social and affordable rents be set at the Governments rent cap of 7% with effect from 3rd April 2023;
4. For 2023/24 shared ownership rents be voluntarily limited to an increase of 7% with effect from 3rd April 2023;
5. Approve an increase in Garage rents by (Consumer Price Inflation as at September 2022) CPI 10.1%;
6. Approve an increase in Sheltered Management and Support Charges by CPI 10.1%;
7. Approve an increase in Service and Amenity Charges by CPI 10.1%;
8. Approve an increase in Support and Heating charges by CPI 10.1%;
9. Approve an increase in Furnished Tenancy charges by CPI 10.1%;
10. Note that where a social rent property is re-let to a new or transferring tenant the rent level be increased to the target rent for that property; and

11. Note that for 2023/24 and onwards, where an affordable rent property is re-let to a new or transferring tenant the rent level be set by reference to 80% of the market rent (including service charges where applicable) for a similar property at the time of letting or the formula rent for the property, whichever is the greater.

Reasons for the decision:

To progress the Council's budget setting process to achieve an approved and balanced budget.

Other options considered and rejected:

None.

CA.126 2023 / 24 BUDGET PAPERS

Councillor Richard Gold, Cabinet Member for Finance and Communities, presented the suite of budget papers with comprised:

- The Council's Budget 2023/24 and the Medium Term Financial Strategy 2023/24 - 2026/27
- The Dedicated Schools Grant and setting the Schools Budget 2023- 24
- Capital Strategy and Capital programme 2023/24
- Flexible use of Capital Receipts Strategy 2023/24
- Treasury Management Strategy and Prudential Indicators 2023/24

Councillor Gold advised that this budget was set against backdrop of economic crisis, war in Ukraine, increased energy costs, rising interest rates, rising inflation and also local context of children's improvement journey and workforce shortages, particularly in terms of social workers, which have resulted in the use of expensive agency and managed teams. The funding settlement did result in a welcome increase in grants, but these were non-recurrent and have conditions against them. A raise in Council tax of 2.99% and a 2% adult social care precept was being proposed and had been assumed within these budget proposals.

Taking into account recurrent and non-recurrent spending pressures, the recurrent gap has increased to £31.395m. This has been closed in part by increased Council tax and business rates with the remainder being met by a phased savings approach and through use of £4.802m reserves. It was noted that whilst the Council was able to produce a balanced budget for 2023/24 and was financially resilient in the short term subject to the delivery of all of the savings proposals, reserves have been reduced significantly over the last few years and the Council needs to commence a programme of rebuilding these.

Members discussed the use of reserves, and in response to Members' questions, it was noted that one of the four Primary Care Networks operated differently from the others and discussions were ongoing to meet the same commitment as outlined in the OCO - Staying Well appendix.

Decision:

Cabinet:

1. Approved the Medium-Term Financial Strategy and the assumptions regarding resources and spending requirements;
2. Noted the Council Tax base is the equivalent of 56,708 Band D dwellings, this is the basis on which the Council Tax funding has been calculated;
3. Approved the net revenue budget of £210.813m for 2023/24;
4. Approved an increase in Council Tax of 2.99% in terms of General Council Tax and a further 2% for the Adult Social Care Precept in each of the 2023/24 and 2024/25 financial years;
5. Approved, subject to statutory regulations and legislation with regard to any guidance issued by the Secretary of State, to implement a 100% Council Tax premium on 2nd homes and to amend the timing of the premium on empty and unoccupied properties with effect from April 2024;
6. Approved the recurrent changes to expenditure of £16.852m in 2023/24;
7. Approved the non-recurrent changes to expenditure of £3.618m in 2023/24;
8. Approved the proposed savings and additional income of £22.545m for the 2023/24 financial year;
9. Approved the use of reserves of £4.802m in 2023/24;
10. Approved the transfer of £1.912m into reserves with regards to the funding of social care reforms;
11. Noted the forecast position on reserves;
12. Approved the flexible use of Capital receipts strategy 2023/24 as set out in Appendix 2;
13. Approved the Treasury Management Strategy as set out in Appendix 2;
14. Approved the recommendations to Council as set out relating to the Dedicated Schools Grant and setting the schools budget;
15. Noted the Departmental cash limits as set out at Appendix 5;
16. Approved the commencement of consultation in respect of options set out in paragraph 101 of this report; and
17. Recommended that Council approve and adopt the budget for 2023/24.

Reasons for the decision:

To progress the Council's budget setting process to achieve an approved and balanced budget.

Other options considered and rejected:

None, setting the budget is a statutory responsibility.

CA.127 BURY CORPORATE PLAN PERFORMANCE AND DELIVERY REPORT QUARTER THREE 2022-23

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the report which provided a summary of key delivery and performance that occurred during Quarter Three (October – December) 2022-23, aligned to the 3R priorities. In response to Members' questions, it was noted that staff absences had been discussed in detail at recent sub-committee meetings, the papers of which could be shared to Councillors upon request, but related to lasting effects of Covid-19 and were in line with national levels. Members also queried bin collection and recycling rates and it was noted that this was cyclical based on seasonal changes (i.e. less garden waste in the winter). It was agreed that, for data like this, average rates be shared in future reports.

Decision:

Cabinet:

1. Noted the performance and delivery against the 3R priorities and the 2022-23 Corporate Plan delivery objectives; and
2. Noted the ongoing developments to strengthen and improve this reporting process and functionality.

Reasons for the decision:

This report continues our commitment to “strengthening the basics” by embedding the corporate business planning process across all the work of the Council and NHS Bury Integrated Care Partnership (ICP). This will allow for more effective performance management at organisation, departmental and officer level.

Alternative options considered and rejected

No alternative option considered.

CA.128 CHANGES TO ADMISSION ARRANGEMENTS FOR SECONDARY SCHOOLS

Councillor Lucy Smith, Cabinet Member for Children and Young People, presented the report which set out the outcome of the consultation on proposed changes to the admissions policy for maintained secondary schools, including removing catchment areas and instead using a distance criterion, so when considering oversubscription priority would be given to those applicants residing closest to the school for which they are applying. The changes would come into effect for applications for secondary school places for the academic year 2024/25 and would apply to all Community secondary schools and non-faith Academies in the borough.

In response to Members' questions, it was noted that this should reduce the numbers of non-SEN transport to school. Members also discussed the new school in Radcliffe, noting frustration with the DfE over the temporary facilities expected for September 2024, and it was noted that efforts continued to ensure these were fit for purpose and would be for as short a time as possible.

Decision:

Cabinet:

1. Approved the proposed admissions policy for maintained secondary schools, to come into effect for applications for secondary school places for the academic year 2024/25; and
2. Following consultation on behalf of Academy Trusts, agreed that the proposed policy will apply to all Community secondary schools and non-faith Academies in the borough.

Reasons for the decision:

Catchment areas in Bury have not been reviewed for many years. Changing demographics across the borough over time, means that catchment areas no longer reflect the schools that they serve. Further, as a number of secondary schools have closed over time, with former catchment areas being consolidated into those of remaining schools, that don't reflect size of school being served, or geographical boundaries.

The Council is committed to delivering a new secondary school for Radcliffe, which is expected to admit its first cohort of pupils in September 2024. This will also impact on the current designated catchment areas. The majority of respondents to the consultation were in favour of the proposed policy changes. 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.

Alternative options considered and rejected

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

CA.129 RELOCATION OF PENNINE CARE INTO 3 KNOWSLEY PLACE - PART A

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, presented the report which sought approval in principle for the relocation of Pennine Care from Humphrey House to 3 Knowsley Place. This would create a revenue savings to the Council and the generation of a capital receipt from the subsequent sale of Humphrey House, which would be used to make a capital contribution towards the fit out costs of 3KP.

Decision:

Cabinet:

1. Approved the current Heads of Terms of the assignment of the Councils' Lease at 3 Knowsley Place to Pennine Care;
2. Approved the relocation of Council staff currently occupying 3 Knowsley Place to 6 Knowsley Place and the Town Hall subject to appropriate consultation;
3. Approved the Capital contribution towards Pennine Care's fit out at 3 Knowsley Place;
4. Delegated any minor variations to the final Heads of Terms to the Director of Regeneration & Capital Growth in consultation with the Monitoring Officer, Section 151 Officer and the Leader of the Council; and
5. Delegated the signing of all contracts required to complete the assignment, lease and landlords' consent to the Councils Monitoring Officer.

Reasons for the decision:

Relocation of Pennine Care from Humphrey House into 3 Knowsley Place will bring about a capital receipt from the sale of Humphrey House. It will also deliver revenue savings from the shared occupation of 3 Knowsley Place for the duration of the lease term. However, that income will in part be a replacement for the income currently received for Humphrey House.

Alternative options considered and rejected

- Option 1: Do Nothing - in this scenario Pennine Care would remain in Humphrey House. The Council would be faced with significant capital expenditure to refurbish Humphrey House which would provide very little in the way of additional income. The Council would forgo the opportunity to sell Humphrey House and generate a capital receipt and would lose the opportunity to develop the site for an alternative purpose (housing). The revenue savings

from the shared occupation of 3 Knowsley Place would be lost. As such, this option has been discounted.

- Option 2: Proceed with assignment lease to Pennine Care - this option would see Pennine Care relocated. Whilst this option requires the Council to contribute towards Pennine Care's fit-out costs, in the medium to longer term this is outweighed by the capital receipt from the sale of Humphrey House and revenue savings from the Council assigning its current lease to Pennine Care and the shared occupation of 3 Knowsley Place.

CA.130 FUTURE OF BURY TOWN HALL AND OTHER ADMINISTRATIVE BUILDINGS OCCUPIED BY THE COUNCIL - PART A

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, presented the report which presented the findings of a cross party Working Group established to look at the future of Bury Town Hall and presented a preferred option for consultation; to undertake a phased refurbishment of the Town Hall. Members discussed the report, noting their hope that the public took advantage of the consultation as the Town Hall was a public building at its heart.

Decision:

Cabinet:

1. Approved the preferred option of a phased refurbishment of the Town Hall as the basis for a consultation with the public, staff and trade unions;
2. Requested that the Executive Director (Place) submit a further report to Cabinet in April 2023 on the outcome of the consultation process to coincide with a report recommending detailed terms for the transfer of the Council's lease obligation for 3 Knowsley Place to Pennine Care NHS Foundation Trust;
3. Noted the intention to submit a detailed investment case for the refurbishment of the Town Hall to Cabinet by summer 2023;
4. Noted that, subject to satisfactory progress on the proposals to refurbish the Town Hall and the transfer the Council's lease obligations for 3 Knowsley Place, options for the disposal of the Q Park roof site and Humphrey House will then be presented to Cabinet;
5. Noted the intention in the longer term to withdraw from the lease for 6 Knowsley Place subject to sufficient refurbished accommodation being made available at the Town Hall; and
6. Noted the findings of the Member Working Group on the future of the Town Hall as set out in the report in Part B of this agenda.

Reasons for the decision:

- The recommendations to commission a phased refurbishment of the Town Hall and to withdraw from leased premises at 3 and 6 Knowsley Place are the most cost-effective way of continuing to provide accommodation for the Borough's civic and democratic functions and suitable space for the Council's administrative staff.
- The recommendations also provide the most effective means of reducing the carbon footprint of the Council's estate compared to other options for the future of the Town Hall. The Council's corporate buildings account for 41% of its carbon emissions.

- The recommendations will support the implementation of the Bury Town Centre Masterplan, approved by Cabinet in March 2022 by retaining and refurbishing a key heritage asset and promoting high quality public realm.
- The recommendations will create a public service hub with Council, NHS and Six Town Housing staff being consolidated at the Town Hall and Knowsley Place.
- This will improve efficiency and joint working. Pennine Care NHS Foundation Trust will transfer staff to Knowsley Pace from Humphrey House and from sites outside of Bury town centre. This increase in public service staff based in a public service hub will support retail businesses in the town centre, which is a key objective of the Masterplan.

Alternative options considered and rejected

- To undertake an interim upgrade of the Town Hall and maintain the commercial leases on 3 and 6 Knowsley Place.
- Construct a new Town Hall on the Q Park site or on the site of the existing Town Hall.
- Dispose of the Town Hall, maintain the commercial leases on 3 and 6 Knowsley Place and identify new space for civic functions elsewhere.

CA.131 PURCHASE OF MICROSOFT LICENCES

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the report which sought a decision regarding who should be the Council's Partner (or reseller) beyond the existing Microsoft Licensing Solutions Partner, SCC.

Decision:

Cabinet agreed to extend the existing Microsoft Licensing Solutions Partner, SCC, for a further 2 years via HealthTrust Europe's ICT Solutions 2019 Framework ComIT2.

Reasons for the decision:

SCC are a leading Licensing Solutions Partner (LSP) and given Bury Council has a fixed price agreement with Microsoft for the next two years there are no savings to be made by switching to a different LSP.

Alternative options considered and rejected

Switch to a different Licensing Solutions Partner (LSP). This option has been rejected as there would be no financial gain to the Council however additional costs would be incurred to run a procurement exercise.

CA.132 APPLICATION RATIONALISATION / CONSOLIDATION - PART A

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the report which sought to procure a solution for consolidated legacy applications not compatible with the Microsoft Azure Cloud Platform. Members voiced their support for the report, in particular ensuring more digitally enabled systems for licensing and ease of use for the end user.

Decision:

Cabinet approved the decision to procure the solution as detailed on Part B to allow the continuation of the cloud migration programme.

Reasons for the decision:

- The savings that will be generated as detailed in Part B.
- Two of the legacy applications are not Microsoft Azure compatible and the servers that they currently reside on will be out of security support by the end of the 2023.
- The existing servers reside within the Town Hall and Textile Hall data centres which are due to be decommissioned by the end of 2023.

Alternative options considered and rejected

- To continue to invest in the Council's on-premise data centre which is high risk due to the age of the hardware and infrastructure. In this case the Council would not benefit from having data stored in a cloud environment, or the improved data management to support the delivery of high-quality business intelligence.
- The Council retains the option to upgrade to newer Azure compatible solutions and remain with the existing suppliers of the legacy systems, however this would mean continuing to pay three sets of maintenance fees for the separate systems and would not realise the benefit of a fully integrated solution.

CA.133 LOCALITY BOARD FORMALISATION

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, presented the report which sought to formalise revised partnership arrangements for health and care in Bury. It was noted that at the meeting on 6th February, the Locality Board supported and approved the suite of papers submitted, pending enhancement and more detail around Primary Care which will be reviewed and incorporated (as applicable) before submission to the GM ICB.

Decision:

Cabinet:

1. Approved of the following key documents:
 - Locality Board terms of reference.
 - Bury Integrated Care Partnership Agreement.
 - Section 75 agreement – principles included within covering report.
2. Recognised the requirement to commit to the 2022/23 finance schedules as part of the GM ICB approvals process and confirmed that this final decision to be approve be delegated to the Executive Director of Finance;
3. Noted the ongoing commitment of partners to work across neighbourhoods in order to continue to deliver our Locality Plan;
4. Noted that the principles included within the section 75 report included here will form the basis of the detailed updates to the full section 75 working document and the financial schedules in particular;
5. Noted the commitment to further strengthen the section 75 legal documentation with a further iteration of this document proposed within next 3-6 months; and
6. Noted the contents of the updated Locality Plan that underpins all the work happening across the borough.

Reasons for the decision:

To fulfil the requirement of NHS Greater Manchester governance that all localities formalise Locality Board terms of reference and related documentation prior to end of March 2023. This approval will enable Locality Boards to formally adopt decision making powers from 1st April 2023 onwards.

Alternative options considered and rejected

None.

CA.134 SEND TRANSPORT/TRAVEL ASSISTANCE - POST-19 PROVISION FOR YOUNG PEOPLE WITH AN EDUCATION HEALTH AND CARE PLAN

Councillor Lucy Smith, Cabinet Member for Children and Young People, presented the report which set out the measures that the Council is taking to ensure that the policy regarding provision of transport or travel assistance is both legally compliant and continues to meet the needs of those young people who require support in accordance with the statutory duty.

Decision:

Cabinet noted that following the LGO findings, the Council has committed to review its current policy for transport and travel assistance as it affects post 19 learners. In advance of the review of the full transport policy, the local authority has made changes to the post 19 arrangements and has published an updated statement on the Council's website.

Reasons for the decision:

The LGO has requested confirmation that the Council is aware of the outcome of its investigation, and of the measures taken in response.

Alternative options considered and rejected

Following the LGO findings there was an immediate need to review the policy and publish updated arrangements. No alternative options were considered.

CA.135 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

It was agreed:

That the minutes of the Greater Manchester Combined Authority meetings held on 16 December 2022 and 27 January 2023 be noted.

CA.136 URGENT BUSINESS

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, paid tribute to Geoff Little, Chief Executive, as this was his last Cabinet meeting before retirement. Councillor O'Brien thanked Geoff for adding substance and rigor to reports, and being a driving force behind the level of detail and commitment to delivering outcomes for residents.

CA.137 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.138 RELOCATION OF PENNINE CARE INTO 3 KNOWSLEY PLACE - PART B

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, presented the Part B report which contained the full financial details.

Decision:

Cabinet:

1. Approved the current Heads of Terms of the assignment of the Councils' Lease at 3 Knowsley Place to Pennine Care;
2. Approved the relocation of Council staff currently occupying 3 Knowsley Place to 6 Knowsley Place and the Town Hall subject to appropriate consultation;
3. Approved the Capital contribution towards Pennine Care's fit out at 3 Knowsley Place;
4. Delegated any minor variations to the final Heads of Terms to the Director of Regeneration & Capital Growth in consultation with the Monitoring Officer, Section 151 Officer and the Leader of the Council; and
5. Delegated the signing of all contracts required to complete the assignment, lease and landlords' consent to the Councils Monitoring Officer.

Reasons for the decision:

As set out for the Part A report.

Other options considered and rejected:

As set out for the Part A report.

CA.139 TOWN HALL WORKING GROUP FINAL REPORT - PART B

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth and Skills, presented the Part B report which presented the full report of the Members' working group set-up and established to identify a strategic development plan for Bury Town Hall which takes account of the wider administrative estate including commercially sensitive information relating to Council rental levels and lease agreements.

Decision:

Cabinet endorsed the final report of the Working Group.

Reasons for the decision:

The Working Group was established because it was necessary to build cross party support for a strategic approach which will have implications for the next thirty years for Bury Council.

Other options considered and rejected:

The Working Group report contains several options for dealing with the Town Hall building before identifying a 'preferred option', the rationale for this is detailed both in the Working Group report and the 'Part A' report.

CA.140 APPLICATION RATIONALISATION / CONSOLIDATION - PART B

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the Part B report which contained the full financial details.

Decision:

Cabinet approved the decision to procure the solution as detailed on Part B to allow the continuation of the cloud migration programme.

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 6.00 pm and ended at 7.20 pm)



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 March 2023
Subject:	Foster Carer Professional Fees, Maintenance Allowances and Incentives	
Report of	Cabinet Member for Children and Young People	

1. Summary

- 1.1 There is an ongoing national crisis in terms of Foster Carer recruitment and retention and placement sufficiency for children and young people needing to live within Foster families. The covid pandemic and subsequent lockdowns had a significant impact upon Foster Carer recruitment for all Local Authorities' and Independent Fostering Agencies. It has been 15 years since there was a review of the support we provide to our foster carers.
- 1.2 In June 2022 Cabinet approved a proposed restructure of our fostering service, which afforded the opportunity to establish separate teams to focus upon the specialisms within fostering of recruitment and assessment of prospective foster carers, the support functions and a bespoke team to assess and support kinship carers.
- 1.3 This was considered as critical to laying the foundation for growing our fostering business.
- 1.4 The restructuring of the service has been implemented and the service is working with our communications team to launch a media campaign to promote fostering in Bury.
- 1.5 Bury are also part of the wider GM programme, we have received £10k to support marketing activity and promote the Council as a fostering friendly authority.
- 1.6 This report provides Cabinet with information about the professional fees and maintenance allowances paid to Bury approved Foster Carers and how we compare to other Greater Manchester authorities. Maintenance allowances were uplifted by 2.3% this year, backdated to the start of this financial year which Carers report has had little impact on Foster Carers experiencing challenges with the cost-of-living crisis. Some Bury Foster Carers are reporting that they will be unable to continue Fostering if professional fees and maintenance allowances are not uplifted. Some have told us they are making enquiries with Independent Fostering Agencies where professional fees and maintenance allowances are higher than those being offered by Bury.
- 1.7 This report also proposes a range of incentives to strengthen our current offer to Foster Carers that will bring us in line with our neighboring local authorities and make us more competitive with Independent Fostering Agencies prospectively and who approved Foster Carers' can choose to register with. The report makes proposals on what our Foster Carer offer needs to look like to retain our current Foster Carer cohort and to attract prospective Carers to Bury Council. Recent enquiries, assisted by the Greater Manchester Combined Authority dataset evidence that other local authorities and Independent Fostering Agencies have a wider range of incentives than Bury currently offers.

- 1.8 The report provides Cabinet with information to consider the amendment of Council Tax Section 13A Discount Policy, in relation to applying discretionary council tax relief to approved Foster Carers and Supported Lodgings Hosts for Bury commencing in the year 2024/25. If agreed this relief will serve to improve the financial support and will improve both the recruitment and retention of Foster Carers in Borough.
- 1.9 This report will provide Cabinet with information around an evidence-based Fostering model called 'The Mockingbird model' originally developed by the Fostering Network. The Mockingbird model will support us to offer some of our more traumatized children and young people homes with highly skilled and experienced Carers. This will further reduce the need for residential placements for some children, supporting placement sufficiency and efficient use of Council resources. Taken from the DfE Evaluation Report (September 2020) *'The Mockingbird programme aims to replicate the support available through an extended family network. It creates a constellation of 6 to 10 satellite fostering families who are supported by 1 hub home that is operated by an experienced foster carer, offering planned and emergency sleepovers, advice, training and peer support. The Mockingbird programme worked to meet the need for continuity and support for children and young people in care and for additional support for foster carers'*.
- 1.10 In addition, the report will outline Bury's involvement in the development of a 'Regional Foster Carer Recruitment Campaign and Hub' via a Greater Manchester Combined Authority alongside 7 other Greater Manchester authorities, which will complement our Foster Carer recruitment strategies and assist in an increase in approvals of fostering families.

2. Recommendation(s)

- 2.1 It is recommended that cabinet agree to an uplift in Foster Carer professional fees and maintenance allowances to bring us into line with higher paying Greater Manchester local authorities.
- 2.2 It is recommended that Cabinet approve the implementation of professional fees being linked to payments for skills to professional fees for Foster Carers on a four-level basis providing career progression to Carers.
- 2.3 It is recommended that Cabinet agree to the implementation of the Mockingbird Model within Bury Fostering Services.
- 2.3 It is recommended that cabinet agree to applying a 50% Council tax discount from foster carers payable Council tax bills to Bury. This payment for 2023/24 will be given to the carers by way of an allowance increase.
- 2.4 Note that as part of the budget setting process for 2024/25 Council will be asked to approve an amendment to the discretionary support scheme to formalise a change to the Council tax billing arrangements.
- 2.5 It is recommended that Cabinet agree to the outlined incentives to strengthen our current offer to Foster Carers, attract more Foster Carers to Bury and retain our current cohort of approved Carers.

3. Reasons for recommendation(s)

- 3.1 As a good corporate parent to looked after children we need to ensure that wherever possible and safe to do so children looked after can continue to live in Bury as their

hometown and stay connected to their family and friend network and their wider community. When children cannot remain in the care of their own families, we need to ensure that we have sufficient foster homes and supported lodging hosts in the Borough to meet their needs. We have a priority to increase the number of newly approved Bury Fostering households by at least 20 in 2023/2024.

- 3.2 By improving our professional fees, maintenance allowances and incentives to Foster Carers on an invest to save approach, we will attract more prospective Foster Carers to Bury, retain the skilled and experienced Carers we have, increase our overall placement sufficiency and choice, keep our children and young people in their familiar locality and school and ultimately reduce our spend on more costly Independent Fostering Agency and residential placements. This will need to be achieved progressively, as additional capacity is created, and children require new homes. Children in settled, long-term placements with IFA foster carers will remain in those homes. The proposed changes in fees and allowances will require a bespoke communications strategy, both locally within Bury and harnessing the opportunity of the wider Greater Manchester recruitment hub.
- 3.3 Introducing payments for skills to professional fees enable us to ensure foster Carers are remunerated for their knowledge, skills and experience and places continuous professional development as central to our offer.
- 3.4 By incorporating the Mockingbird Model and carrying out targeted recruitment to become specialist Mockingbird Hub Carer or Foster Carer, we will have available family homes for our children and young people who have experienced trauma who may have otherwise needed to move to costly specialist therapeutic Independent Fostering Agency placements or residential children's homes. Identifying placements for children who have experienced trauma can often result in moving them out of area and to higher cost placements.
- 3.5 Adopting a Council Tax exemption for Bury approved Foster Carers and Supported Lodgings hosts will assist us as a Council to provide a package of support and rewards that is consistent with the offers made by other local authority's and independent foster agencies when recruiting. It will also assist to increase the housing sufficiency to care leavers by encouraging more Supported Lodgings hosts to be assessed.
- 3.6 Improving our range of incentives will support our recruitment and retention strategies and help us to convey to foster carers the value that we place on them and the work they do day in day out to support our children and young people.

4. Alternative options considered and rejected

- 4.1 The alternative option is to not uplift professional fees, maintenance allowances and incentives to Bury approved Foster Carers or strengthen the current carer offer and to leave it how it currently is. This is not recommended as it would not support us to increase the number of Bury Foster Carers needed nor would it support us to retain our current skilled and experienced Foster Carers. It would not support the increase in the number of Supported Lodging hosts. It would not increase our placement sufficiency and, recent history suggests, will result in an increased dependence on Independent Fostering Agency (IFA) placements. In considering the proposal, it is important to note that the spend on IFA foster homes for Bury children in care has risen by nearly £1M in the past two years, a 35% increase. This increase reflects a shift in the balance of those providing foster homes towards private providers and the cost of that provision, rather than an increase in the number of children in Bury's care, which increased by 6% across the same period. If we do not strengthen our Carer offer, we

will not be in line with our partner Greater Manchester authorities or be able to compete with Independent Fostering Agencies and our dependence on private providers will only increase. Not only will prospective Carers be likely to choose to join an Independent Fostering Agency first; but we may also lose some of our cohort of approved Carers to Independent Fostering Agencies because of Foster Carer fees and allowances. In the last 3 years we have only lost two fostering households to an Independent Fostering Agency, one more household has recently indicated their intention to resign and move to an Independent Fostering Agency.

- 4.2 If we do not explore this available evidence-based Mockingbird model, we will continue to need to place our children and young people in high-cost Independent Fostering Agency and Residential placements and spending will increase. Children experiencing trauma will continue to be placed in costly specialist therapeutic placements, rather than potentially being cared for within a skilled Mockingbird trained and supported family environment within the locality of Bury. Several of our Greater Manchester partner authorities have already implemented the Mockingbird model as part of their Fostering service and practice. This has proved hugely successful for many Carers', children and young people. It is an evidence-based, strength-based model with high levels of support from other satellite Carers and a 'Hub' Carer to not only help sustain the placement for the child or young person and reduce risk of breakdown but also to support them in the family home via a therapeutic model of parenting and support. It is provisionally agreed that Stockport will provide the valuable mentoring and support we require to ensure this model is successful.

Report Author and Contact Details:

Name: Jeanette Richards
Position: Executive Director for Children's Services
Department: Children and Young Peoples Services

5. Background

- 5.1 The Council has experienced an increase in the number of children coming into care. At the time of writing this report we have 371 children in our care. This has placed significant demand pressures upon placements and the availability of foster care placements within the Borough. As a result, too many children are being placed outside the Borough in Independent Foster Agency or residential placements, which are costly, and increases spend against the agency budget.
- 5.2 The Council also has 140 Care Leavers aged 18 years or older, and we need to ensure sufficient options are available for them to Stay Put with Foster Carers after they turn 18 years of age or to enable them to live in a Supported Lodgings placement, which is a scheme where host households provide supported accommodation to young people preparing to leave care until they are able to move onto their own tenancies.
- 5.3 General Foster carer conversion from application to approval has been significantly affected during the two years of Covid. When we look at trends via the Greater Manchester dashboard (a tool for sharing data across the authorities) we can see patterns of decline in enquiries and approvals from the start of the Covid pandemic. We have a clear need now to repair that impact and significantly increase the number of Bury approved Foster Carers and Supported Lodging Hosts to increase the availability of homes within the Borough, primarily to meet the needs of our children in care and care leavers, but also to use more cost-effective placements, rather than external high cost 'specialist' placements. To improve placement sufficiency in the

Borough, we need to increase the number of Bury Foster Carers and Supported Lodging hosts available.

6. Current Position

Placement Sufficiency

- 6.1. Currently, we are experiencing significant challenges in delivering on our Placement Sufficiency duty. Sufficiency of homes for children also impacts upon our ability to effectively match childrens needs with carers skills and attributes. Our current placement stability is poor. Bury has several challenging contributory factors to address to meet our key objectives around placement sufficiency. This includes acknowledging our current Foster Carer offer is not competitive enough in the current market and that this will impact on our ability to recruit and retain Foster Carers. Revising the current carer professional fees, maintenance allowances and incentives will support recruitment and retention strategies. Given the difficulties of recruitment for all local authority. Retaining the skilled and experienced Carers that we have is even more important still.

Current Foster Carers Households

- 6.2 The table below shows our current 'recruited' foster carer capacity, data and the approvals currently in place. There is some lower occupancy than other authorities' data show us, this in the main is due to the size of their own family, solo placements, size of the space available and some only being approved for one child as a result.

Recruited households	Total number of children approved for	Vacancies
Mainstream/Recruited	107 spaces for children and young people.	4 true vacancies 2 for babies only with 2 more vacancies after March 9 vacancies on hold due to allegations or family circumstances.
Respite/Short breaks only	5	2

The below table evidences our looked after children cohort and the types of placements they are currently in. Households who care for 76 of our Bury children within their families, known as Friends and Families foster care, approved for specific children only – ie those connected to them as a family. These families are assessed and approved for those specific connected children only.

Friends & Family placements	Mainstream/Recruited carer Placements	Independent Fostering Agency placements (IFA)	Other placement types (residential, secure, Supported Lodgings)
76	77	79	6 SL 23 Residential 1 secure

- 6.3 At the end of November 2022 67% of looked after children in Bury were being cared for in a foster placement, this is lower than 2020/2021 statistical comparators with the England average being 71% and our Statistical neighbour being 68%.

- 6.4 Bury has a lower percentage of children living in our own placements (this includes all placement type's) at 46% which is lower than Statistical comparators with the England average being 48% and Statistical neighbour average being 53%. In summary, this means that Bury have fewer children in our care living in foster placements, family homes that we provide, as opposed to purchasing from the wider market. This makes Bury more vulnerable to the increased cost of placements for children and young people in our care and also limits our ability to ensure the quality of those homes.

Fostering Fees and allowances

- 6.5 Bury approved foster Carers receive professional fees and maintenance allowance in relation to each child they care for, the rates for the professional fees have not been reviewed for over 10 years.
- 6.6 We also offer support with equipment as needed, for example for a baby, fostering bedroom furniture, replacement items.
- 6.7 Foster Carers receive a range of allowances for each child they care for including holiday allowance, birthday and Christmas payments, initial clothing payments and mileage (45 pence per mile).
- 6.8 We currently offer foster Carers the following incentives, membership of our fostering network, PAMS Assist, Silver Cloud service and Max discount cards for children. However other local authorities offer wider incentives i.e., Council Tax relief.
- 6.9 We provide a robust and attractive training and development programme to foster Carers to support the mandatory training requirements which cover a wide range of topics to skill our Carers. Attendance at training aimed to skill our Carers is not currently linked to payment for skills and overall attendance at training is poor.

Voice of Foster Carers

- 6.10 Foster Carers have an active Foster Care Association that provide a representative voice and link directly to the service, they have sought the views of Bury Foster Carers and are a representative voice for the wider carer group. The Association seeks the views of Bury Foster Carers Bury and are a representative voice of the wider care group. Recently the Association have voiced concerns about two significant issues firstly, cost-of-living crisis and carer fees and secondly the council spend on Independent Fostering Agency placements for children in care. Our Carers, like other families are experiencing challenges linked to the cost-of-living crisis. And express the view that we should invest more into Bury Fostering service and that financial support to Bury Carers needs to increase to assist with the recruitment of new Carers and to retain our existing Carers. The Association have received feedback that Bury Foster Carers are approaching Independent Fostering Agencies to gain information regarding the financial and support benefits of transferring. We are aware they have submitted their concerns which link into the 'Cost of Living Report' (published this year by Fostering Network) to the DCS group.

Independent Fostering Agency, Semi-independent and Residential costs

- 6.11 The cost of Independent Foster Agency placements is significantly higher. Bury Foster Care placements costs on average £383 per week. The lowest independent fostering agency home costs £578 per week and the highest cost is £1,800. The average cost across all age ranges is £1000.

- 6.12 Some Independent Fostering Agency costs are stabilised via the Northwest Framework contract. Other Independent Fostering Agency not on this contract charge notably higher fees. Therefore, any increase in Bury Foster Care placements secured because of supporting this proposal will reduce the reliance on high-cost Independent Fostering Agency placements and achieve significant savings.
- 6.13 The cost of semi-independent provision ranges from £1,000 to £3,295 per week, depending upon the needs of the young person, plus there is an additional weekly living allowance, payable. The average cost of a supported lodgings host is £510. Therefore, any increase in Bury supported Lodgings placements secured because of supporting this proposal will reduce the reliance on higher cost semi-independent placements and achieve significant savings.
- 6.14 The cost of residential placement varies between £3,375 and £10,600 per week depending on the type of residential placement, whether education and therapy are included, as well as ratio of support for young person's needs. The average cost of residential placements is £5,000 but this can vary on a daily basis depending on the placements that are available and the complexity/needs of the child or young person.

Specialist Fostering Model

- 6.15 We do not currently have a specialist fostering model. Our vision is to increase the numbers of approved Bury foster Carers via an enhanced offer to support the delivery of the Mockingbird model, enabling us to have available, experienced, and skilled Carers who are offered a high level of support to care for children who have experienced trauma and have higher level needs. These children may otherwise need a residential placement or indeed a 'solo' fostering placement; which could effectively prevent a Carer approved for 3 children being able to care for 3 because of the risks involved placing alongside other children.

The Mockingbird Model for Fostering

- 6.16 The Mockingbird Family Model (MFM) is an alternative way of providing foster care. It involves Foster Carers being part of a group of a constellation of around 6 -10 fostering homes described as 'satellite foster homes'; they are supported by a central 'hub' home, which provides resources and support to the satellite homes. The hub home and the satellite homes are supported by the Fostering service which provides a worker to take on a liaison role across the hub. The aim of the model is to create a support network like that of an extended family, providing children and Carers with support, including sleepovers where appropriate and shared social activities.
- 6.17 The aims of the Mockingbird Family Model are to improve placement stability for children who are looked after, prioritise sibling connections, promote active child protection, support permanence and improve the support provided to Foster Carers, so that the local authority can retain Foster Carers and reduce feelings of isolation for them. The model was developed in Washington State, USA, and fits with the strengths-based approach of putting families at the centre of finding solutions and solving problems, using restorative approaches. The model is evidence and strength based, has been formally evaluated and shows improved outcomes for children, young people and enhances the skills of foster carers and their retention.
- 6.18 The support provided through the hub home includes:
- Monthly social events for families, providing peer interaction and support for caregivers, children and young people;

- Unlimited access to social support and mentoring for satellite Carers;
- Planned and emergency respite care 24/7, including day care and overnight stays; and
- Help to navigate the system and access community resources.

6.19 A key feature of the Mockingbird Family Model is that it helps to take good care of the people who take care of children and young people.

7. Foster Carer professional fees and maintenance allowances

7.1 There is a current need to review and Bury the professional fees and maintenance allowances afforded to Bury approved foster Carers to ensure that we are competitive in a challenging Fostering market where local authorities and private foster companies are all striving to recruit Carers. The impact of an uplift in fees and allowances will be positive as the decision will improve the availability of Foster Carers for our children in care, allowing them to live in the borough and maintain School placements and links to family and friends. Foster Carers are our biggest resource in providing placements and supports to children in care, we need to strive to ensure that we actively recruit to this role and support current Carers to remain with the Bury Fostering service.

7.2 The minimum government recommended uplift of 2.3% for 2022-2023 was applied to maintenance allowances, the last increase prior to this was awarded and implemented in January 2019. This increase removed a reduction that place for a second and subsequent children placed which was serving as disincentive to care for sibling groups. This uplift was well received however in consulting recently with the Bury Foster Carer Association, it is timely to review this again and ensure Bury payments are in line within other Greater Manchester local authorities. The 2.3% uplift was applied and backdated to the start of the financial year; Foster Carers welcomed the increase but have told us that this uplift did not go far enough and has had little or no impact on the challenges they face with the ongoing cost-of-living crisis.

7.3 Greater Manchester Fostering Leads meet monthly and work closely with Placements Northwest and the Greater Manchester Combined Authorities. Scoping exercises have been carried out by Greater Manchester Combined Authorities with a view to developing additional workstreams to support recruitment of Foster Carers amongst all ten Greater Manchester authorities. This 'scoping' has generated a great deal of discussion about the offer each local authority provides to Carers. Bury are not the lowest paying authority but we are not competitive with higher paying neighbouring authorities and this impacts on our ability to recruit and retain foster Carers. An illustration of the combined professional fees and maintenance allowances are below:

Child's Age	4-year-old	10-year-old	14-year-old	16years +
Bury	£268	£282	£313	£342
Highest GM	£285	£311	£419	£458
Lowest GM	£135	£149	£177	£215
GM Ranking	2nd	4th	5th	5th

7.4 The table below shows the professional fees currently being paid to foster Carers, for each child placed per week by age.

Child's Age	Professional fee
0 - 10yrs	£130
11 - 17yrs	£140

We are proposing to increase the Professional fees linked to payment of skills for foster Carers and our specialist Mockingbird model to:

Age	Level 1	Level 2	Level 3	Level 4 (Mockingbird)
0 - 4yrs	n/a	£132	£135	See 7.7 below:
5 -10yrs	n/a	£150	£155	
10 - 15yrs	n/a	£170	£190	
16yrs +	n/a	£198	£222	

7.5 The table below highlights the current Maintenance Allowance paid to foster Carers for each child placed, per week and by age and the proposed uplift.

Child's Age	2021 - 2022	2022 - 2023 (inc Government Min 2.3% uplift)	Further uplift to narrow the gap with GM LA's
0 - 4yrs	£138	£141	£148
5 - 10yrs	£152	£156	£156
11 - 15yrs	£173	£177	£230
16yrs plus	£202	£207	£237

We propose a percentage uplift of 6% to 34% applied to place Bury amongst the highest paying Greater Manchester local authorities.

7.6 The table below is an illustration of the combined professional fees and maintenance allowances if proposals are accepted:

Child's Age	4-year-old	10-year-old	14-year-old	16years +
Bury current	£268	£282	£313	£342
Highest GM	£285	£311	£419	£458
Lowest GM	£135	£149	£177	£215
GM Ranking	2nd	4th	5th	5th
Bury proposed	£280 Level 2 £283 Level 3	£306 Level 2 £311 Level 3	£400 Level 2 £420 Level 3	£435 Level 2 £459 Level 3
Bury proposed GM ranking	2nd Level 3	1st Level 3	1 st Level 3	1 st Level 3

7.6 The table below sets out our combined professional fees and maintenance allowances For Level 4 for Mockingbird specialist fostering Carers, bands are based on the Individual needs of the child placed and the Carers experience and skills.

	0-4 yrs.	5-10 yrs.	11-15 yrs.	16yrs plus
Level 4 band A	£594.49	£594.49	£594.49	£594.49
Level 4 band B	£605.12	£605.12	£605.12	£605.12
Level 4 band C	£615.74	£615.74	£615.74	£615.74
Level 4 band D	£626.34	£626.34	£626.34	£626.34
Level 4 band E	£636.96	£636.96	£636.96	£636.96

The Hub Carer is paid £33,121 per annum, the equivalent of Level 4, Band E 16yrs plus.

8. Birthday, Festival, Holiday and Clothing allowances

The table below outlines the current birthday, festival, holiday and clothing allowances paid by Bury.

Age	Birthday	Festival	Holiday	Clothing Allowance*
0-4yrs	70.50	141.00	£352.50	-
5-10yrs	78.00	156.00	£390.00	--
11-15yrs	88.50	177.00	£442.50	--
16yrs +	103.50	207.00	£517.50	--

*Please note the initial clothing allowance is currently determined on a child's initial needs at the time of placement.

It is proposed that we increase the allowances paid to Carers for birthdays, festivals, holiday and clothing allowances for children.

Age	Birthday	Festival	Holiday	Initial Clothing up to*	Graduation
0-4yrs	£150	£200	£400	£100	-
5-10yrs	£180	£225	£450	£150	-
11-15yrs	£210	£250	£475	£200	-
16yrs +	£250	£300	£550	£250	-
18yrs +	£300 -18 th & 21 st Birthday	-	-	-	£100

*The initial clothing allowance is up to and will be determined on the child's individual needs and circumstance.

9. Special Guardianship Allowances

Allowances are paid to the Special Guardians of children subject of a Special Guardianship Order (SGO) equivalent to those paid to Foster Carers. This proposal will therefore impact on the SGO allowances paid to 125 Carers. SGO Carers are entitled to Professional Fee for 2 years if a previous foster carer and a SGO allowance (maintenance allowance equivalent) until 18yrs less child benefit and any other child benefits. Allowances are subject to annual financial assessments.

10. Council Tax reduction

- 10.1. To encourage new Foster Carers and Supported Lodging hosts and to help retain existing Foster Carers/Supported Lodging Carers within the Borough, it is recommended that the Council Tax Section 13A Discount Policy be amended to provide 50% discretionary council tax discount for all Bury approved mainstream Foster Carers from 2024/25. This discount would not apply to Foster Carers approved with Independent Fostering Agencies.
- 10.2 It is also recommended that the Council Tax Section 13A Discount Policy be amended to provide 50% discretionary council tax discount for all Bury approved Supported Lodging Carers who support Bury Care leavers from 2024/25.

- 10.3 Bury Council Tax already offer discretionary relief to over 65's and Care Leavers and will work with CYP and Finance colleagues to develop this new proposal for Foster Care and Supported Lodgings relief in compliance with Section 13a of the Local Government Finance Act 1992 from 2024/25. For 2023/24 a payment equivalent to the 50% discount on the foster carers council tax that is payable will be made monthly in addition to their monthly allowance
- 10.4 By adopting a Council tax reduction or Bury approved Foster Carers and supported lodgings hosts this will assist us as a council to provide a package of support and rewards that is consistent with the offers made by other local authority's and Independent Foster Agencies when recruiting. It will assist to increase the housing sufficiency to care leavers by encouraging more Supported Lodgings hosts to be assessed. As Corporate Parents to Children in Care we need to ensure that children can live in Bury as their hometown and stay connected to family and friends. We need to ensure that we have sufficient foster homes and supported lodging hosts in the Borough to meet the needs of children and young people in care and care leavers and to provide them with the opportunity to live in a family home. We have a priority to increase the number of Bury approved Fostering households by **20** in 2023/2024. This needs to increase by a further **15** to achieve the 2025/26 savings target.
- 10.5 By improving our financial support offer and incentives to Bury approved Foster Carers living in Bury we will be able to recruit more prospective Foster Carers whom 'choose' Bury Council as their registered Fostering agency and provide more local homes for children and young people in our care.
- 10.6 Cost implications for this offer are outlined towards the end of this report.

11. Further incentives to strengthen our Foster Carer Offer

- 11.1 **Adjustment fee** This would include a discretionary payment equivalent to the Foster Carer Professional Fee for two weeks. This will be agreed by Head of Service, at the end of a challenging placement, when a long-term placement comes to an unexpected end, a difficult disruption, or at a time of bereavement for example, to offer some time and space to the Carers without worrying about having no income from Fostering. This also prevents 'burn out' and reduces the pressure Carers experience to immediately accept a new placement when they are simply not ready. We have recently experienced approximately 10 placements ending for a variety of these reasons listed above where the Carers would have met these criteria and benefited from this additional support.
- 11.2 **Short breaks offer:** Most Independent Fostering Agencies offer their approved Foster Carers an annual 'respite allowance' which we would only view as a 'short break' rather than 'respite'. This will be 7 days for which they are paid but the child or young person stays with a different foster carer. Whilst we do not routinely advocate the use of short breaks as we would want our child or young person to be fully included in family life, we also acknowledge that some Carers and young people genuinely need this space from one another for the placement to be sustained in the long term. We propose we offer our approved Foster Carers the option of 7 nights paid short breaks per year, where if they do not use it, they do not lose it but could be paid instead at a particular point in the year. This would be for carer Professional fee element only, not the child maintenance element.
- 11.3 **Retainer fee** this would be a strong incentive offer to help conversions from enquiry to application to alleviate the worry of Carers being able to financially manage if there was a gap in between placements. Some Councils offer a retainer fee of 8 weeks per

year for their approved foster Carers. Not all Carers would need a retainer as our demand for placements is so high, but it would be a welcomed incentive and certainly contribute increased conversions if this were in place. We would like to propose a minimum retainer fee linked to the day rate equivalent of the Professional Fee for 4 weeks maximum per year per Fostering household. As stated, demand for placements is high and there are rarely vacancies, however this has happened in this reporting year for example when a carer only cares for babies.

- 11.4 **PAMS Assist / Silver Cloud** continue the employee benefit scheme extended to Foster Carers which covers emotional / wellbeing support as well as financial and legal advice. This is not a hugely expensive service but is a robust accessible form of support. Carers have fed back that they like knowing it is there and see this as an additional support for them as Foster Carers. Mental Health support offers following the Covid Pandemic has been reassuring for them. The PAM Assist / Silver Cloud annual cost is £5.48 per person. We have funded this at a cost of £948.04 for 2022/23 and wish to continue with this offer into 2023-2024.
- 11.5 **Blue Light Card.** This is a discount service for the emergency services, NHS, social care sector and armed forces, providing members with thousands of discounts online and on the high street. Blue Light card holders can download an App and access a huge range of discounts for the family. The cost of this benefit is £5 fee payable every three years, the service would consider this a positive “add-on” incentive which adds to the retention offer at little cost.
- 11.6 **Max Cards -** The Max Card is the UK’s leading discount card for cared for and looked after children. Families can use their Max Card at venues across the UK to get free or discounted admission. Bury Council already purchases the Max card for our children and young people at £10 per child approximately aged 3 years and over. We propose this continues annually as part of the carer offer.

Financial Implications

The Council has savings proposals from the implementation of the Mockingbird model of £0.120m in 2024/25 increasing by a further £0.604m in 2025/26. Proposals identified in this paper for 2024/25 would meet this saving but would need to be expanded for the 2025/26 saving of £0.604m.

Summary of Financial Implications (future years do not include inflation)

Detailed Costs of Implementation	2023/2024	2024/2025	2025/2026
Carer fees & allowances			
Foster Carer Fee	214,006	214,006	214,006
Fostering Allowance	173,160	173,160	173,160
SGO Allowance	52,868	52,868	52,868
Council Tax	73,500	73,500	73,500
Adjustment fee	3,360	3,360	3,360
Retainer fee	3,360	3,360	3,360
Continuation of PAMS Assist / Silver Cloud	1,000	1,000	1,000
Blue Light/Max Cards	1,000	1,000	1,000
Short Break Offer	14,700	14,700	14,700
Additional payments Birthday, Holiday & Festivals	61,500	61,500	61,500
Mocking Bird Model- Hub Carer Costs	33,121	66,242	66,242

Mocking Bird Model	48,000	16,500	
Total Cost	679,575	681,196	664,696

Anticipated Savings of Implementation	2023/2024	2024/2025	2025/2026
Average cost of IFA £1000 p.w. -Annual Cost of 20 IFA placements in 23/24 increasing to 25 placements in 24/25 and 40 in 25/26	1,040,000	1,300,000	2,080,000
Average cost in-house placements £383 p.w. Annual cost	(398,320)	(497,900)	(796,640)
Total Anticipated Savings	641,680	802,100	1,283,360

Nett (Cost)/Savings	(37,895)	120,904	618,664
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Carer fees & allowances

Foster Carer Fee: Current spend on Foster Carer Fee is £17k per week, based on the current children placed with Foster Carers. The proposed uplift would increase this to £21k an increase of £4k per week and equates to **£214k per annum.**

Fostering Allowance: Bury have already adopted the minimum recommended uplift of 2.3%. It is proposed that Bury match or better our statistical neighbours to increase recruitment and retention, this recommendation would increase the annual cost by **£173k.**

SGO Allowances: these are set equivalent to those of Bury Fostering Allowances. This proposal will therefore impact on the budget for SGO Allowances too. We currently pay 125 SGO Carers. The proposal is an increase has a financial implication of **£53k per annum.**

Council Tax

Funding will increase when the numbers of approved Bury Foster Carers increases however this will be offset by reducing the reliance on high costs of commissioned independent placements for children in care. Based on Council Tax Band D the total cost of providing the Council Tax relief proposed for 87 households at a discount of 50% would be approximately £0.073m per annum. Payments in 23/4 and discounts in 24/5 will be based on actual Council tax paid by the foster carers. This payment/discount will only be applicable for those Bury foster carers resident within Bury.

Estimate for this proposal: **£0.073m per annum,**

Adjustment fee 2 weeks

Estimate for this proposal: 12 placements ending, x2 weeks carer fee at £140 per week
£3,360 per annum

Short Break offer

x105 households at £140 for 7 nights (carer fee element only)

Estimate for this proposal: **£14,700**

Retainer fee a minimum retainer fee of £20 per day (equivalent to the daily professional rate for Carers) for 4 weeks per year when and if required. Only 6 Carers would have taken advantage of this in the last year therefore our estimate will be based upon this.

Estimate for this proposal: approximately **£3,360 for a minimum of 6 Carers**

Continuation of PAMS Assist / Silver Cloud

Continuation of the PAM Assist / Silver Cloud annual cost is £5.48 per person

Estimate for this proposal: **£948.**

Blue Light Card

The cost of this benefit is £5 fee payable every three years. we have approx. 105 households. £525 every 3 years.

Estimate for this proposal: **£175 per annum**

Max Cards

£10 per child approx. aged 3 years and over

Estimate for this proposal: **£875.00**

Mockingbird Model – Fostering Network License & 4 phases of implementation, training and support

Phase 1: £32,000 plus Vat (this will be the first-year license, training, set up and intensive support & project lead)

Phase 2: £16,000 plus VAT (ongoing community package and operation license, support, training, events etc)

Phase 3: £7,000 plus VAT (this is for when the authority has between 1-5 Constellations in place, support, events, training and licenses)

Phase 4: £9500 plus VAT (this is for when an authority has between 6-10 constellations – Bury will not have this as we are a small authority)

Estimate for this proposal: **£64,500** for Phases one and two for the next 2 years

Links with the Corporate Priorities:

1. *Let's Do It For Children in Bury: We have a duty to provide our children and young people with a choice of fostering families to suit their wishes and needs. We need to keep our children and young people with our Bury families for them to remain in localities they are familiar with, can access their same schools, friends and extracurricular activities easily and for us to have good oversight of the care provided. This includes retaining our current Carer cohort and recruiting many more through a range of strategies.*
2. *Transformation of Childrens Services - Alongside our social care restructure, transformation of the Fostering Service is required to bring us in line with our neighboring authorities within GM. We not only need to increase our current pool of available families, we need to be in a position to offer different types of placements for varying levels of need and trauma.*
3. *Children's Services OFSTED Improvement Plan - Increasing sufficiency and recruiting more Carers is a key component of our improvement plan for the fostering service.*
4. *Financial sustainability and MTFs savings priorities - Our aim is to create an additional 20 fostering households in 2023-2024 to prevent us from needing to go outside of the authority, using IFA's and costly Residential placements. Recruitment and retention of Foster Carers as well as implementing models which will provide a wider variety of placement options will ultimately reduce our spend on costly specialist placements. Funding long term foster care placements with our own approved local authority foster Carers will also contribute to savings going forward (as opposed to long term agency funding)*
5. *Permanence Strategy 2020 - 2024 - All of our children will have a permanence plan which will be subject to change through their time being looked after by the authority. The larger our Foster Carer cohort, the more options we will have to ratify children's foster placements as long term and permanent. We have ratified thus far 37 IFA placements as long term and are committed to that long term IFA funding. However our preference is for our children to have permanence plans with internal provisions rather than external. We wish first and foremost for children to have the opportunity to reside with their friends and family wherever possible so that mainstream foster care, IFA foster care and residential placements are not required.*

Equality Impact and Considerations:

6. The eligibility criteria and application process in relation to the Section 13A Policy will ensure that no particular groups of individuals are excluded.
-

Environmental Impact and Considerations:

7. N/A
-

Assessment and Mitigation of Risk:

8. This paper sets out the opportunities, risks and mitigation. This is an invest to save proposal which will enable us to improve placement sufficiency and meet the needs of children and young people whilst ensuring more efficient use of Council resources.
-

Legal Implications:

The legislative framework allows for the payments to foster carers to ensure as a Local Authority we meet our sufficiency duty in accordance with s 22G of the Children Act 1989 and placement preference in accordance with s22 C (7) Children Act 1989. The sufficiency duty states that as far as reasonably practicable the local authority has a duty to provide children with accommodation within its area that meets the needs of those children, it does recognise that some children need to be placed outside the local area for their welfare. Sufficiency statutory guidance on securing sufficient accommodation for looked after children was published in 2010.

The Fostering Services regulations provide for written agreements with the foster carer at the time of the approval and are reviewed annually with the Carer. All foster carers approved under Regulation 27 of the 2011 Fostering Services Regulations will receive a weekly allowance. The Government sets a minimum national allowance across the range of age bands.

Financial Implications:

The 2023/24 budget approved by Council on the 22nd February 2023 contained a number of savings proposals to close the £31m financial gap, that would be delivered over a number of financial years. This proposal is an invest to save scheme which supports our internal foster carers recruitment not only through financial means but also with enhanced support.

There is a small cost in the first year which will be absorbed by the service with savings being delivered in 24/25 and increasing in 25/26 as more internal foster carers are recruited

Background papers:

1. FosterTalk Cost of Living Report 2022 [FosterTalk-Cost-of-Living-Report-2022.pdf](#)

This report highlights the cost of living crisis which has been increasing across the UK since early 2021. The annual rate of inflation in June 2022 was the highest it has been since 1982, affecting the affordability of goods and services for households. Household energy tariffs and fuel costs are also increasing. From June 2021 to June 2022, domestic gas prices increased by 95% and domestic electricity prices by 54%. This report evidences results from one of the largest independent surveys of foster carers to date with responses collated from 4,349 carers from across the United Kingdom. At the time of the survey (July 22), respondents cared for approximately 6,702 children. This represents around ten percent of all children currently living in foster care in the U.K. Key recommendations are: The fostering allowance to be increased in line with the cost of caring for a child in 2022/23. Mileage allowance paid for all mileage covered at the national recommended rate of 45p/p/mile. HMRC to review the £10,000 tax exemption level for foster carers. All fostering services to be aware of the reported increased carer mental health difficulties due to the cost of living and to address this with carers during supervision, so they can take steps to support foster carers appropriately. Foster carers to be recognised as care professionals within the sector.

2. Fostering Network Mockingbird Programme update 2021 [Mockingbird Programme Update 2021.pdf \(thefosteringnetwork.org.uk\)](#)

Mockingbird is a pioneering programme delivered by The Fostering Network in partnership with 62 fostering services across the UK. The programme nurtures the relationships between children, young people and foster families supporting them to build a resilient and caring community of six to ten satellite families called a constellation. As of November 2021, there are 84 Mockingbird constellations in England, Wales, and Scotland. Each is led by a hub home carer and liaison worker; the constellation offers vital peer support and guidance alongside social activities and sleepovers to strengthen relationships and permanence. View our latest programme update to see where we are working and impact our sites are reporting. The 2021 update provides information how Mockingbird families have navigated through the pandemic. At the start of 2020, Mockingbird families across the world experienced lockdown restrictions, in response to the spread of Covid-19. This meant the normal everyday activities that provide vital support to these communities had to stop, and staying at home became the new way of life. However, within weeks the carers and young people found new and creative ways to stay connected and support one another through the crisis. Not only did established communities adapt, thrive and continue to provide support to one another, but new shoots sprang up too. Despite the challenges of lockdown restrictions 17 new constellations successfully launched, albeit online or at distance to begin with, the lockdown didn't stop Mockingbird growing even further throughout the UK

3. Mockingbird programme Evaluation report September 2020 [Mockingbird Programme offers increased capacity 'normality' and good value | The Fostering Network](#) and [Mockingbird Fostering Network Evaluation \(publishing.service.gov.uk\)](#)

The independent evaluation report published today by the Department for Education about The Fostering Network's award-winning Mockingbird programme found the programme to be a cost-effective, sustainable model of foster care, with more capacity to care for children and young people than other existing fostering models. Mockingbird is an innovative programme for foster care delivered by the UK's leading fostering charity The Fostering Network. It uses an intuitive model based on the structure, support and relationships of an extended family. There are several reasons for the programme's favourable return on investment figure, including savings due to children and young people spending fewer days in residential care and in the criminal justice system. The level of foster carer retention also contributed. The report found that those who participated in Mockingbird were 82% less likely to de-register than households who did not participate. A reason for this is the integral element of peer support for foster carers within the programme, 90% of whom rated it as good or excellent. This was further demonstrated in interviewees' responses describing the essence of Mockingbird as being 'an extended family', 'community', and 'person-centred'.

4. The independent review of children's social care Final report Josh McAlister May 2022 [Final Report - The Independent Review of Children's Social Care \(childrensocialcare.independent-review.uk\)](#) This report clearly outlines the need for more local care for children in order to meet better outcomes and permanence planning. It acknowledges the social care market is broken and is not delivering the model of care required for our children. In amongst key recommendations is to 'grow your own' foster care sufficiency, both locally and regionally and this report outlines that growth.

5. Fostering Network: State of the Nations Foster Care 2021 [State of the Nation 2021 Thematic Report 1 Foster Carer Status.pdf \(thefosteringnetwork.org.uk\)](#)

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

Term	Meaning
FCA	Foster Care Association
IFA	Independent Fostering Agency
GMCA	Greater Manchester Combined Authority
F & F	Friends and Family connected Carer



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 March 2023
Subject:	Star Leadership Academy Radcliffe – Financial arrangements/ site requirements – Part A	
Report of	Cabinet Member for Children and Young People	

1.0 Summary

- 1.1 Cabinet has received several reports in recent years in respect of the process and arrangements that will lead to the establishment of the new secondary school in Radcliffe.
- 1.2 On 7th September 2022 (CA.52) Cabinet approved funding in respect of the indicative capital cost of the Council's financial obligations in relation to the delivery of the new school.
- 1.3 On the 17th November 2021 (CA.172) Cabinet approved the lease arrangements between the Council and Star Academy, to transfer land as defined in a plan appended to the report, in order for the new school to be established.
- 1.4 This report sets out additional capital costs that will fall to the Council, and seeks approval to those costs, and the manner in which they will be funded, and a modification to the area of land to be made available for the school.
- 1.5 This includes additional costs to enable the Council to contribute to the provision of temporary modular accommodation to enable the school to open to its first cohort of pupils in September 2024, prior to the new school building being completed in early 2025.
- 1.6 To ensure timely progress with the delivery of the new school, the DfE require formal confirmation from the Council's s.151 officer that it will meet its financial commitments.
- 1.7 The indicative capital costs are set out in Part B of this report. The costs remain indicative until DfE has received tender submissions and made a contract award. However, any delay on the part of the Council in confirming its commitment could impact on the timescale for delivery of the new school, and hence being presented to Cabinet at this time.
- 1.8 In agreeing to the school opening in September 2024, the Department for Education has also sought a commitment from the Council to underwrite the pupil led revenue funding allocated to the school in the event that the school does not recruit up to its Published Admission Number of 150 pupils in each of the first two years of operation. This is to ensure that the school is financially

viable in the initial years of operation. Further details on this are set out later in the report.

- 1.9 This report seeks cabinet approval to the capital and revenue financial commitments.
- 1.10 Additionally, in the process of design development for the new school, a requirement has emerged for additional off-road parking and drop-off to serve the school. It is proposed that this additional requirement will be met through an extension to the land that is to be leased to Star Academy.
- 1.11 The report seeks approval to a revised plan showing an extended area of land that will be subject to those lease arrangements. All of this land is in the Council's ownership. A copy of the revised plan is attached at Appendix 1, showing the original area of land, edged red, and the additional land, edged blue.

2.0 Recommendation(s)

That Cabinet:

- Approve the funding of indicative costs as set out in Part B of this report, to meet the Council's financial obligations, to be met from the Children's Services schools capital programme; capital receipts/borrowing; and the Greater Manchester City Region Sustainable Transport Settlement.
- Delegate approval of the finalised costs to the Executive Director of Finance.
- Further to the decision of Cabinet (CA.172) in respect of the lease of land, to agree the revised plan at Appendix 1, showing the land to be subject to the lease agreement.

Reasons for recommendation(s)

- To unlock the delivery of a new secondary school for Radcliffe.
- Utilise a Council owned Brownfield site for development.

Alternative options considered and rejected

In order to deliver the new school in Radcliffe, the Council is required to confirm that it will commit to meet certain financial obligations. Failure to provide such a commitment will prevent the scheme from being progressed.

The alternative option to not proceed with the school was rejected owing to the demonstrative need for new secondary school provision in Radcliffe and the importance of that provision in supporting the economic growth and sustainability of Radcliffe and its alignment with the wider objectives of the Radcliffe Strategic Regeneration Framework (SRF).

Report Author and Contact Details:

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Position: Strategic Lead (Education)

Department: Children's Services

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3.0 Background

- 3.1 Previous reports to Cabinet have set out the details of the financial obligations that will fall to the Council in respect of the establishment of the new secondary school in Radcliffe. These costs were set out in a report dated 13th July 2022 (CA.32), as subsequently amended in a report dated 7th September 2022 (CA.52).
- 3.2 Reports have also confirmed the requirement on the Council to provide the land on which the new school will be built, and for this land to be subject of a long lease between the Council and Star Academy on a peppercorn basis. This was initially agreed in principle in a report to Cabinet dated 26th February 2020 (CA.306). The extent of the land to be transferred was then defined by a red edge on a plan appended to the Cabinet report dated 17th November 2021 (CA.172).
- 3.3 These reports have consistently referenced the target opening date for the new school of September 2024, and the Council, DfE and Star Academy have been committed to meeting this date. However, delays in the procurement process have put this opening date in doubt. Negotiations between the three parties have looked at measures to mitigate the impact of the delay, and enable the school to open in 2024.
- 3.4 It is proposed that a purpose-built modular building will be constructed on the South of the Spring Lane site, currently occupied by Spring Lane School and the leisure centre, and to be available from September 2024, to enable the first cohort of up to 150 pupils to be admitted to the new school. Construction of the permanent school building on the North of the site is expected to commence in January 2024.
- 3.5 It is expected that the permanent school building will be completed in early 2025, at which point the pupils will transfer to the new building. The schools all-weather pitch will then be constructed on the site of the modular accommodation, to be available for the start of the 2025/26 academic year.
- 3.6 DfE has sought a commitment from the Council to contribute to the additional capital costs in providing the modular accommodation. The level of the contribution is set out in Part B and will be capped at this sum.
- 3.7 To enable construction of the modular building, to be available from September 2024, requires the existing structures on site to be demolished. The Council is therefore required to commit to providing vacant possession of the southern

part of the Spring Lane site by 1st March 2024. The Pupil Referral Unit and Radcliffe Leisure Centre are located on this part of the site and plans to decommission those buildings by the agreed date are in place.

- 3.8 The lease agreement between the Council and DfE makes provision for the Council becoming liable for costs in relation to demolition of those existing structures and site remediation, and the cost of construction of the all-weather pitch, in the event of that vacant possession date is not met.
- 3.9 The apportionment of costs falling to the Council, both in the event of the vacant possession date being met, and in the event that it is not met, are set out in Part B of the report.
- 3.10 The indicative costs shown at part B are apportioned differently to those previously approved (CA.52). This reflects that the cost of demolition of existing structures and site remediation will now only fall to the Council if it fails to meet the vacant possession date. The earlier report apportioned these entirely to the Council. Part B also sets out the cost of construction of the all-weather pitch, which will also fall to the Council in the event that the vacant possession date is not met.
- 3.11 In addition, the DfE has sought a commitment from the Council to underwrite the revenue costs to the new school in the event that the school does not recruit up to its Published Admission Number in each of the first two academic years. This is to ensure that both DfE and Star Academy can be confident of the financial viability of the school in its initial years as the pupil numbers grow.
- 3.12 The Council will be responsible for providing pupil led funding for any shortfall of pupil numbers below 150 in each of the first two years, to be met from the Dedicated School Grant (DSG). This is a challenge given the existing pressure on the DSG.
- 3.13 Whilst the Council is confident that the demand for secondary school places is such that the new school will recruit to its capacity, there is always a risk that this will not be the case. Whilst the overall number of young people requiring a school place is high, the actual demand for individual schools is a matter for individual families when setting out their preferences for school places.
- 3.14 Star Academy is committed to engaging with the community to ensure that the new school is promoted, to ensure that it recruits strongly. However, in the event that the school does not recruit to its full admission capacity the Council would be required to fund each unfilled place at a value of approximately £5,700.
- 3.15 Therefore, as an example, if the school only recruited 120 pupils in year one (2024/25), and 140 in the second year (2025/26), this would require the Council to underwrite the initial year one shortfall of 30 places for a two-year period, and then fund the year two shortfall of 10 places for one year. This would equate to the following costs in each of the two academic years:

2024/25 - £171,000
2025/26 - £228,000

- 3.16 As part of the design development for the new school, a proposed junction layout design has been developed where the access road to the new school meets Spring Lane. The design is intended to support more sustainable forms of transport, in the form of Cycle Optimised Protected Signals (CYCLOPS). The cost of the road and the junction will be funded using monies already allocated, alongside capital grant allocated through the Greater Manchester City Region Sustainable Transport Settlement. The cost of these works is yet to be confirmed.
- 3.17 In addition, again as part of the design development for the new school a requirement has emerged for the provision of additional car parking and collection/drop-off area for parents in order to reduce the impact of traffic on the highway. It is proposed to locate this on land off Spring Lane immediately to the South of the new schools all-weather pitch. The additional benefit is that the facility will also support public parking relating to the out of hours community use of the all-weather pitch.
- 3.18 To enable the construction of this collection/drop-off area requires additional land to included in the lease agreement with Star Academy, beyond the red edge site previously approved by Cabinet. A plan showing the previously approved red edge of land to be leased, together with the additional land shown edged blue, is attached at appendix one.

Links with the Corporate Priorities:

The provision of the new school will support key ambitions of the Let's do it strategy:

- A better future for the children of the borough
- A better quality of life The community of Radcliffe faces key challenges:
- The percentage of Radcliffe young people achieving five good GCSE's is 55.8%, for Bury as a whole it is 62.1%.
- A greater proportion of Radcliffe residents are in poor health or with limiting long term illness than for the population of Bury as a whole, and more Radcliffe children at age 4 and 10 have excess weight compared to the same borough-wide cohort, a trend that continues on into adulthood.
- Deaths from heart disease are significantly greater for Radcliffe residents than for Bury.
- Unemployment, including long term unemployment is greater for Radcliffe residents than for Bury residents as a whole.
- A greater proportion of Radcliffe residents live within one of the most 20% deprived areas nationally, when compared with all Bury residents.
- From a total secondary age cohort of 11,203 students in all Bury schools, 1,733 (15.5%) are resident in Radcliffe. 82% of the Radcliffe resident cohort attend a Bury school, with the balance travelling outside the borough.

- 36% of the Radcliffe resident secondary age cohort travel over 2½ miles to access a secondary school place. This compares with 18% of the total Bury resident secondary age cohort travelling over the same distance.
- A high number of extra district pupils, resident in neighbouring local authority areas, have historically applied for and secured places in a Bury school. For the Radcliffe resident secondary age cohort this trend is reversed with 18% travelling outside the borough.

Given this education, health and employment profile, there is a clear need for a fresh and different approach to supporting Radcliffe people, and building community resilience. Strong leadership from schools and in particular the new secondary school is fundamental to this.

Equality Impact and Considerations:

Section 9 of the Academies Act 2010, and section 149 of the Equality Act 2010 require the local authority to assess the potential impact of any new school on existing educational provision and also assess the impact on any groups with protected characteristics.

The business case that supported the application for the new school documented the significant inequalities in the education, health and economic profile of the residents of Radcliffe.

The provision of a high quality secondary school will contribute to measures designed to address these inequalities.

The new school will help to minimize travel distances to school, improve accessibility to local school provision, and increase parental choice.

The new school is not expected to have an adverse impact on any group with protected characteristics

Environmental Impact and Considerations:

The Department for Education is responsible for the design and delivery of the project and is committed to lowering the carbon footprint of new schools, both during construction and during the lifetime of the building

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The Council is required to confirm that it will meet certain financial obligations in respect of the establishment of a new Free school	This report sets out the indicative financial obligations on the Council, the proposed funding arrangements, and seeks delegated approval to agree these.
The Council is required to identify the land on which a new Free School will be built, and to make this available under a	Cabinet has previously agreed the draft terms of a lease on land off Spring Lane, Radcliffe. This report seeks approval to

long lease at a peppercorn rent, with the DfE and the sponsor Trust.	a revised plan showing the extent of that land
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Legal Implications:

This report provides Cabinet provides Members with an update following earlier reports received in November 2021 and September 2022 and provides Members with detailed funding information. The additional modular costs are set out in part B of this report. Legal Services will advise on any revised lease arrangements. Arrangements in relation to underwriting a shortfall in pupil numbers will be legally formalised.

Financial Implications:

Members have previously been informed of the costs that the Council would be liable for. The contribution to the costs of the modular temporary accommodation were approved as part of the capital programme at Budget Council on the 22nd February.

Costs which have not previously been reported and which are unknown at this time are those in relation to underwriting any shortfall in pupil numbers below the anticipated 150 for the first two years, referenced at 3.15. This is still an unknown and could increase significantly from the estimated £171k and £228k included above or they could reduce. These costs would be charged to the DSG which is already under severe financial pressure due to the historic deficit. Colleagues in Education need to work with STAR academy to promote the new school in advance of its opening to ensure pupil numbers are in accordance with the 150 intake numbers and thereby minimise and eradicate this financial risk.

Appendices:

Please list any appended documents.

Background papers:

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

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

Term	Meaning

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PLAN Star Academy Site
Land at Spring Lane Radcliffe

SCALE 1:1250@A3

DRAWN BY MB

DATE 07/03/2023

Business Growth & Infrastructure

Land & Property

3 Knowsley Place
Duke Street
Bury BL9 0EJ

Telephone 0161-253-5995

Bury
COUNCIL



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PLAN Star Academy Site
Land at Spring Lane Radcliffe

SCALE 1:1250@A3

DRAWN BY MB

DATE 07/03/2023

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Bury
COUNCIL



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 March 2023
Subject:	Local Transport Strategy - Consultation Draft	
Report of	Leader and Cabinet Member for Strategic Growth and Skills	

Summary

The Local Transport Strategy sets out how the Council will meet its ambitions to develop a genuine integrated transport network that will support a healthy, green, connected and thriving Borough.

The Local Transport Strategy aligns with the Greater Manchester Transport Strategy 2040, including the aspiration for half of all journeys to be made by active and sustainable transport modes by 2040 and the delivery of a joined-up London-style transport system - the Bee Network. This seeks to transform how people travel in and around Greater Manchester.

The transport vision set out in the draft Local Transport Strategy for Bury is to create an attractive, well-connected Borough that supports economic growth and helps to reduce deprivation. By 2040, the Borough will be connected by a modern and efficient transport network, including comprehensive, affordable, high quality and attractive sustainable transport links.

The Transport Strategy will support the ambitions for sustainable growth and development over the next 20 years as well as help to tackle issues around air quality, as the country moves away from polluting vehicles.

It is proposed that, following consultation, a further version of the Transport Strategy will be brought back to Cabinet in the summer for formal approval.

Recommendation(s)

That Cabinet:

- i) Approves the draft Local Transport Strategy attached at Appendix 1 as the basis for a 3-month public consultation commencing in late March 2023.
- ii) Delegates approval to the Executive Director of Place in consultation with the Leader to make modifications to the draft Local Transport Strategy before consultation commences.

Reasons for recommendation(s)

To ensure that all stakeholders are given the opportunity to have their say on the draft Local Transport Strategy and the role and function it will play in facilitating the preparation of a pipeline of potential interventions required to

support key developments in a sustainable manner, as well as ensuring transport needs are provided for over the next 10 years and beyond.

Alternative options considered and rejected

None. It is important that stakeholder engagement continues to seek the views and input from the wider public, key businesses and other key partners to ensure that the final Transport Strategy is fit for purpose.

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Department: BGI

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1. Background

- 1.1 Bury is an integral part of the Greater Manchester city-region and the Council is working to deliver the GM2040 Transport Strategy. However, Bury is a unique borough with its own significant challenges and opportunities. The Borough's Local Transport Strategy (Transport Strategy) will complement the GM2040 Transport Strategy and set out more detail on what investment we need locally to help bring sustainable transport to all Bury's communities.
- 1.2 Together with our partners, we are making unprecedented investment in the borough to help build a thriving economy and need a transport offer that will support our wider health, environmental, economic and regeneration ambitions.
- 1.3 If we are to realise our '*Let's Do It*' vision and regeneration plans, we need a state-of-the-art transport system that is affordable and can get Bury residents where they want to go quickly and easily. Bury's transport network needs to unlock new sites for development, promote health and well-being through active travel and help meet our commitment to having fossil-fuel free travel by 2038.
- 1.4 Whilst we are committed to the wider Greater Manchester transport strategy, it is important that we also develop our own Transport Strategy to establish our own local objectives and priorities that will provide a robust and cohesive framework to direct transport investment for all modes going forward.

2. Draft Local Transport Strategy

- 2.1 The Local Transport Strategy sets out a transport vision and objectives for the Borough based on meeting local priorities. These are designed to

complement the priorities and ambitions within the Greater Manchester Transport Strategy, (GMTS) 2040.

- 2.2 The vision is for a connected borough with increasing use of public transport, walking and cycling that provides all people with access to opportunities both within and beyond the Borough with modern and reliable infrastructure. This will help to promote economic and social inclusion in the Borough by providing all our residents with the opportunity to move safely and easily to places of work and leisure.
- 2.3 The Transport Strategy identifies the following strategic objectives for transport and highways as being to:
 - Support sustainable economic growth and regeneration.
 - Reduce carbon emissions
 - Encourage healthy and active lifestyles
 - Improve connectivity
 - Improve the maintenance and management of the transport network
 - Improve road safety.
- 2.4 To deliver against these strategic objectives, the transport strategy identifies a series of investment priorities for four main modes of transport:
 - Metrolink (e.g. new investment into our existing tram stops);
 - Bus (e.g. more frequent and reliable bus services);
 - Walking, wheeling and cycling (e.g. new segregated cycle lanes);
 - Highways and Parking (e.g. new roads and improved junctions).
- 2.5 The Strategy also sets out how each of these investment priorities will be delivered across the Borough's six townships.
- 2.6 The Transport Strategy builds the case for transport investment in Bury and will ensure Bury is poised to grasp opportunities to bid for external funding as and when they arise.

3. Funding

- 3.1 The main source of funding for transport investment in Greater Manchester is Central Government.
- 3.2 For the 5-year period 2022/23 – 2026/27, the first round of the City Region Sustainable Transport Settlement (CRSTS) will be the main source of funding to invest in Greater Manchester's transport network. Greater Manchester has secured over £1billion from this new fund to invest in transport infrastructure over the next 5 years by Transport for Greater Manchester and the ten constituent boroughs of the Greater Manchester Combined Authority.
- 3.3 The CRSTS programme includes over £47m for the first phase of the new Bury Interchange (currently estimated to be £84m in total).

- 3.4 There is also up to £15.4m available in the CRSTS programme for cycling and walking improvements in Bury, Radcliffe and Ramsbottom town centres, the initial draft proposals of which are included within the Local Transport Strategy as part of its consultation. The CRSTS proposals for the three town centres will also be the subject of more detailed consultation later this year.
- 3.5 Greater Manchester's 5-year CRSTS programme includes funding for other transport schemes in Bury as follows:
- £4.5 million for Key Route Network carriageway maintenance.
 - £12.775 million for other highways capital maintenance.
 - £543,000 for local safety schemes.
 - Circa £1.5m to develop the proposals for a new Elton Metrolink Stop (but not delivery of the stop itself).
- 3.6 Bury Council is also working with Transport for Greater Manchester to secure further CRSTS investment in Bury through TfGM-led cross boundary bus schemes and other programmes such as:
- Quality Bus Transit corridor scheme development and potential delivery including on the Bury-Rochdale corridor (circa £20 million to be allocated across 3 Quality Bus Corridors, one of which is the Bury-Rochdale corridor).
 - City Centre Radials Bus and Streets for All improvements on radial corridors into Manchester City Centre (circa £65 million to be split across several routes in Greater Manchester, which could include the A56 Bury New Road).
 - The Bury-Heywood-Rochdale Tram-Train Pathfinder scheme, through which TfGM (Transport for Greater Manchester) will investigate the potential for new tram-train technology between Bury, Heywood, Rochdale and Oldham that would allow Metrolink vehicles to travel along heavy rail lines.
 - Integrated ticketing and information.
 - Electric buses.
 - GM Electric Vehicle Charging Package.
- 3.7 Bury is also working closely with TfGM on the regeneration proposals for Prestwich, including the development of proposals for a Travel Hub at the Metrolink Stop. Although Prestwich is not currently in line for CRSTS funding from TfGM's Travel Hubs programme, the Council will continue to work in with TfGM and be ready to progress the scheme should CRSTS funding become available.
- 3.8 The funding the local authority receives from central government for highway maintenance of approximately £1.2 million per year has been included within the CRSTS settlement as detailed in paragraph 3.6 above. This level of funding has not been enough to stop the condition of the highway network deteriorating further. As such, the Council has invested additional funding of its own into highway maintenance through the Highways Investment Strategy (HIS) - £20 million in tranches 1 and 2 since

2017/18, with a further £10 million for the 3-year period 2023/24 – 2025/26.

- 3.9 The cost of the transport improvements required to deliver the Boroughwide Local Transport Strategy is more than the funding currently available. Later stages of the delivery of the Local Transport Strategy will require the Council to assemble additional funding through Government support and local contributions including from the private sector.

4. Engagement Strategy

- 4.1 Engagement has been undertaken with a range of key stakeholders in the preparation of the consultation draft Transport Strategy including internal Council Officers and TfGM (Transport for Greater Manchester). This has been crucial in gaining valuable information and insight into the different concerns of groups and understanding key challenges.
- 4.2 Now that the Transport Strategy is in a draft format, this stakeholder engagement needs to continue to seek the views and input from the wider public, key businesses and other key partners to ensure that the final Transport Strategy reflects the aspirations of all stakeholders.
- 4.3 The Council's website will be used as the main point of contact for the formal consultation. This will be supported by drop-in events in the townships, to be held later this year.
- 4.4 The Transport Strategy online consultation will be promoted via social media (Facebook, Twitter, and Instagram) to raise awareness of the proposals and to issue reminders of the consultation closing date. These channels will direct residents to the formal consultation website. Targeted social media is also being considered to increase awareness of the consultation across the local area.
- 4.5 The consultation process will be kept under review in the event that additional stakeholder engagement is required.
- 4.6 It is proposed that the final version of the Local Transport Strategy is brought back to Cabinet in summer 2023 for formal approval, highlighting the responses received during consultation and any amendments made as a result.

5. Timescales

- 5.1 It is proposed that consultation on the draft Transport Strategy takes place over a 3-month period commencing late March 2023.
- 5.2 This would allow for consideration of comments received and for any amendments to the Transport Strategy to be made before the final version is taken back for formal Cabinet approval in summer 2023.

6. Conclusion

- 6.1 The recommendations are contained at the front of this report.

Links with the Corporate Priorities:

The Local Transport Strategy will support the Borough's ambitions for sustainable growth and development over the next 20 years.

The preparation of the Transport Strategy is consistent with the Key Priorities of the Bury 2030 'Let's Do It' Strategy, particularly in terms helping to unlock new sites for development, promoting health and well-being through active travel and meeting our commitment to having fossil-fuel free travel by 2038.

Equality Impact and Considerations:

Advice has been sought from the Council's Equality, Diversity & Inclusion Manager, and an EIA (Environmental Impact Assessment) will be undertaken on the Local Transport Strategy before the final document is brought back to Cabinet for approval.

Environmental Impact and Considerations:

Please provide an explanation of the carbon impact of this decision.

1. The actions in this Local Transport Strategy will work towards having fossil-fuel free travel by 2038 through promoting active travel, public transport, and the transition to electric vehicles.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Members of the public and other local stakeholders do not engage in the consultation on the draft Local Transport Strategy.	A comprehensive consultation plan is being developed and the consultation process will be kept under review and will be adjusted if additional stakeholder engagement is required.

Legal Implications:

2. The Transport Act 2000 sets a requirement for all Local Authorities to prepare and publish Local Transport plans in their area. The LTP provides a strategic framework for planning and delivery of improvements in local transport provision. Consultation will be carried in accordance with statutory and legal requirements, the consultation plan is set out in para 4 of this report. The plan must address the transport needs of the disabled, elderly and those with poor mobility.

3. In agreeing any Local transport strategy the Authority must ensure that equalities issues have been considered fully. A full EIA and environmental appraisal will be carried out prior to a final decision is made by Members.

Financial Implications:

4. The funding associated with CRSTS and HIS as referenced in this report are also referenced in the Highways programme report elsewhere on this agenda. The funding was also included within the Councils Capital Programme which was approved at Council on the 22nd February 2023.

Appendices:

Appendix 1 – Draft Local Transport Strategy

Background papers:

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

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

Term	Meaning
CRSTS	City Region Sustainable Transport Settlement
TfGM	Transport for Greater Manchester

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DRAFT BURY LOCAL TRANSPORT STRATEGY 2040



March 2023

EXECUTIVE SUMMARY

This Local Transport Strategy is a strategic plan for the development of transport within the Borough, outlining how transport will contribute to and support the longer-term aspirations of the Borough. The Local Transport Strategy sets out an ambitious vision that **'By 2040, Bury will be an attractive, well connected and innovative Borough where people aspire to live, work and visit. The Borough's townships will be connected by a modern and efficient transport network, providing attractive, sustainable transport links both within and beyond the Borough.'**

The vision aligns with the Borough's Let's Do It Strategy and the ambitions set out in the Greater Manchester 2040 Transport Strategy (GM2040) by working towards the 'Right Mix' target for half of all trips to be made by public transport, walking, wheeling, or cycling by 2040.

Underpinning the overarching vision of this Local Transport Strategy are six strategic objectives which are cross cutting and have been designed to enable the vision to be achieved.

Objective 1	Objective 2	Objective 3	Objective 4	Objective 5	Objective 6
Support sustainable economic growth and regeneration	Reduce carbon emissions	Encourage healthy and active lifestyles	Improve connectivity	Improve maintenance and management of the transport network	Improve road safety

The vision and objectives are supported by a series of investment priorities for different forms of transport that set out the interventions needed to address local transport issues, problems, and challenges. There are six key investment priorities for each mode of transport, Metrolink, Bus, Walking, Wheeling and Cycling and Highways and Parking. These investment priorities will help create a transport network that will unlock new sites for development, promote health and well-being through active travel and help meet the Borough's commitment to having fossil-fuel free travel by 2038.

Having key investment priorities will put the Borough in a stronger position to identify and attract the funding needed to deliver schemes that are locally important. It will enable the Council to identify and develop proposals for transport interventions to competitively bid for monies when they become available. A summary of the key investment priorities for each mode are set out in the following pages.

Executive Summary: Investment Priorities

Investment priorities for Metrolink:

As part of the transport strategy for the Metrolink service, investment priorities have been identified to help address the key Metrolink issues in Bury, such as the outdated transport interchange, poor quality tram stops on the Bury line and poor environments leading to and around tram stops. The key investment priorities for Metrolink are:

1. A new transport interchange in Bury
2. Improvements to Metrolink stops on the Bury line
3. Strengthened walking, wheeling and cycling connections to Metrolink stops
4. A new Metrolink stop and travel hub/park and ride at Elton Reservoir
5. Travel Hubs
6. A new tram- train link between Bury and Rochdale



Investment priorities for Bus:

Bus travel is central to the delivery of Greater Manchester's ambitions to provide a sustainable transport network. Investment in bus services and infrastructure is needed if we are to make travelling by bus more attractive and support Greater Manchester's 'Right Mix' vision to reduce car trips to no more than half of all journeys by 2040. The key investment priorities for bus are:

1. Bus reform and the introduction of bus franchising in Bury
2. Better and more reliable bus services in all parts of the Borough
3. A new Bury Town Centre Interchange
4. Bus priority measures on key routes
5. Better bus stops and stations
6. Bus services to new developments



Executive Summary: Investment Priorities

Investment priorities for Walking, Wheeling and Cycling:

The priority is to increase the number of short journeys made by walking, wheeling and cycling . The ambition in Bury and across Greater Manchester is to create a comprehensive network of on and off-road routes and that will provide the infrastructure needed to encourage more short trips to be made by active travel. The key investment priorities for Walking, Wheeling and Cycling are:

1. To create a Boroughwide active travel network
2. Active travel routes to, from and within new development sites
3. Secure cycle parking
4. Better access to bikes
5. Safer Routes to School schemes
6. Connecting Blue and Green Infrastructure Networks



Investment priorities for Highways and Parking:

This strategy will explore the potential for junction improvements across the Borough which improve road safety and design and support safer sustainable movements to proposed development and growth sites. It will also look to define how and where new public electric vehicle charging points are located, looking at both on and off-street locations and key public transport interchanges. The key investment priorities for Highways and Parking are to :

1. Address congestion and severance
2. New or improved highways to accommodate new development sites
3. A programme of road safety interventions
4. Maintenance of roads and highways infrastructure
5. Development of parking strategies in key locations
6. Expand the network of electric vehicle charging points



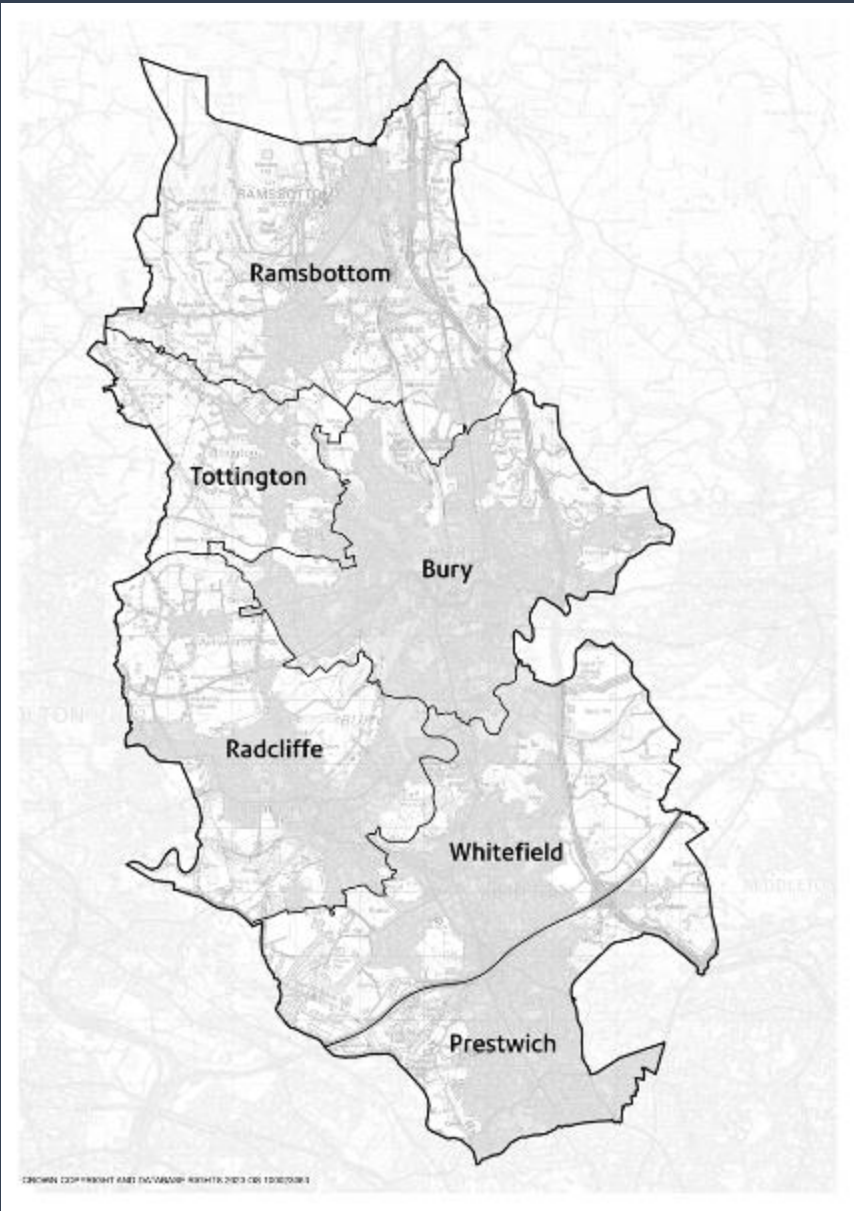
Executive Summary: Townships

Local transport issues which need to be addressed within each of the Borough’s six Townships (Ramsbottom, Tottington, Bury, Radcliffe, Whitefield and Prestwich) have been identified within the Local Transport Strategy. These include:

- A poor sense of arrival and stop environment at all Metrolink stops along the Bury line.
- Unreliable and infrequent bus services.
- Congestion hotspots.
- Car dominated environments which lead to severance for pedestrians and cyclists travelling into and out of the Townships.
- A lack of safe and continuous active travel routes.
- Poor wayfinding and legibility.

A range of transport interventions will be considered for each Township to support its unique transport and regeneration needs in line with the strategic objectives and key investment priorities of this Local Transport Strategy. Potential measures will include:

- The provision of a new and upgraded Transport Interchange in Bury.
- Metrolink stop improvements that focus on making stop environments feel safer and more welcoming to encourage more people to use Metrolink.
- Improvements to bus services to provide more frequent and reliable bus services.
- The development and implementation of a high-quality walking, wheeling and cycling network that provides safe and attractive routes for all ages and abilities in each Township.
- The provision of an expanded network of Electric Vehicle Charging Points (EVCP).
- Implementation of road safety schemes such as Safer Routes to School.
- Continued capital investment in highways maintenance, prioritising areas in accordance with highway asset management principles and best practice.



Township	Wards
Ramsbottom and Tottington	Ramsbottom, North Manor, Tottington
Tottington	Tottington
Bury	Elton, Moorside, Bury West, Bury East, Redvales
Radcliffe	Radcliffe North & Ainsworth, Radcliffe West, Radcliffe East
Whitefield	Unsworth, Besses, Pilkington Park
Prestwich	Holyrood, St. Mary’s, Sedgley

Executive Summary: **Funding**

The Local Transport Strategy acknowledges that delivering a Boroughwide integrated transport network will take time. The cost of the interventions required to deliver the Local Transport Strategy is more than the funding currently available. There is scope to finance future interventions via other relevant funding streams as they come forward, and the Council will continue to explore any additional funding sources to deliver the objectives and key investment priorities outlined in this Local Transport Strategy. Developer contributions will also be sought to provide the appropriate infrastructure as and when development plots come forward, in line with the Council's adopted Development Plan and Supplementary Planning Documents/Guidance.

The main source of funding for transport improvements is central government. In July 2022, the government confirmed a package of capital and revenue funding for Greater Manchester, including £1.07 billion of capital funding from the City Region Sustainable Transport Settlement (CRSTS) and £95 million of revenue funding through the Greater Manchester Bus Service Improvement as part of the national Bus Back Better Strategy. CRSTS funding will deliver investments in local roads, bus, train and tram services over the five years to March 2027: with new quality bus corridors, cycling and walking routes and improved transport infrastructure and connectivity for towns across Greater Manchester.

The CRSTS programme includes several schemes in Bury such as a new state of the art interchange in Bury Town Centre, funding to develop plans for a new Metrolink Stop at Elton Reservoir and to investigate new tram-train technology, between Bury, Heywood, Rochdale and Oldham and funding to help improve bus routes so that buses are more reliable and can become a real alternative to the car, with proposals being developed to upgrade key bus routes between Bury to Bolton and Rochdale town centres. The CRSTS programme also includes funding to improve walking and cycling routes in Bury Town Centre and to deliver some of the active travel improvements identified in the Radcliffe Strategic Regeneration Framework and the Ramsbottom Town Plan. There is also money allocated to invest in resurfacing some of the Borough's main roads and the Council has received a further £543,000 of Integrated Transport Block funding through CRSTS.

Bury also continues to deliver a programme of capital investment in highways maintenance, prioritising areas in accordance with highway asset management principles and best practice. Future Investment will see a further £9.5 million invested in maintaining the highway network over the period 2023/24 to 2025/26 through the Highways Investment Strategy. This is in addition to maintenance funding that Bury has received through the CRSTS.

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FOREWORD

Exciting times are ahead for our Borough as we recover from the impacts of Covid-19. Our *Let’s Do It* Strategy sets out the ambition for Bury to ‘*stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation*’. We have already started to deliver this vision. We have won £40 million of Government Levelling Up Fund money which is supporting the development of a new civic hub in the heart of Radcliffe Town Centre and a new market flexihall in Bury Town Centre. But this is just the start of our ambitious plans to deliver more jobs, businesses and homes through our local regeneration strategies such as the Bury Town Centre Masterplan, the Radcliffe Strategic Regeneration Framework and the Ramsbottom Town Plan.

If we are to realise our *Let’s Do It* vision and our regeneration plans, we need a state-of-the-art transport system that is effective and affordable. We need our transport network to unlock new sites for development, to promote health and well-being through active travel and to help meet our commitment to having fossil-fuel free travel by 2038. We are already working with the other the Greater Manchester councils and Transport for Greater Manchester to deliver a low carbon London-style fully integrated public transport system across bus, tram, train and bike which we are calling the Bee Network, and we have signed up to the Greater Manchester 2040 Transport Strategy (GM2040) which includes an ambition for half of all journeys to be made by cycling, walking or public transport by 2040.

We have already made progress on achieving the GM2040 ambition. Greater Manchester has won over £1 billion of Government funding to invest in transport infrastructure over the next 5 years through the City Region Sustainable Transport Settlement (CRSTS), including over £47m of the £84m needed for a new state-of-the-art interchange in Bury Town Centre. The way buses are run in Greater Manchester is also being transformed, bringing them under local control through franchising and run by Greater Manchester Combined Authority (GMCA). Lower fares have already been introduced on buses across Greater Manchester to attract passengers back to public transport following the pandemic and to help with the cost-of-living crisis. There are also plans to introduce new electric buses to help improve local air quality, with the first fifty coming into service when franchising starts in September. There is also up to £15.4 million in the CRSTS programme for cycling and walking improvements in Bury, Radcliffe and Ramsbottom town centres for which we are currently developing plans.

This Local Transport Strategy will complement the GM2040 Transport Strategy and other plans and strategies by setting out the transport interventions needed to address our own local transport issues, problems and challenges. For example, we know that many of our residents rely on public transport, cycling or walking to get around and that the current offer falls short of what is needed. Some parts of the Borough have fewer bus services than others and the services that do run can be unreliable. We have invested in some cycling and walking improvements, but we do not have a joined-up network of routes across the Borough. We know that the condition of our roads could be better but years of underinvestment by central government has left us with a maintenance backlog. There are places where our network is congested at certain times of the day and there are too many people killed and seriously injured on our roads. We also need to clean up the air our residents breathe and to help people to make the change to electric vehicles.

We are excited to share our draft Local Transport Strategy with you and look forward to receiving your views on how best we can deliver a clean, reliable, affordable transport network that meets the needs of all our local communities.



Councillor Eamonn O'Brien
Leader of the Council



Councillor Alan Quinn
Cabinet Member Environment,
Climate Change and Operations

1

INTRODUCTION



INTRODUCTION

Bury's *Let's Do It! Strategy* is the overarching strategy for the Borough which includes a Vision for the borough to be **'a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation'**.

In support of this, the Council is driving forward multiple development sites that will create new employment and homes for our residents, as well as regenerating our main town centres in Bury, Radcliffe, Ramsbottom and Prestwich.

Bury is one of the ten local authority areas in Greater Manchester working towards the 'Right Mix' target set out in the *Greater Manchester 2040 Transport Strategy* (GM2040) for half of all trips to be made by public transport, walking, wheeling or cycling by 2040.

Improving transport and connectivity will be vital in helping to achieve the aims of these and other related plans and strategies as well as in helping to deliver Bury's ambitions for growth and regeneration.

Whilst Bury is committed to achieving the GM2040 ambitions, the Borough has its own unique transport challenges that need to be addressed. That is why we have identified the need for a Boroughwide **Local Transport Strategy** that sets out how Bury can contribute towards achieving the aims of GM2040 and what local interventions are needed to support the Right Mix and Net Zero Carbon emissions. It will reflect Bury's specific transport needs and ambitions, will make the case for transport investment and will be used to guide future funding bids and programmes of work.

This Local Transport Strategy sets out the regional policy context (chapter 2) and local transport issues (chapter 3) before setting out a vision and transport objectives for the borough (chapter 4). It then sets out the key investment priorities that are designed to achieve the vision and objectives for different forms of transport. Subsequent chapters provide further details on what this means for each of the six townships.

The impact of Greater Manchester-wide policies such as bus franchising, as well as major development proposals such as Elton Reservoir and Northern Gateway, are considered through this report.

This is the consultation version of our Local Transport Strategy. Feedback from the consultation exercise will be used to help us to prepare a final Local Transport Strategy later this year.



2

GREATER MANCHESTER TRANSPORT STRATEGY 2040

**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY

GREATER MANCHESTER TRANSPORT STRATEGY 2040

Published February 2017, updated January 2021

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GM TRANSPORT STRATEGY 2040

The Greater Manchester Transport Strategy 2040 (GM2040) sets out the long-term ambition for transport in Greater Manchester, including Bury, and underlines the importance of transport in supporting Greater Manchester’s ambitious plans, including those set out in the overarching Greater Manchester Strategy.

All ten Greater Manchester local authorities and Transport for Greater Manchester, are signed up to GM2040 and the principles and projects within it.

The Plan sets out how an integrated transport system will be developed across Greater Manchester by 2040 and proposes a £3 billion capital investment programme.

It includes a vision for Greater Manchester to have ‘*World class connections that support long-term, sustainable economic growth and access to opportunity for all*’. The four key elements of the GM2040 vision, which are shown in the adjacent diagram, also represent the overarching goals of this Local Transport Strategy.

The main source of funding for transport improvements is central government. Having GM2040 in place will help to secure government funding for investment in transport across Greater Manchester, including for interventions in Bury.

GM2040 is supported by a series of Five-Year Transport Delivery Plans, a Local Implementation Plan for each of the ten Greater Manchester local authorities and other sub-strategies which are at various stages of development including a Streets for All Strategy.



GM2040: STREETS FOR ALL

Streets for All is Greater Manchester’s new approach for everything we do on our streets. Streets for All places a strong emphasis on reducing traffic and road danger and on improving the environment for pedestrians, cyclists and public transport users. This people-centred approach to street planning, design and network management is needed to level up the transport network, support growth and productivity and enable us to meet our decarbonisation targets. The Streets for All vision is *‘to ensure that our streets are welcoming, green, and safe spaces for all people, enabling more travel by walking, cycling and using public transport while creating thriving places that support local communities and businesses.’*

The new Streets for All approach puts pedestrians at the top of a ‘hierarchy of road users’, those who could do the greatest harm, such as drivers, will have a greater level of responsibility to ensure they reduce the danger they can pose to people walking, wheeling or cycling. Streets for All identifies five main street types (shown below).



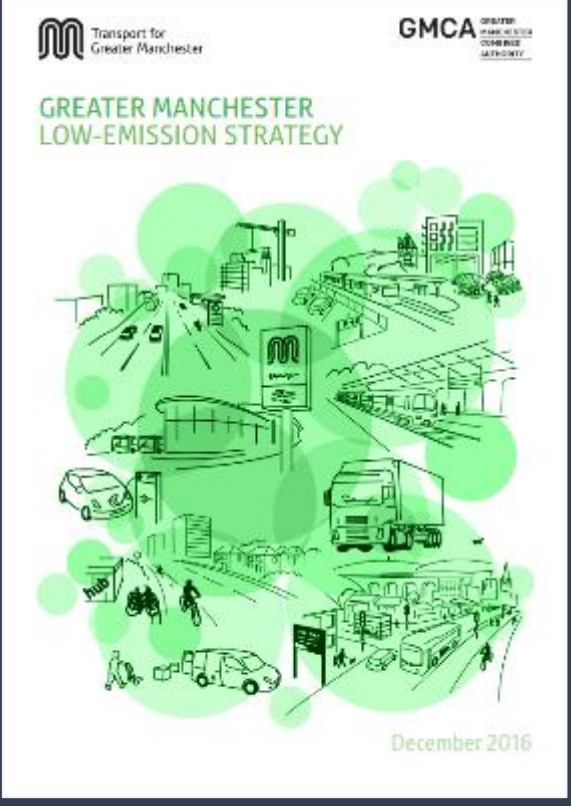
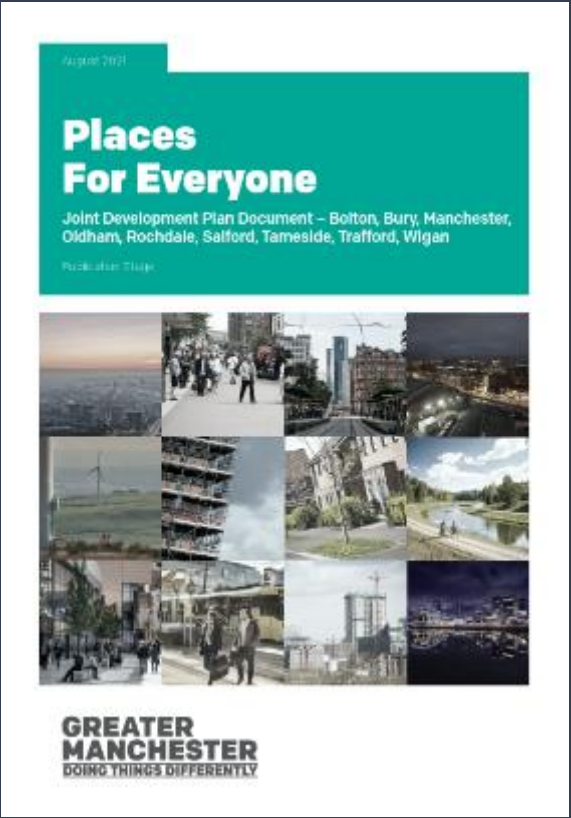
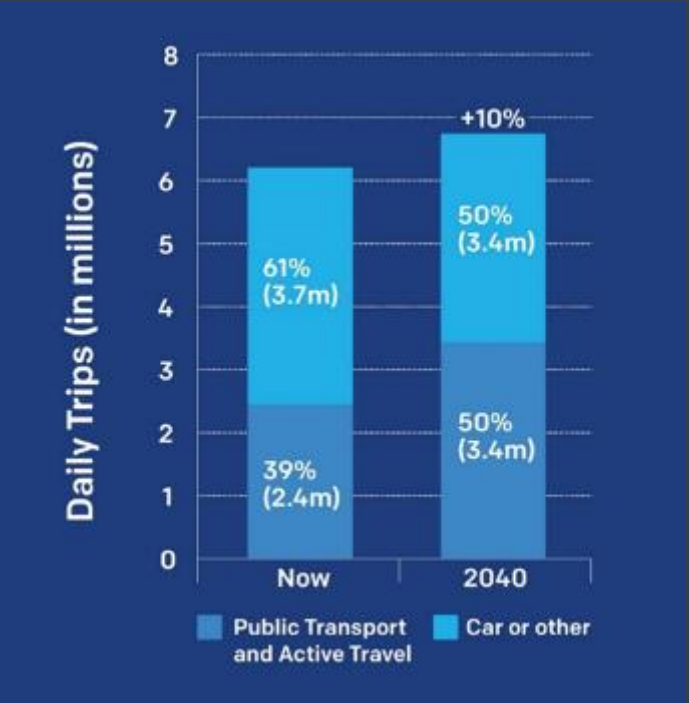
GM2040: SUPPORTING OTHER PLANS

GM2040 supports a number of other Greater Manchester Strategies and plans including Places for Everyone, the Greater Manchester Local Industrial Strategy, the 5-Year Environment Plan and the GM Low Emission Strategy.

The GM2040 ambition is for half of all journeys in Greater Manchester to be made by public transport or active travel by 2040. This is referred to as the ‘Right Mix’. This will mean one million more sustainable journeys every day in Greater Manchester by 2040.

Too many short trips are made by car. In Bury, 52% of trips are under 2km and 48% of these are made in a car. Many of these short trips could be made on foot in around 20 minutes or by bike in 8 minutes.

There are also many trips made between Bury and destinations in the wider Greater Manchester city region such as Rochdale and Bolton. The public transport offer to these destinations is limited leading to 78% of people making them by car, which is above the Greater Manchester average for these types of trips, and only 17% being made by public transport and 2% by active travel.



GM2040: THE BEE NETWORK

The Bee Network is Greater Manchester's bold vision to deliver a joined-up London-style transport system, with buses beginning to be integrated from 2023, trams from 2024 and commuter trains by 2030 - transforming how people travel in and around Greater Manchester and enabling them to travel seamlessly across the city-region on buses, trams and trains, as well as by walking, wheeling or cycling.

Buses are being brought under local control through franchising and will be run by Greater Manchester Combined Authority (GMCA) in the biggest change to public transport in the city-region in over 30 years. The first phase of franchising will get underway in Wigan, Bolton and parts of Salford and Bury from September 2023. All bus services in Greater Manchester will be franchised by the end of 2024.

Lower fares have already been introduced on buses across Greater Manchester to attract passengers back to public transport following the pandemic and to help with the cost of living crisis. There are also plans to introduce new electric buses to help improve local air quality. The first fifty will come into service as part of the first phase of franchising in Wigan, Bolton and parts of Bury and Salford in September 2023 with another 170 to follow as franchising is rolled out.

The Bee Network also includes ambitious plans for Greater Manchester to have the largest cycling and walking network in the country, connecting every area and community in Greater Manchester, including in Bury, with more than 1,800 miles of routes and 2,400 new crossings. This ambition is set out in Greater Manchester's adopted Local Cycling and Walking Implementation Plan *Change a Region to Change a Nation* and is supported by the GM Active Travel Commissioner's *Active Travel Mission*.

The GM Cycle Hire Scheme is another part of the Bee Network and is now up and running in the Regional Centre in Manchester, Salford and Trafford. In time, this should be expanded more widely across Greater Manchester.



GM2040: CURRENT FUNDING PROGRAMME

City Region Sustainable Transport Settlement (CRSTS)

In July 2022, the government confirmed a package of capital and revenue funding for Greater Manchester, including £1.07bn of capital funding from the City Region Sustainable Transport Settlement (CRSTS) and £95 million of revenue funding through the Greater Manchester Bus Service Improvement as part of the national Bus Back Better Strategy. The CRSTS funding will deliver investments in local roads, bus, train and tram services over the five years to March 2027: with new quality bus corridors, cycling and walking routes and improved transport infrastructure and connectivity for towns across Greater Manchester.

The bus revenue funding is helping to make bus journeys more affordable through the introduction of lower fares.

Bury schemes in the CRSTS programme

The CRSTS programme approved by central government in July 2022 includes several schemes in Bury such as a new state of the art interchange in Bury Town Centre. The redevelopment of Bury Interchange will be Greater Manchester's first operationally carbon neutral transport interchange. The £81 million scheme (£45 million CRSTS in the initial tranche, £36 million future CRSTS funding post 2027) will include full multi-modal integration including capacity for bus, cycle/active travel parking, Metrolink and vertical circulation upgrades. This scheme is a key element of our Town Centre Masterplan and we are working closely with TfGM to bring it forward.

There is also funding to develop plans for a new Metrolink Stop at Elton Reservoir and to investigate new tram-train technology between Bury, Heywood, Rochdale and Oldham, which would allow Metrolink vehicles to travel along heavy rail lines.

Funding has also been secured to help improve bus routes so that buses are more reliable and can become a real alternative to the car, with proposals being developed to upgrade key bus routes, including the A58 between Bolton, Bury and Rochdale town centres.

The CRSTS programme includes funding to improve walking and cycling routes in Bury Town Centre and to deliver some of the active travel improvements identified in the Radcliffe Strategic Regeneration Framework and the Ramsbottom Town Plan.

There is also money allocated to invest in resurfacing some of the Borough's main roads.

More information on what CRSTS funding means for Bury is set out in within this draft Transport Strategy.



3

LOCAL ISSUES AND CHALLENGES



LOCAL ISSUES AND CHALLENGES

Although we are already signed up to and committed to achieving the ambitions of the GM2040, we have our own specific transport issues and challenges that need to be identified and addressed if we are to provide a truly integrated transport system that operates for all our residents.

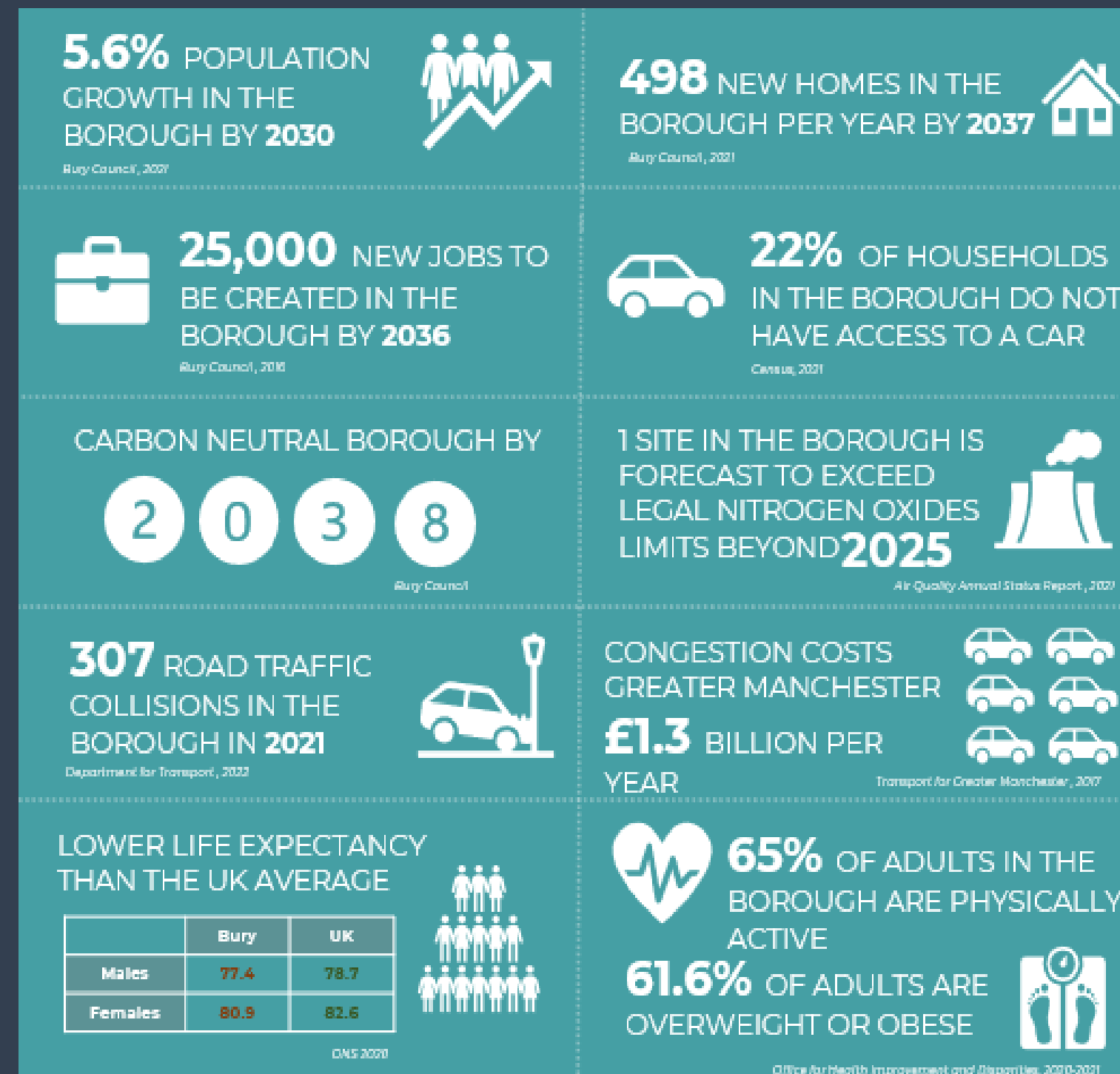
That is why we need a Local Transport Strategy – one which identifies local issues that a Greater Manchester wide Transport Plan is too strategic to consider.

Having our own Local Transport Strategy will complement GM2040 and will set out our own local transport priorities that will sit alongside the more strategic priorities in GM2040.

Crucially, having our own Local Transport Strategy will put us in a stronger position to identify and attract the funding needed to deliver schemes that are locally important for the Borough. It will enable the Council to identify and develop proposals for transport interventions to competitively bid for monies as and when they become available.

To understand the current transport situation and the transport needs and requirements of different areas of the Borough, a comprehensive baseline assessment was undertaken as part of the development of this Local Transport Strategy.

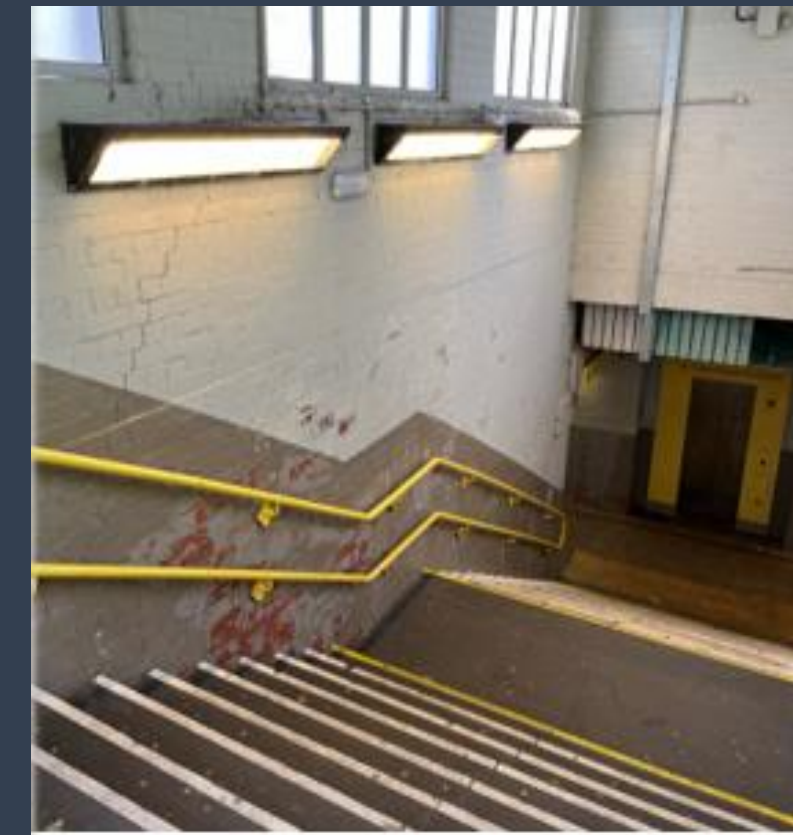
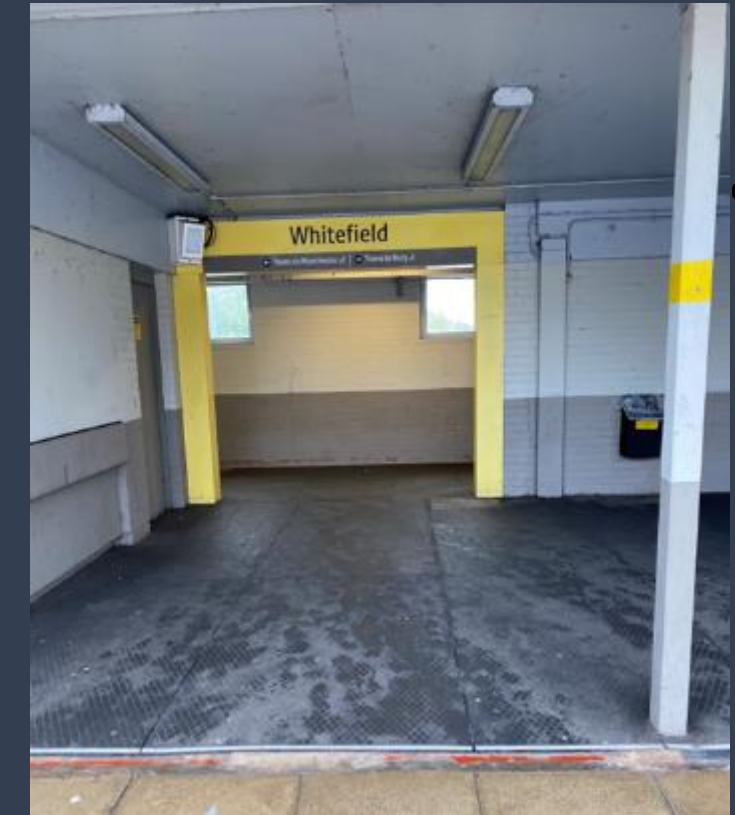
This Chapter summaries some of the key findings from this evidence, setting out the main issues that the subsequent key investment priorities seek to address.



Local issues and challenges: **Metrolink**

The Bury line has seen significant growth in Metrolink usage and has become an important commuting asset, particularly for those travelling to work in Manchester City Centre. However, there are a number of issues with the existing Metrolink offer:

- Bury Interchange is outdated and in need of redevelopment to provide an enhanced gateway for Metrolink services coming into Bury town centre, with better connections for buses, pedestrians and cyclists.
- Services on the Bury line are subject to over-crowding during peak periods.
- The current Metrolink line only serves the one north-south corridor within the Borough resulting in poor east-west connectivity.
- The existing line terminates at the Interchange in Bury Town Centre and does not directly serve the townships and more rural areas to the north of Bury town centre.
- The form and design of Metrolink stops in the Borough, which are largely as they were in the days of heavy rail operation, does not meet current passenger needs in terms of quality, waiting environment, safety or accessibility. They need investment to modernise them make them more attractive to users



Local issues and challenges: **bus services**

Investment in bus services is needed to strengthen the attractiveness and of travelling by bus and connecting to other public transport modes. This will support Greater Manchester's 'Right Mix' vision to reduce the overall share of car trips to no more than half of all journeys by 2040. The adjacent map shows the current bus services in the borough. Some of the key issues and challenges for bus services are summarised below:

- Unreliable and infrequent bus connections from Bury town centre to the northern part of the Borough, leading to a large number of local journeys being made by private vehicles (65% of all journeys starting in Bury are made by car or van).
- Public transport journeys tend to take significantly longer than the same journeys made by private vehicle, particularly from parts of the Borough such as Tottington and Ramsbottom, which discourages the use of more sustainable modes.
- Poor bus stop and interchange infrastructure across the Borough.
- Improved bus connections to existing and future housing and employment sites such as Elton Reservoir and Northern Gateway will be needed to support sustainable movements.
- Strategic connections to Rochdale and Bolton are poor and rely on a small number of services.
- Bury Interchange is dated and in need of redevelopment to provide an enhanced gateway for the Borough with high quality pedestrian routes, expanded public realm and restricted vehicular access around the interchange.

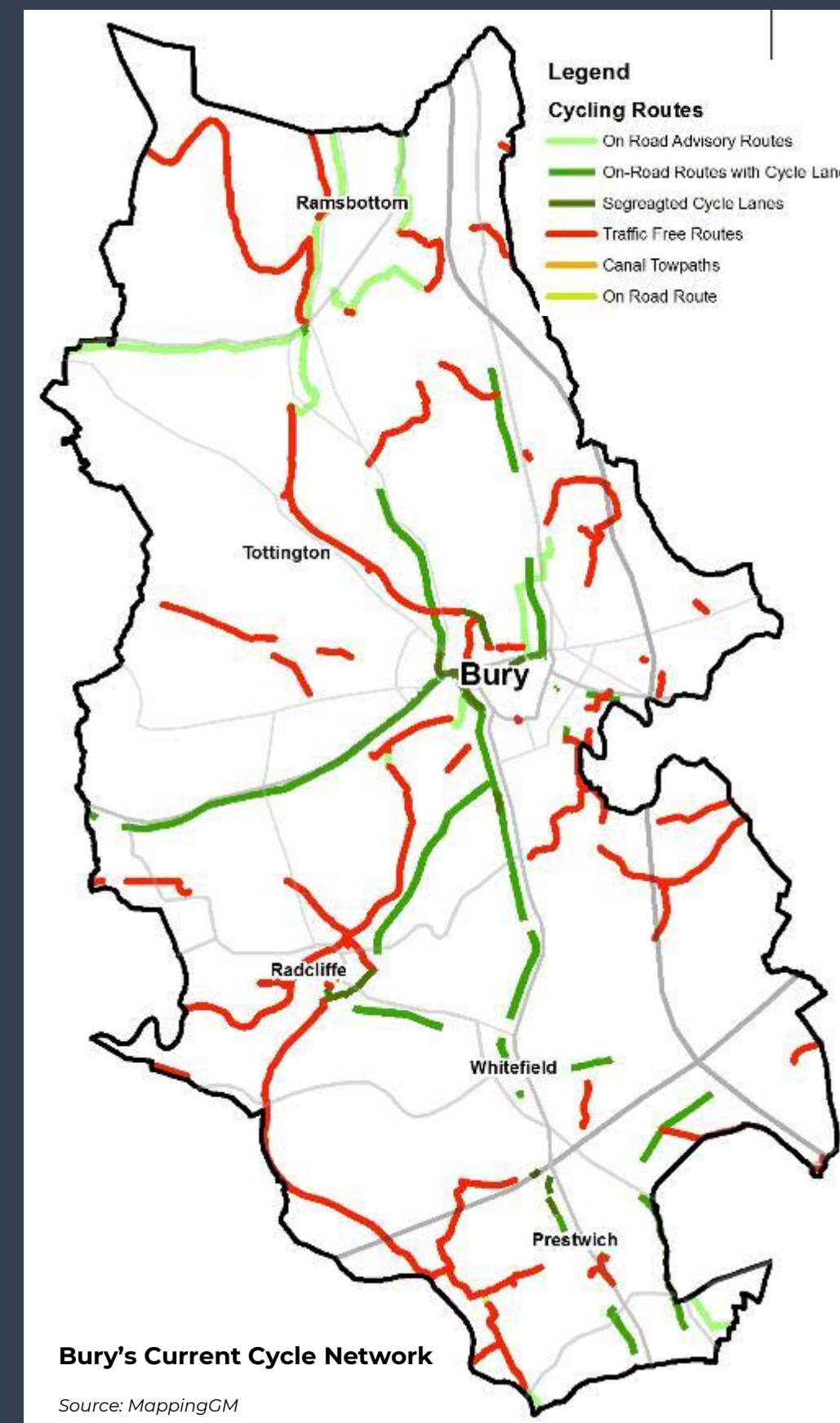


Bury's Current Bus Network

Local issues and challenges: **Walking, Wheeling and Cycling**

Although some high-quality cycle and pedestrian facilities have been delivered and others are in-delivery, we need to do more to ensure we have a universally accessible, coherent and connected walking, wheeling and cycling network in Bury. Existing infrastructure may need to be upgraded and joined up with new infrastructure that meets new national LTN1/20 standards as well as Greater Manchester's new Streets for All standards. Current issues and challenges include:

- The fragmented nature of the existing cycle network, as shown on the adjacent map. This does not provide the required standard of connectivity, thereby limiting the number of new journeys being made by bike.
- Not all junctions in the Borough have safe crossing points for cyclists and pedestrians.
- Existing walking and cycling infrastructure along key strategic routes generally offers a poor environment for pedestrians and cyclists.
- There is a lack of walking and cycling infrastructure to support safe crossings of busy roads, the railway and the river.
- Limited or insufficient cycling infrastructure at key public transport interchanges to support cycle movements as part of first-mile and last-mile journeys.
- New developments such as Northern Gateway, the East Lancashire Paper Mill and Elton Reservoir will need to provide new and upgraded walking, wheeling and cycling infrastructure.
- Bury town centre is encircled by dual carriageway with Peel Way (A56) to the north; Jubilee Way (A58) to the west; Angouleme Way (A58) to the south; and Rochdale Road/Derby Way to the east. Whilst these strategic routes provide good links to the M66, Rochdale, Bolton and Manchester, they are car-dominant environments which constrain permeability for pedestrians and cyclists.



Local issues and challenges: congestion and delay

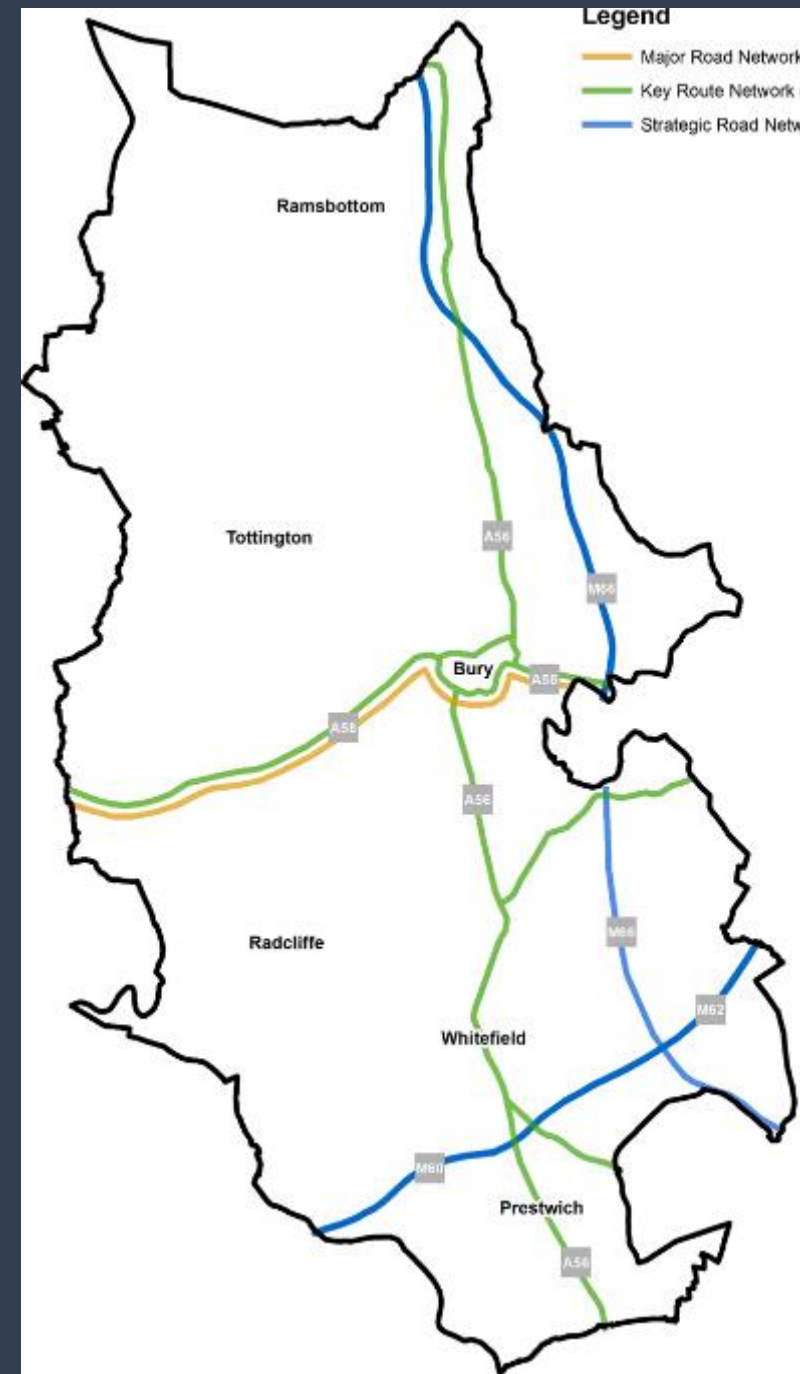
In the last ten years, there has been an increase of 13,400 licensed cars in the Borough, which represents an increase of 15%. As levels of car travel have increased, congestion on Bury's road network has become more prevalent. Congestion has a significant effect on journey times and reliability, which are particularly costly to business and bus users, and increases air pollution.

The locations of several junctions with poor levels of safety, congestion or safety and congestion are reflected on the adjacent map alongside key strategic roads.

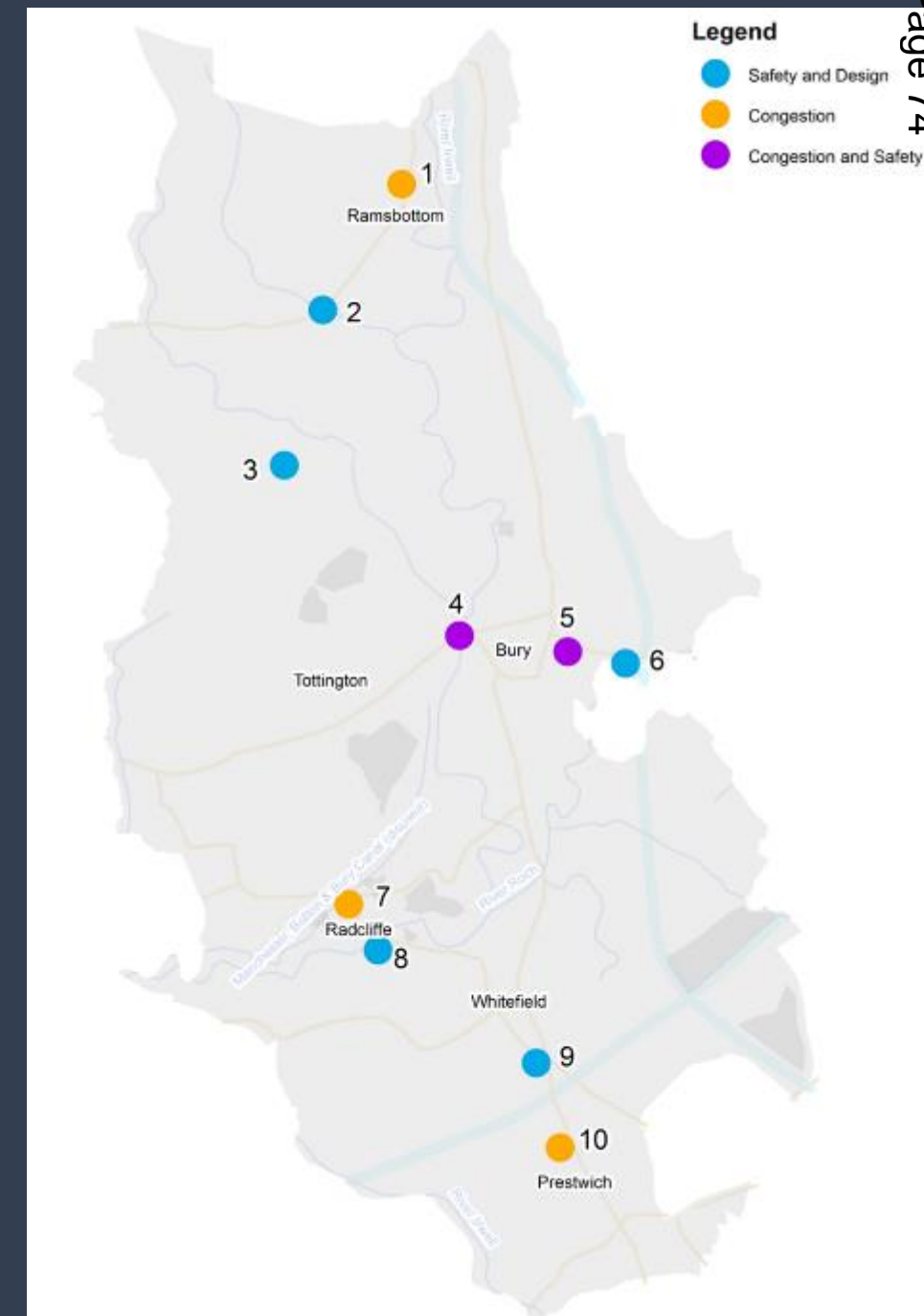
Key areas of traffic delay include the A56 and A58 corridors, around the junctions with the M66 (Heap Bridge and Pilsworth) and M60 (at Simister Island and Whitefield), on other routes around and through the Borough's town centres and connecting routes to the M60 and M66 such as A56 Bury New Road/Manchester Road, A58 Rochdale Road and Hollins Brow/Croft Lane, which often suffer additional problems when there are incidents on the M60 and M66.

Investment is needed at key strategic highway junctions across the Borough to alleviate congestion and improve journey times and reliability for public transport. This includes the local highway network as well as the strategic highway network (motorways).

Future developments within the Borough such as, the Northern Gateway, will impact on travel movements in and around the Borough and there will need to be significant investment to accommodate this – both on the highway and public transport.



Road Network Hierarchy



Road Network Congestion

Local issues and challenges: network condition

Bury's highway network is one of the key elements underpinning the strong performing economy of the Borough. It connects us all to jobs, commerce, services, schools, health care and communities.

The highway network comprises carriageways, footways, rights of way, street lights, cycleways, signs, drains, road markings, street furniture, structures, verges and highway trees within the publicly maintained highway. The value of these assets is estimated at over £1 billion.

As a Council, we have been investing heavily in improving the condition of the highway network, spending £20million over the last 6 years. However, the cost associated with keeping just our road carriageways in good condition is estimated to be £12 million per year.

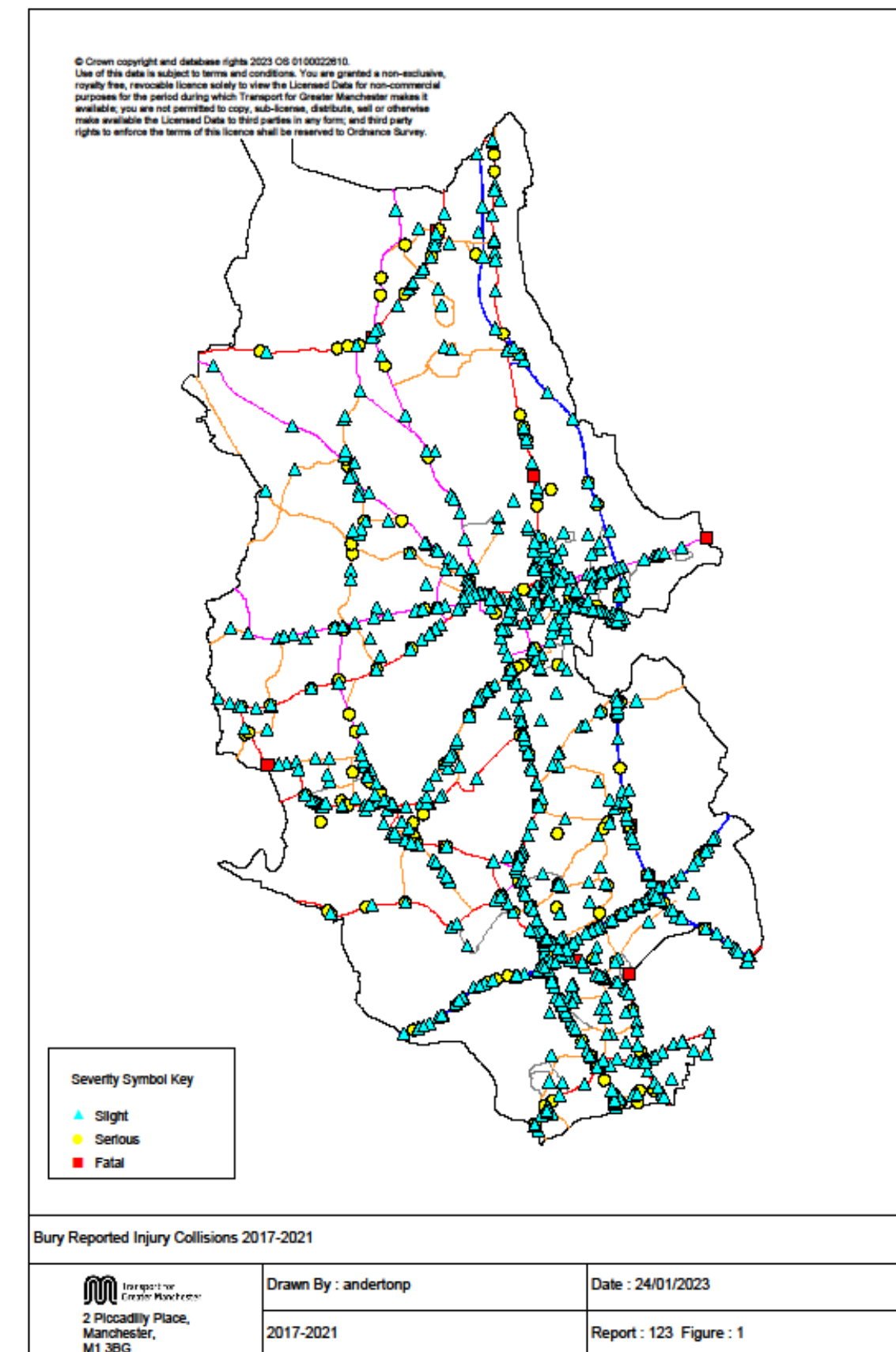
Local issues and challenges: road safety

It is essential that people are safe and feel secure when travelling.

Good progress has been made in reducing the number of people killed or seriously injured on our roads, but road safety challenges still exist across the Borough,. The wards with the highest casualty rate per 1,000 residents are Bury East, Unsworth and Holyrood. The adjacent map shows the location of collision by severity in the 5 years period 2017 – 2021.

We will continue to work in partnership with Transport for Greater Manchester and others such as Greater Manchester Police to reduce the number of casualties on our roads and achieve the Greater Manchester vision of reducing deaths to close to zero by 2050, known as *Vision Zero*.

To encourage people to walk and cycle, we will need to provide safe cycle and pedestrian routes, including upgraded road junctions with protected crossing facilities.



Bury reported Injury Collisions 2017-2021

Local issues and challenges:

personal security

Public transport is a very safe way to travel, but some people are deterred from using it by the fear of crime and anti-social behaviour, which we must continue to tackle in partnership with TfGM.

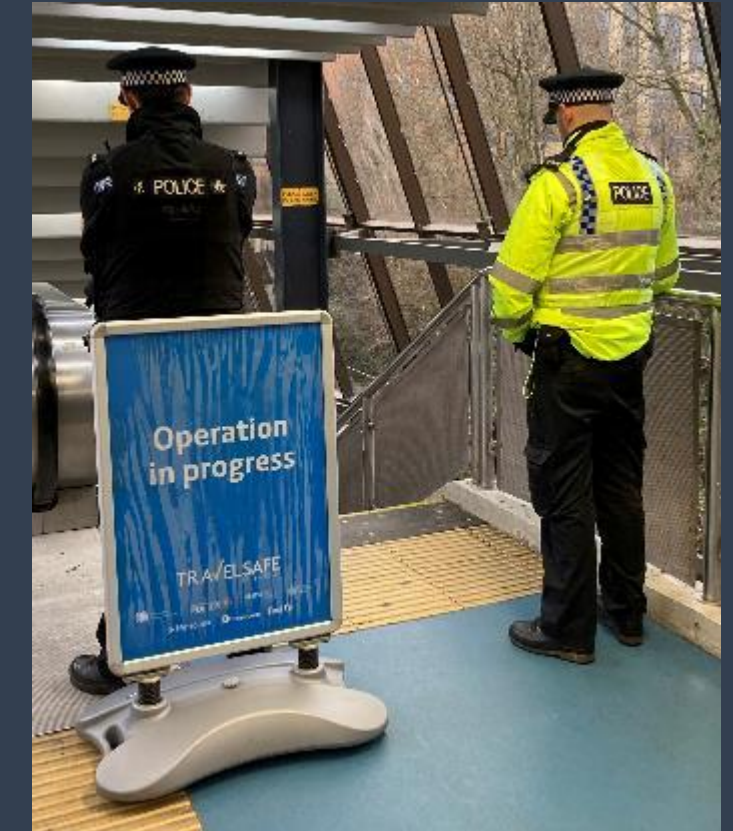
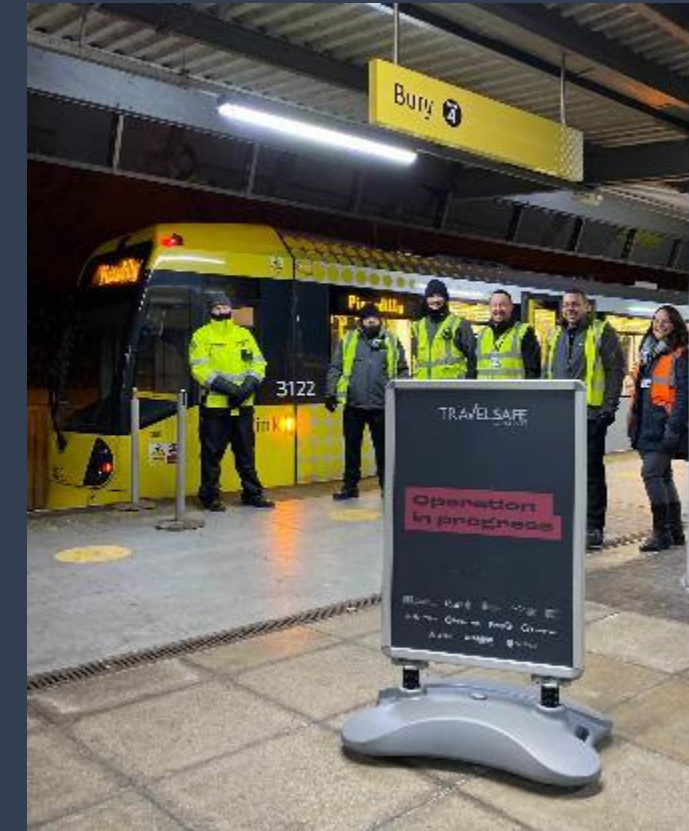
TfGM jointly lead the GM TravelSafe Partnership alongside Greater Manchester Police (GMP) with support from transport operators, GM local Authorities, British Transport Police and GMCA.

TravelSafe is a collaborative three-year strategy with the following high-level objectives:

- To improve the perception of safety and security across public transport;
- To address and deter instances of crime and antisocial behaviour (ASB) occurring on the transport network; and
- To promote and encourage ethical travel behaviours.

TravelSafe Specialist Operations are one tool used by the Partnership to address issues of crime and anti-social behaviour and reassure public transport passengers. Across the last year, 30 TravelSafe Specialist Operations were delivered in Bury in partnership with the GMP Transport Unit, Bury Council, Bury Youth Service, local schools/colleges and bus/Metrolink operators.

The TravelSafe Partnership also run an extensive programme of education and engagement and delivered sessions on behaviours and safe travel to over 50,500 young people across the last academic year (2021/22). For Bury this was 7,306 pupils with proactive sessions delivered to all primary schools as part of Crucial Crew and reactive sessions delivered to Philips High School, St Monica's High School, Tottington High School, Unsworth Academy and Bury College.



Local issues and challenges:

Achieving the 2040 *Right Mix*

The GM2040 ambition is for half of all journeys in Greater Manchester to be made by public transport or active travel by 2040. This is referred to as the ‘Right Mix’. This will mean one million more sustainable journeys every day in Greater Manchester by 2040.

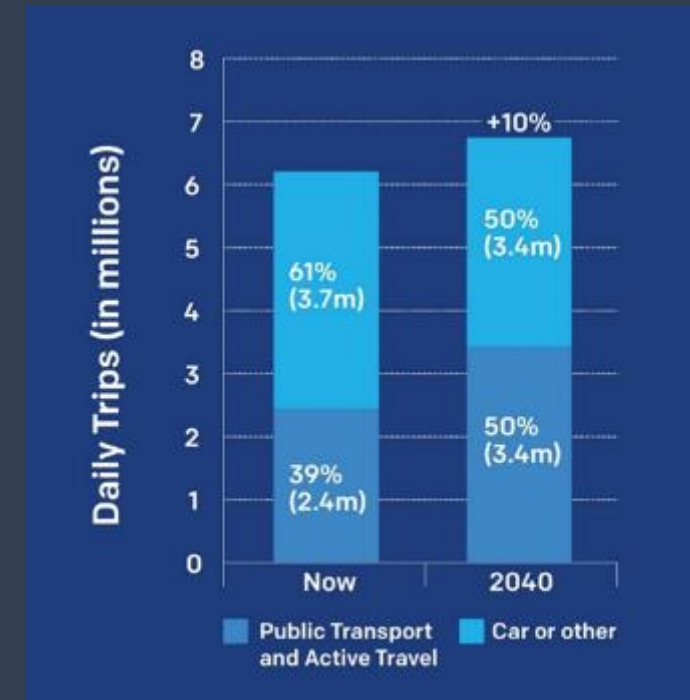
65% of all journeys starting in Bury are made by car or van, and 33% by sustainable modes (26% active travel and 7% by public transport).

Too many short trips in Greater Manchester are made by car. In Bury, 52% of all trips are under 2km and 48% of these are made in a car. Many of these short trips could be made on foot in around 20 minutes or by bike in 8 minutes.

However, many people are discouraged from walking and cycling due to high levels of road traffic; a lack of dedicated cycling infrastructure and signage; and major roads which create severance between neighbourhoods and destinations. Many areas are also blighted by having vehicles parked on pavements, which restricts footway space for people walking.

These challenges are particularly pronounced in areas with dense populations outside Bury’s main centres, such as Fishpool and Pimhole. They also impact disproportionately on the 24% of households in Bury that do not have access to a car and rely on making trips by foot, bike and public transport,. They also exacerbate the prevalence of environmental and health issues.

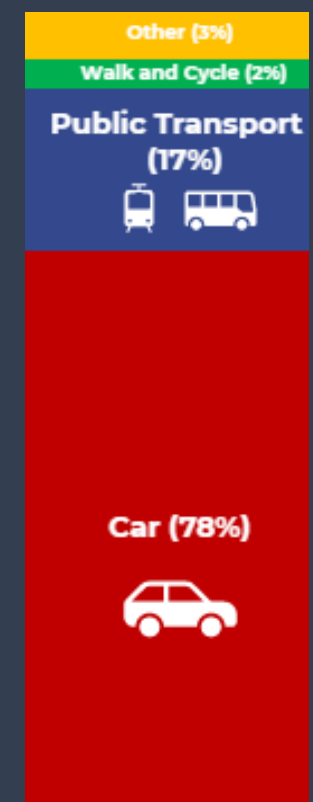
There are also many trips made between Bury and destinations in the wider Greater Manchester city region such as Rochdale and Bolton. The public transport offer to these destinations is limited leading to 78% of people travelling to them by car, which is above the Greater Manchester average for these types of trips, and only 17% being made by public transport and 2% by active travel.



Mode of travel for trips under 2km in Bury



Journeys between Bury and wider GM City Region



Local issues and challenges: supporting growth and regeneration

At the heart of Bury Council's growth ambitions is the goal to ensure that the residents of Bury are able to access family, friends, jobs, education, recreation and health in an efficient, economic and environmentally friendly way.

Growth must be inclusive and create vibrant and thriving communities that are well connected. It is therefore important that infrastructure is delivered alongside new developments to support sustainable neighbourhoods and to create a competitive local economy within a high quality built and natural environment.

The Council has embarked on significant regeneration and development programmes in its town centres, including Bury, Radcliffe and Prestwich. Transport connectivity is a central part of these aspirations.

Likewise, through the Places for Everyone plan, the Council is seeking to deliver strategic employment and housing sites. These sites will need to be sustainably integrated into Greater Manchester's existing transport network or supported by new infrastructure.

The proposed level of development has the potential to bring extra vehicular traffic to Bury's roads therefore new transport infrastructure will be needed to support this growth in a sustainable manner alongside improved connectivity to ensure Bury residents can access the new employment and housing opportunities.



Radcliffe Civic Hub Proposals



Prestwich Regeneration Proposals

Local issues and challenges: air quality

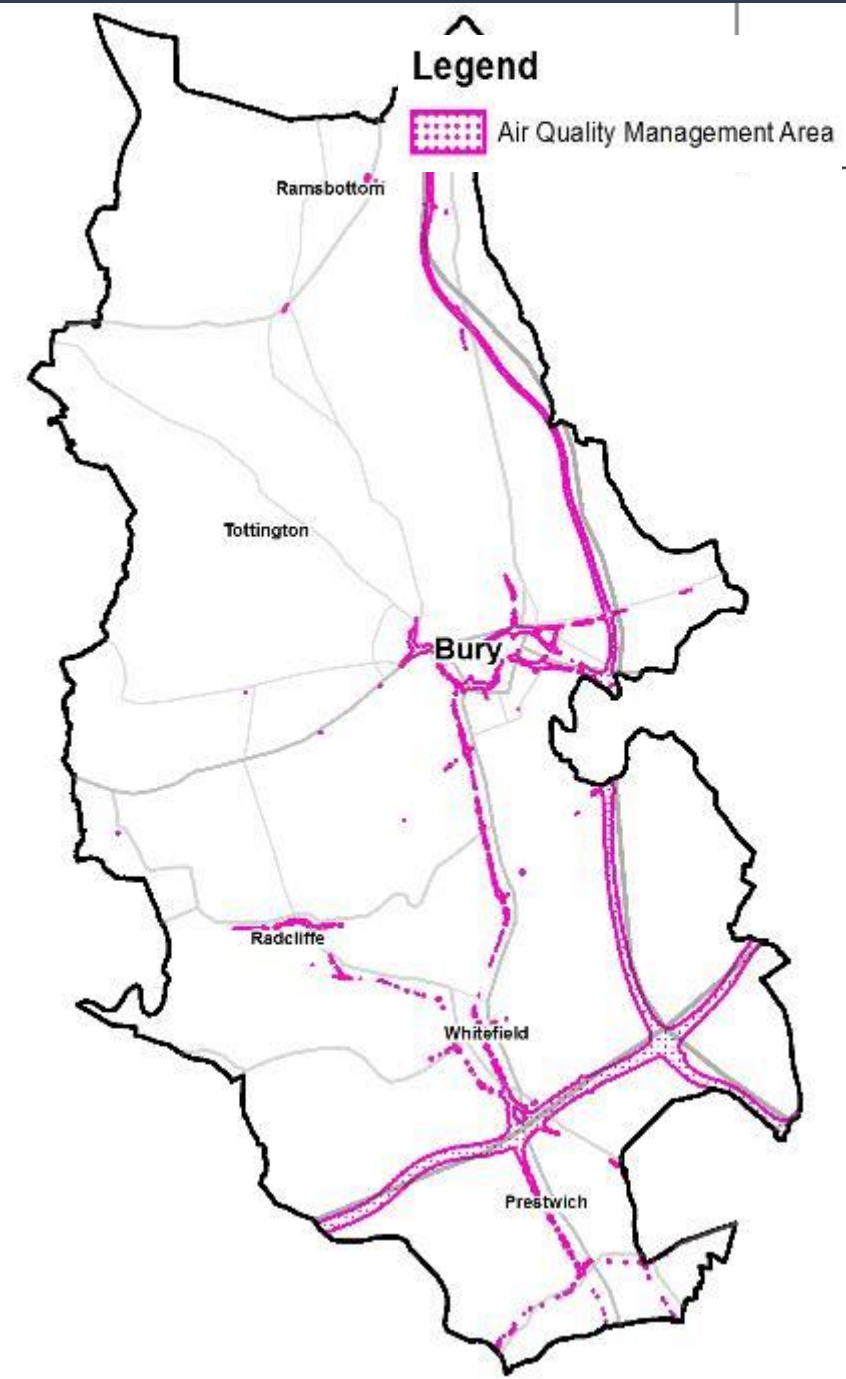
Poor air quality damages everyone’s health, but it can be particularly significant on the most vulnerable in our communities. Long-term exposure to elevated levels of particulates and nitrogen dioxide can contribute to the development of cardiovascular or respiratory diseases and may reduce life expectancy. The main source of nitrogen dioxide is road vehicles (especially older, diesel ones). Reducing these emissions is vital to clean up our air and to prevent people contracting and suffering from serious health conditions.

The adjacent map shows the Air Quality Management Areas (AQMA) declared across the Borough. The AQMA incorporates the majority of the major strategic roads in the Borough including the A56, A58, M62 and M66 while the table sets out the attributable deaths and years of life lost in the Borough due to air quality issues.

It is estimated that approximately 5% of deaths in GM are attributable to particulate pollution, the equivalent figure for Bury being 4.5%. Currently, Greater Manchester and Bury are compliant with the legal limits of particulate matter, but because of its impact on health it is important to ensure that it is reduced as much as possible.

Greater Manchester’s Clean Air Plan air quality modelling indicates that the A58 Bolton Street, Bury Bridge, is one of 13 points in Greater Manchester where roadside nitrogen dioxide exceedances of legal levels persist to 2025 .

Greater Manchester local authorities, including Bury, are currently working together to develop and implement a Greater Manchester-wide Clean Air Plan to tackle exceedances of nitrogen dioxide legal levels. Bury will continue to support this work to improve air quality



	Bury Borough (2018)
Number of Deaths (age 25+)	1,798
Percentage of attributable deaths due to exposure to man-made PM2.5	4.5%
Estimated number of attributable deaths due to exposure to manmade PM2.5	81

Attributable Deaths and Years of Life lost in Bury Borough

Local issues and challenges: carbon emissions

The transport network is one of the biggest contributors to carbon emissions and this means measures must be taken locally and nationally to reduce vehicle carbon emissions or enable travel by zero emission modes.

Like all the Greater Manchester local authorities, Bury Council has declared a climate emergency and set a target to be carbon neutral by 2038. Adopted in 2021, the Council has devised a strategy for achieving carbon neutrality by 2038. The Strategy has nine key action areas, one of which is transport. The actions in this Local Transport Strategy will help facilitate fossil-fuel free travel by 2038 through promoting active travel, public transport and the transition to electric vehicles.

Transport decarbonisation will be achieved by encouraging people and businesses to use zero emission vehicles such as electric buses and vans which will be supported by plans in Bury for electric vehicle charging infrastructure (EVCI) points.

According to the Climate Action Strategy, Bury needs a minimum of 108 public electric vehicle charge points and there are currently only 24. The Council is currently behind the national average for provision of EVCI per 100,000 of the population.

Decarbonising transport can be achieved if a higher proportion of travel is by walking, cycling and wheeling, particularly for short trips to school, work or transport interchanges with bus and Metrolink. Bury will support and welcome walking, cycling, wheeling and shared mobility measures such as the Greater Manchester Cycle Hire Scheme and Bee Network of cycleways feature which will facilitate lower carbon journeys.



Local issues and challenges: deprivation

Car ownership strongly correlates to economic activity and patterns of deprivation in an area. The adjacent figure illustrates the percentage of households in Bury Borough that do not own a car or van. The table shows how average car ownership levels vary across the borough's six townships and compares them to regional and national figures.

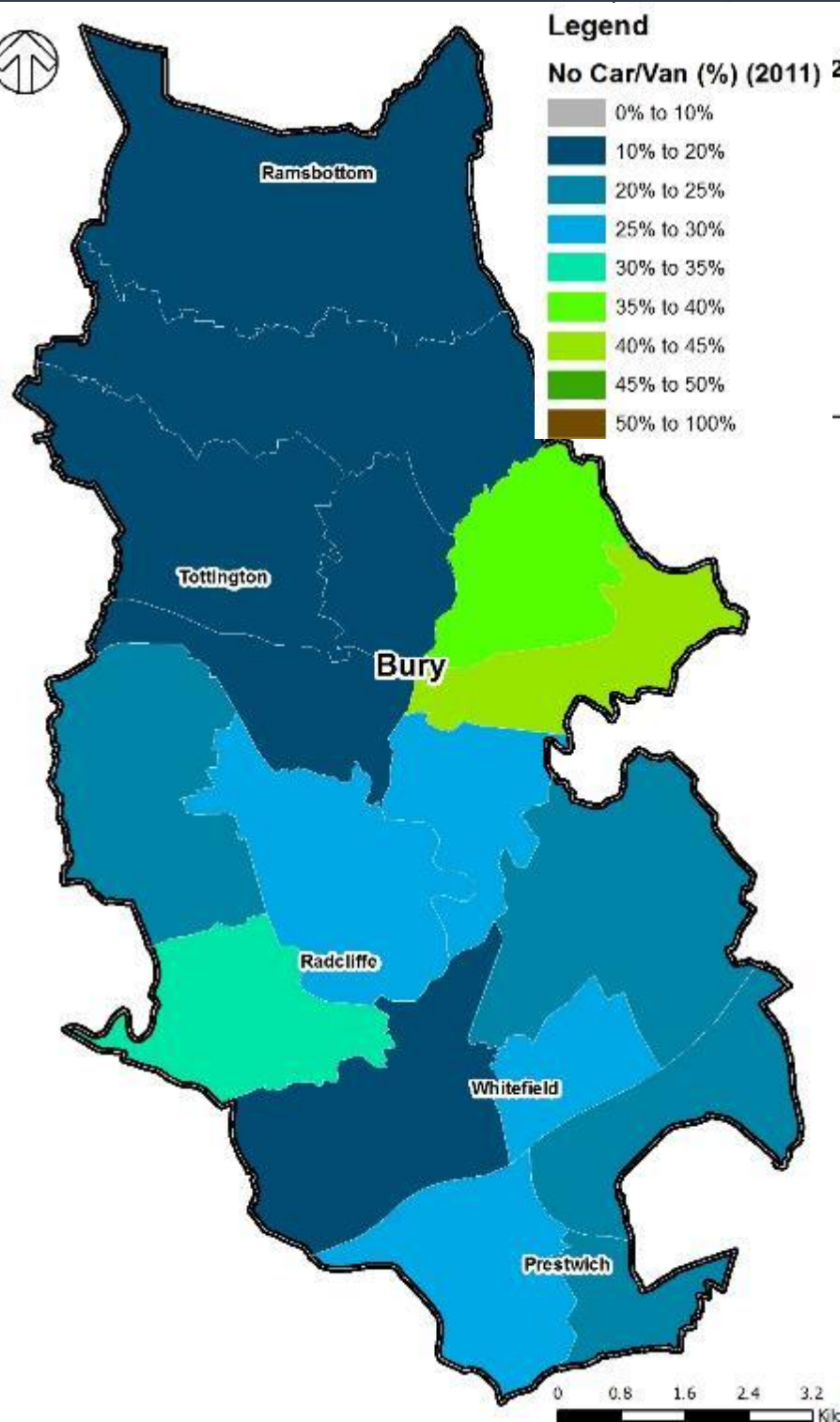
On average, access to private vehicles in Bury Borough is slightly higher than in England and Wales as a whole, however, car ownership levels vary significantly across the borough, with some areas, particularly to the north of Bury town centre, having much greater access to private vehicles than areas to the south.

Ramsbottom and Tottington, for example, have greater access to private vehicles compared to the other townships in the Borough and the wider Greater Manchester city-region, while Radcliffe and Bury East have more limited access to private vehicles compared to the other townships in the Borough.

These car ownership patterns strongly reflect patterns of deprivation in the borough. The English Indices of Multiple Deprivation shows that areas to the north of Bury town centre are less deprived than areas to the south, with some parts of the borough, particularly around the Bury and Radcliffe townships, falling within the 10% most deprived areas in the country.

If transport is to help to reduce levels of deprivation in support of Bury's *Let's Do It!* ambition for the Borough to achieve 'faster economic growth than the national average, with lower than national average levels of deprivation' we must ensure that we improve our public transport offer and cycling and walking networks in areas of the borough which are not currently well served and that we connect areas of deprivation to employment, education and other key services.

Location	%
Ramsbottom	16.3%
Tottington	11.9%
Bury	29.3%
Radcliffe	27.0%
Whitefield	22.5%
Prestwich	23.5%
Bury Borough	22.1%
Greater Manchester	21.0%
North West	24.7%
England and Wales	26.0%



Car Ownership (2011)

4

TRANSPORT VISION & STRATEGIC OBJECTIVES



Transport Vision

Bury's long-term Vision for transport and movement in the Borough has been informed by the strategic Vision that has already be set out in GMTS2040. It has also been refined to reflect local aspirations for an integrated transport network to help deliver the LETS vision.

GM2040 TRANSPORT VISION

'World-class connections that support long term sustainable economic growth and access to opportunity for all'



BURY'S TRANSPORT VISION

'By 2040, The Borough's townships will be connected by a modern and efficient transport network, providing attractive, sustainable transport links both within and beyond the Borough. The improvements to transport and connectivity will help to grow the economy and reduce deprivation.'

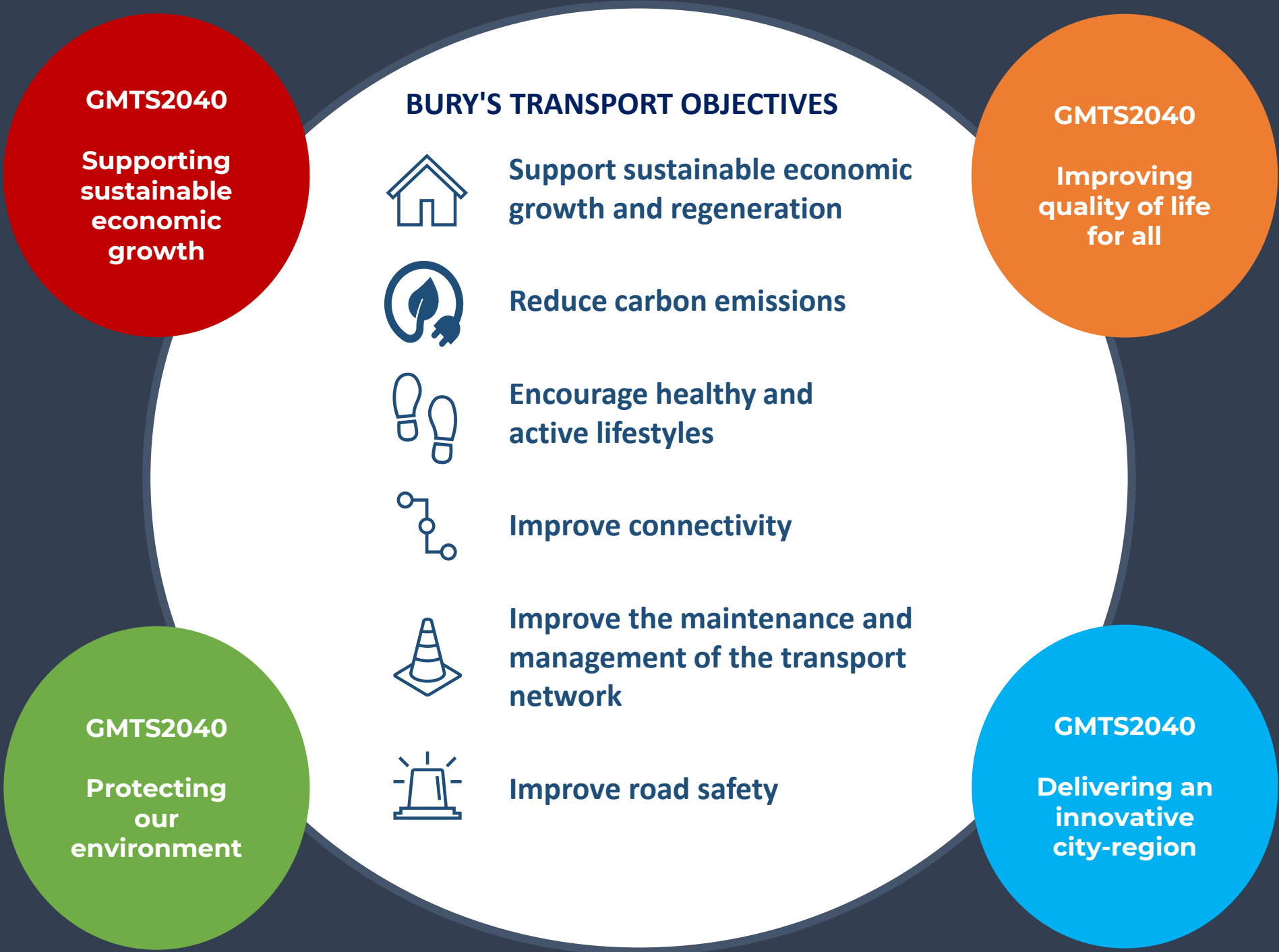
LET'S DO IT



By 2030 Bury will 'stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation'.

Strategic objectives

To achieve the Vision of the Bury Local Transport Strategy and to guide how and where transport investment is prioritised in the Borough, a series of Strategic Objectives have been developed as shown below. These Strategic Objectives have been informed by the four objectives of the GM2040 Strategy and reflect the key transport, socio-economic and environmental issues and challenges in Bury and the distinct transport needs and requirements of residents, workers and visitors in the Borough.



STRATEGIC TRANSPORT OBJECTIVES

Bury's Strategic Transport Objectives have helped to shape the key investment priorities that are set out in the subsequent chapters of this Local Transport Strategy. These Strategic Objectives will help to achieve a truly integrated transport system across the Borough.



Support sustainable economic growth and regeneration



By enabling new jobs and houses in the Borough to be delivered in a sustainable manner through targeted transport investment in key growth and development locations



Reduce carbon emissions



By investing in low carbon travel to support the climate emergency and help Bury be carbon neutral by 2038



Encourage healthy and active lifestyles



By creating a comprehensive walking and cycling network to encourage more journeys to be undertaken on foot and by bicycle across the Borough



Improve connectivity



By delivering a high quality, modern and integrated multi-modal transport network to improve connectivity between and within the Borough's strategic towns, rural areas, the wider city region and beyond



Improve the maintenance and management of the transport network



By ensuring the best and most cost-effective use of existing resources to manage and maintain a safe and resilient transport network



Improve road safety



By continuing to work with Transport for Greater Manchester and others, such as Greater Manchester Police, to reduce the number of casualties on our roads and achieve the GM vision of reducing deaths to close to zero by 2050

5

TRANSPORT STRATEGY: METROLINK



Introduction

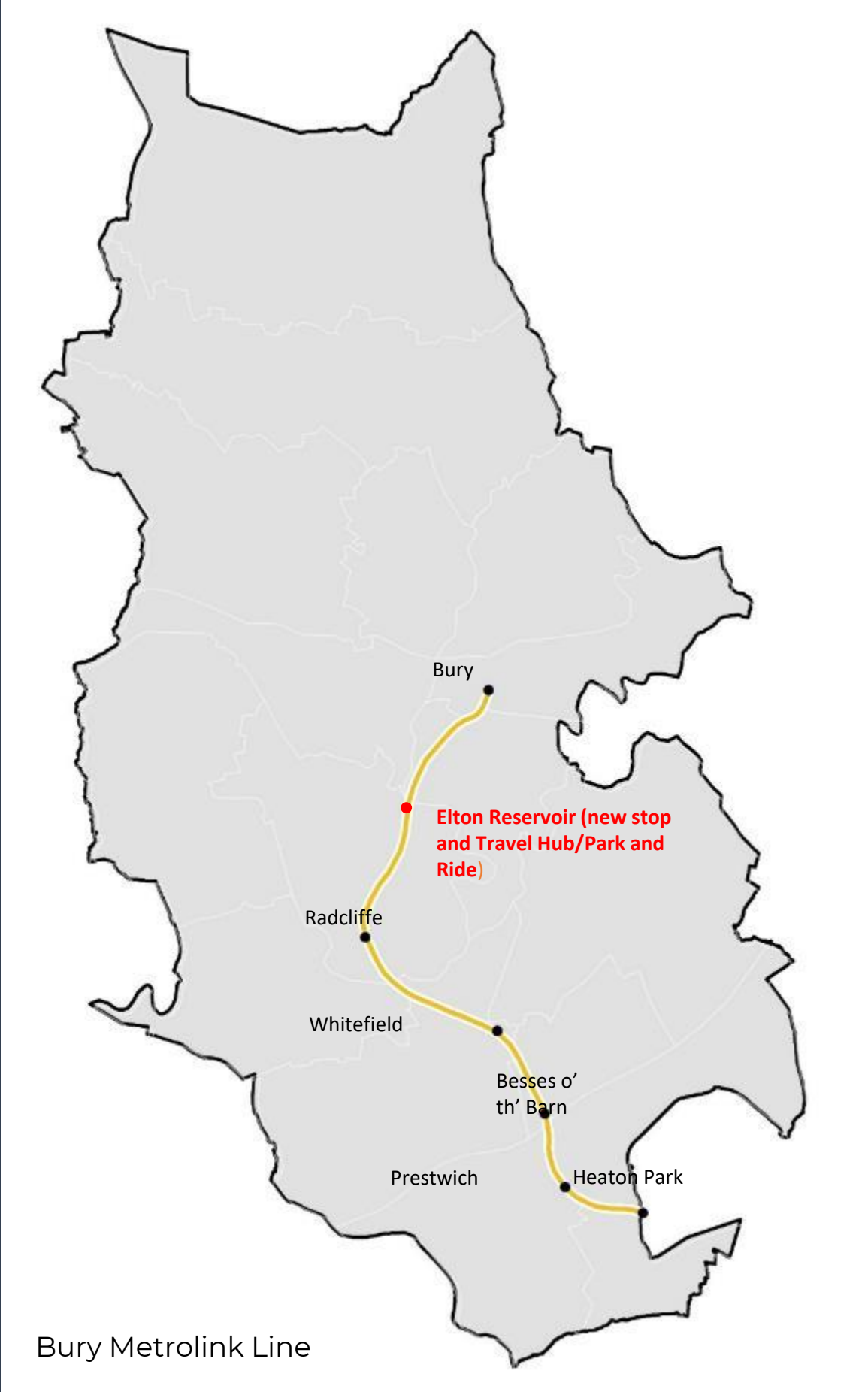
Metrolink services commenced in the Borough as part of the introduction of the initial Metrolink network in 1992. This converted the Altrincham to Bury heavy rail line to light rail operation and largely retained the heavy rail stop infrastructure.

Metrolink services connect Bury and Manchester via Radcliffe, Whitefield and Prestwich, enabling onward journeys into Greater Manchester and the wider northwest region. The conurbations north of Bury town centre (Tottington and Ramsbottom) are served by bus with Bury Interchange providing access to Metrolink for onward journeys.

The Bury line has seen significant growth in Metrolink patronage and has become an important commuting and leisure route, particularly for those travelling to and from Bury town centre and Manchester city centre. However, they retain much of the previous heavy rail stop infrastructure and are considered less inviting, incur greater maintenance costs and include historic constraints compared to newer stops across the wider network

Funding has been secured through the City Region Sustainable Transport Settlement (CRSTS) to enable the Metrolink service offer within the Borough to be enhanced. This includes:

1. Redevelopment of Bury Interchange which will provide a modern, low carbon, safe and secure facility with improved access to surface level and a new step free access to the south.
2. Development of a new Stop and Travel Hub/Park and Ride at Elton Reservoir to provide an attractive, highly sustainable travel option for residents of the planned adjacent housing development.
3. An initial phase of prioritised improvements to a limited number of other stops on the Bury line. These will address specific problems and constraints associated with the stops and help to facilitate modal shift away from private vehicles and increase the reach of Metrolink services.



Investment priorities for Metrolink

As part of the transport strategy for the Metrolink service, a number of investment priorities have been identified by Bury Council, which will work in partnership with TfGM to bring forward. These priorities are designed to help address the key issues on Metrolink in Bury including:

- An outdated transport interchange, which currently does not provide modern transport infrastructure that would facilitate modal shift;
- Poor quality tram stops on the Bury line, which have issues around lighting, accessibility, personal safety and are in need of investment; and
- Poor environments leading to and around tram stops, which are often unwelcoming, not connected and not user friendly for all.

**1. A new transport interchange
in Bury Town Centre**

**2. Improvements to Metrolink stops
on Bury line**

**3. Strengthened walking, wheeling
and cycling connections to
Metrolink stops**

**4. A new Metrolink stop and travel
hub/park and ride at Elton
Reservoir**

**5. Travel hubs at other Metrolink
stops**

**6. A new tram-train link between
Bury and Rochdale**

Metrolink

Investment priority 1: A new Transport interchange in Bury Town Centre

The Interchange is the transport hub for Metrolink and bus services in Bury town centre, providing visitors with frequent public transport services to Rochdale, Bolton and other nearby towns and to a wide range of destinations in Greater Manchester via Metrolink. Bury is the only town centre interchange in Greater Manchester yet to be redeveloped to modern standards.

The facility is now nearing the end of its operational life and is not representative of the modern, attractive and integrated transport interchanges that have been, and are being, delivered in other towns across Greater Manchester.

The current interchange does not support the Bury Town Centre Masterplan and is not ready for the patronage growth expected as a consequence of its role as a major northern public transport hub, serving new development sites such as Elton Reservoir and Northern Gateway, a large employment site identified within the Atom Valley Mayoral Development Zone.



Metrolink

Investment priority 1:

A new Transport interchange in Bury Town Centre

Key Interchange Issue: Deteriorating Condition

The current interchange opened in 1980. It has dated infrastructure that does not meet the standard of modern facilities and is an uninviting arrival point for users; the roof is leaking; the heating is inefficient, and the lighting systems are inadequate.

The lift and escalator equipment are small and are life expired, the assets are subsequently unreliable and are frequently out of service – this creates accessibility barriers at the stop.

Key Interchange Proposals

Replace the facility with a modern, future-proofed, low carbon, safe, secure and accessible interchange.

Deliver a new concourse building and brighter Metrolink platform which feels safe and secure.



Metrolink

Investment priority 1: A new Transport interchange in Bury Town Centre

Key Interchange Issue: Internal Environment

The existing Interchange has poor internal space and offers a poor sense of arrival to the town centre. The large platform canopy creates a dark environment which creates safety and security concerns. Similarly, the internal design of the bus concourse has poor sightlines which create a poor perception of personal security.

There is a cluttered Metrolink platform which has bottlenecks to passenger movements and capacity constraints on the access route.

The design of the Interchange also cause issues with passenger flows and accessibility, these include:

- The stairs are narrow and create bottleneck at peak times of the day
- The escalator is unreliable and requires continuous repairs and maintenance, made difficult because of the age of the equipment.
- The lift is small and is not considered appropriate for use by modern wheelchairs, pushchairs or mobility scooters.

Key Interchange Proposal

New vertical circulation core with an upgraded larger lift provision, escalator and improved stairs to support access for all.

- New vertical circulation core with an upgraded larger lift provision, escalator and improved stairs to support access for all.
- Refurbish Metrolink platform with additional capacity and new shelters.



Metrolink

Investment priority 1: A new Transport interchange in Bury Town Centre

Key Interchange Issue: External Environment

The existing interchange layout has multiple bus stand buildings which requires users to cross carriageways in a number of locations, resulting in multiple bus and pedestrian conflict points.

The cycle hub is remote from the Metrolink and bus facilities and lacks capacity.

There is no access to the Metrolink platform to the south, and there are poor surface access routes into the interchange, severing connections to the south.

Underpass routes are unwelcoming and are magnets for anti-social behaviour and generate a fear of crime.

Key Interchange Proposals

A new arrangement for bus movement and waiting with significantly fewer conflict points.

Improvements to all walking and cycling access routes with a strong sense of arrival and integration with the redevelopment of Bury town centre.

Closure of underpasses which often act as hubs for anti-social behaviour.

New step free access from the south of the town centre to the Metrolink platform to encourage access from existing and proposed developments in the area.

New active travel hub integrated into the interchange building with additional capacity for cycles, accessible cycles and e-bikes.



Metrolink

Investment priority 1: A new Transport interchange in Bury Town Centre

Aspirations for a new Bury Interchange

Investment at Bury Interchange is critical to ensure that growth and transport aspirations of the Council are realised and that the Interchange realises the vision for a truly integrated transport network.

The redevelopment will set ambitious carbon targets to ensure the design helps the Council achieve their carbon goals and reduce the impact of the development on our environment.

Residents of Bury can expect an interchange which has taken inspiration from redeveloped facilities in neighbouring authorities in Greater Manchester, for example:

1. Wythenshawe Interchange
2. Ashton Interchange
3. Wigan Bus station
4. Altrincham Interchange



Metrolink

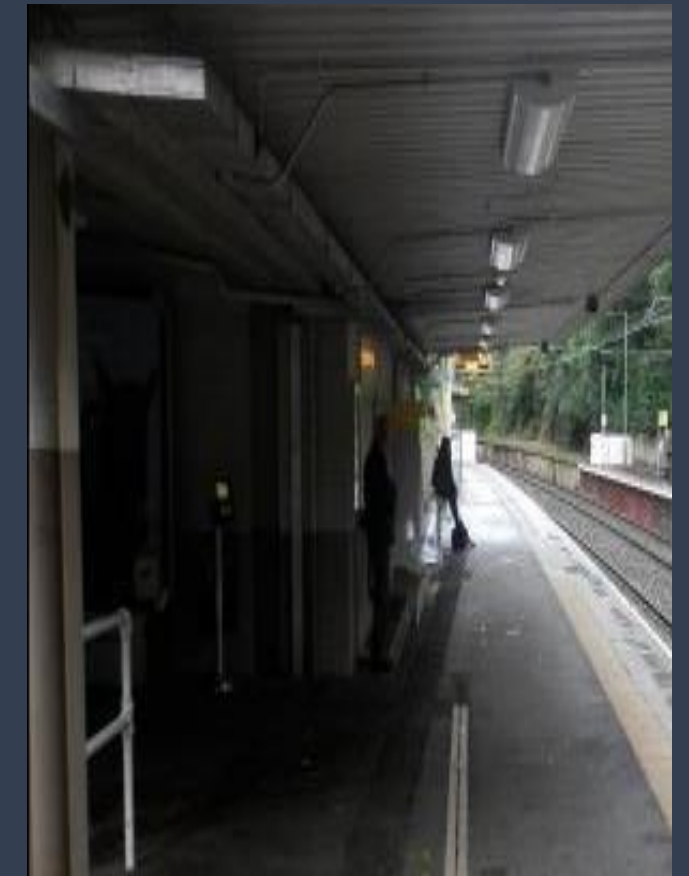
Investment priority 2: Improvements to stops on the Bury line

Phase 1 of Metrolink's expansion (1992) converted the Altrincham to Bury heavy rail line to light rail operation. The line conversion predominantly retained the heavy rail stop infrastructure. The Bury line stops are considered less inviting, incur greater maintenance costs and include historic constraints compared to more modern stops and across the wider network. These issues are likely to be discouraging sustainable travel in Bury thus limiting residents access to opportunities across Greater Manchester.

Key stop issues

The Metrolink Stop Improvements Programme will seek to identify and prioritise improvements to address issues such as :

- Buildings which are in a state of disrepair;
- Poor platform accessibility, often via narrow steps with no step-free alternative;
- Stops are not accessible for all, particularly not for mobility impaired users;
- Where lifts exist, they are unreliable and are often out of service;
- Singular entrance/egress point from platforms create crowded funnels / congestion pinch points for passenger movement;
- Dark and uninviting waiting areas and antisocial behaviour areas lead to the perception of isolation and fear of crime; and
- Many stops have virtually no street presence.



Metrolink

Investment priority 2: Improvements to stops on the Bury line

The table below highlights the poor standard of Bury line stops compared to more modern Metrolink stops across the network. A key priority will be to use the Metrolink Stop Improvements Programme to prioritise a levelling up of the transport infrastructure offered in Bury compared to the rest of Greater Manchester. The images on the right compare stops on the Bury line against modern stops (using the Didsbury line as an example). These images show a stark contrast from stops that are dark, closed and have limited accessibility, to stops that are light, visible and more accessible.

Bury line Metrolink Stops	Performance of key aspects of Bury line Metrolink stops in comparison to modern stops (for example those delivered on the Trafford Park or Airport Lines)				
	√ = similar standard to modern stops (but still capable of further improvement); X = below the standard of modern stops				
	Platform visibility from and to surrounding area	Standard of lighting	Multiple access points to the stop from the surrounding area	Alternative ramped access should the lift not be working	Shelters/canopies that allow natural light to flood onto the platform
Bury Interchange	X	√	X	X	X
Radcliffe	X	√	√	N/A	X
Whitefield	X	√	√	N/A	X
Besses o'th' Barn	√	√	√	X	
Prestwich	X	X	√	N/A	X
Heaton Park	X	√	X	X	X

Current Bury Line



Heaton Park - Step access

Aspiration



Firswood Stop - Step access



Bury Metrolink - platform canopy



Firswood Stop - platform canopy



A typical Bury line track with no track crossing



Firswood Stop – step-free track crossing

Metrolink

Investment priority 2: Improvements to stops

To bring the stops on the Bury line up to modern standards, enhance the stop environment and provide a space that feels more accessible, welcoming and safer for users, the following interventions will be considered at all stops where there is opportunity to do so and subject to budget availability:

Access to stops

- New ramp access to stops which currently have limited step-free access options;
- New access routes and track crossings to improve journey times;
- New accesses will look to enhance the Metrolink stop catchment so more residents can easily reach Metrolink;
- Accessibility improvements at platforms to improve step free access.

Safety

- Better lighting and CCTV, shelter renewals;
- Removing dark enclosed spaces to promote a more open environment and provide more natural light and surveillance.

Welcoming environment

- Repainting of handrails;
- Replacing damaged poster cases;
- Application of coating to platform surfaces to make them brighter and cleaner;
- Installation of flower beds.

Welcoming Metrolink Stops



Deansgate and Trafford Centre Metrolink Stops

Accessible Metrolink Stops



Trafford Park Line Accessible Metrolink Stops

Metrolink Stops Lighting



Tram Cam Images of Bury Interchange compared to Barton Dock Road Metrolink Stops

Investment priority 3: Connections to Metrolink stops

Strengthening existing walking, wheeling and cycling connections to Metrolink stops along the Bury line is a key priority for the Local Transport Strategy. Many of the Metrolink stops in the Borough are in cuttings hidden from view due to their historic heavy rail design. Visibility and accessibility to key infrastructure must be enhanced and prioritised to encourage more people to use sustainable public transport.

Wayfinding from Metrolink stops to key destinations within our strategic centres is currently poor and needs to be enhanced to guide users to their destination. Similar high quality public realm needs to be extended and delivered around Metrolink stops to create a sense of arrival and a continuous pedestrian environment for visitors.

Improving walking, wheeling and cycling connections to Metrolink stops such as better road crossing facilities, new cycleways and improved cycle parking will support ambitions to encourage lower carbon journeys over shorter travel distances.

Junction improvements are required to provide better road crossing facilities where junctions sever access to Metrolink stops for pedestrian and cyclists. An example of the type of crossing facility that could be implemented is the cyclops junctions recently delivered at the Market Street junction with Angouleme Way in Bury town centre which has made it safer for pedestrians and cyclists to access the Metrolink service at Bury Interchange.

There is limited cycle storage at several stops along the Bury line which restrict the option of being able to cycle to and from Metrolink stops. Improved cycle facilities at stops, such as Cycle Hubs, to support users travelling by bike will be provided to better integrate Metrolink with walking and cycling.

Strengthening walking and cycling connections to Metrolink stops should foster modal shift which would lead to air quality improvements whilst supporting individuals' health and wellbeing. These measures that support cleaner air in our communities are in line with national, regional and local policy targets related to climate change.

Hidden Metrolink Stops on Bury Line



Besses o'th' Barn



Heaton Park

Wayfinding Improvements



Improved Accessibility For Cycling



Barton Dock Road Stop



Cyclops Junction, Bury

Metrolink

Investment priority 4: A new Metrolink stop at Elton Reservoir

Elton Reservoir has been identified as a strategic allocation in the *Places for Everyone* Plan. The proposed site will deliver around 3,500 new homes and supporting physical and social infrastructure, including two primary schools and two local centres with retail, health and community facilities.

As part of the Elton Reservoir proposals there is a requirement to provide a new Metrolink stop and Travel Hub/Park and Ride facilities Elton Reservoir . The Metrolink stop is intended to encourage a large proportion of trips generated by the site to be made by sustainable modes and will support Bury in contributing to the Right Mix target for half of all journeys to be made by sustainable modes by 2040.

To achieve maximum accessibility of the stop, a Travel Hub and Park and Ride will be delivered. This will ensure that those who can access the development by active modes have safe and attractive opportunities to do so. The Park and Ride will widen the catchment area for those living further away and make it easier for people to switch longer car journeys, such as journeys to Manchester city centre, to more sustainable modes.

Key elements of the Travel Hub will include secure cycle parking, drop-off pick-up and taxi bays, shared mobility spaces, EV charging points and potentially parcel lockers. The new stop will contribute to the place making of the new development, providing a vibrant and integrated space with local facilities in line with the Travel Hub principles. The Elton Reservoir stop will also increase the attractiveness of the reservoir as a leisure destination and provide better access to greenspace in the south of Bury.

Some funding has been secured to commence development of a new stop and Travel Hub/Park and Ride through the City Region Sustainable Transport Settlement Fund. Bury Council will work with TfGM and the developer to determine an appropriate funding and delivery strategy for the new stop.



Proposed new Elton Metrolink Stop, Travel Hub/Park and Ride.

Metrolink

Investment priority 5: Travel hubs at other Metrolink stops

In Bury, the 'Travel Hubs' approach aims to bring together Priority 2 (improvements to Metrolink stops) and Priority 3 (connections to Metrolink stops) into a holistic view, focussed on increasing Metrolink patronage by overcoming barriers to public transport use.

In addition to the measures set out in Priority 2 and Priority 3, the Travel Hubs approach will consider the full range of modal integration – including bus, taxi, park-and-ride, drop-off/pick-up and shared mobility (such as car clubs and bike hire) with active modes.

Other facilities such as electric vehicle charging infrastructure, parcel lockers and commercial opportunities will be considered to improve the overall customer experience – and to generate vibrant spaces that play their full role in place-making, whilst integrating with adjacent developments.

Bury Council will continue working with TfGM to identify potential locations to apply the Travel Hubs approach in Bury. This will include existing Park and Ride sites, such as Prestwich, Radcliffe and Whitefield.



Metrolink

Investment priority 6: Metrolink and tram-train technology

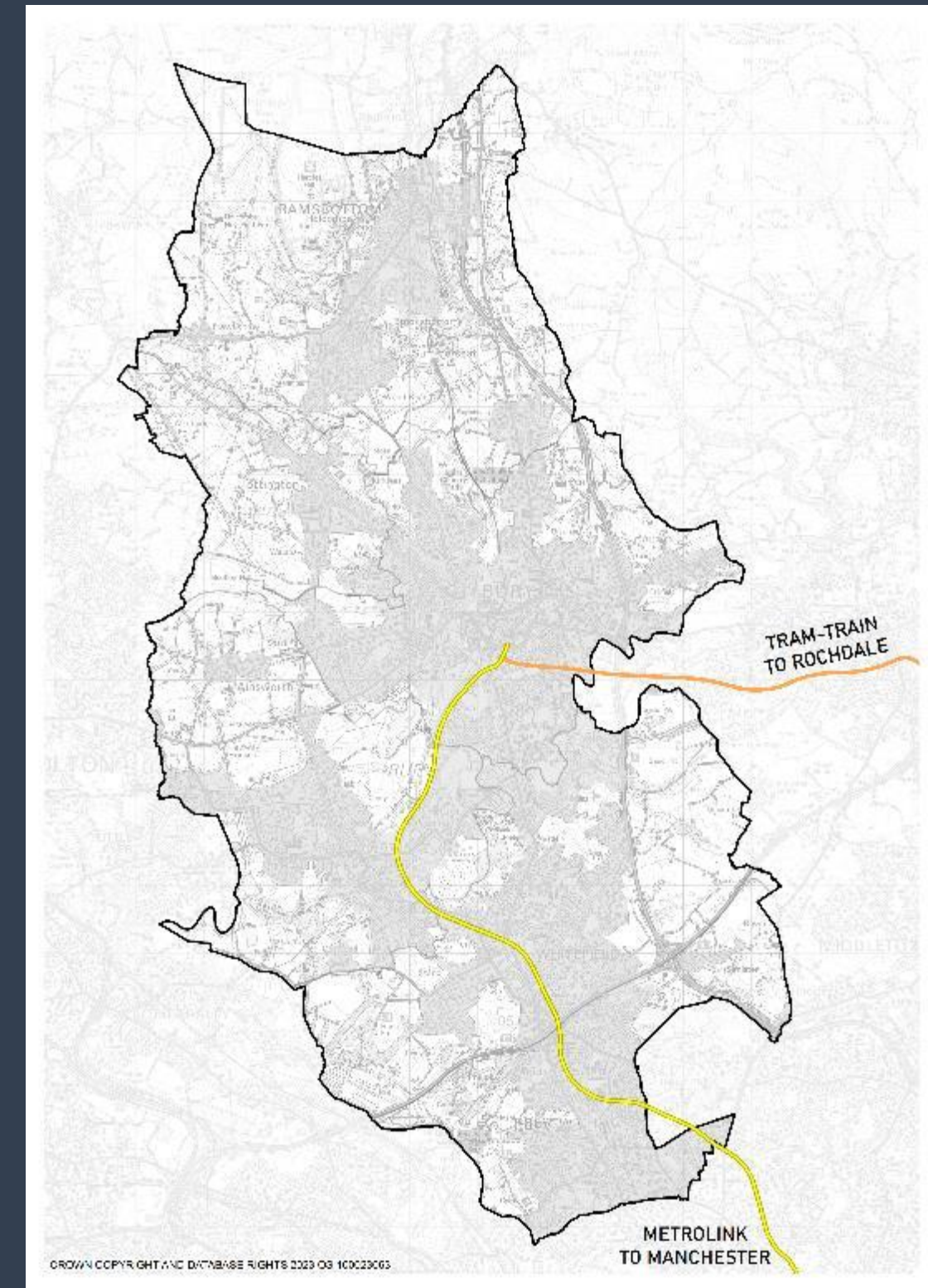
TfGM are seeking funding and business case approval to create a rail link between Heywood, Rochdale and Oldham using tram-train technology. This will also explore a connection between Heywood and Bury, with the goal of linking the existing Metrolink networks in the north of Manchester and improving connectivity with the Calder Valley Line.

The focus of the project will be to create the next generation Metrolink vehicle, tram-train infrastructure and running a pilot “Pathfinder” service. This will provide:

- A service stopping at all stations/stops along the route.
- Enhanced modal integration at Bury Interchange & Rochdale Railway Station.
- Enhanced connectivity to Bury, Heywood, Castleton Rochdale & Oldham.

The ultimate proposal will provide new technology that will allow Metrolink vehicles to operate on existing heavy rail lines as well as the Metrolink lines.

As well as providing public transport improvements between Bury to Rochdale (and beyond), the proposals will also help to provide sustainable public transport connections into the proposed Northern Gateway site.



Proposed Tram-Train Route

Rossendale City Valley Link

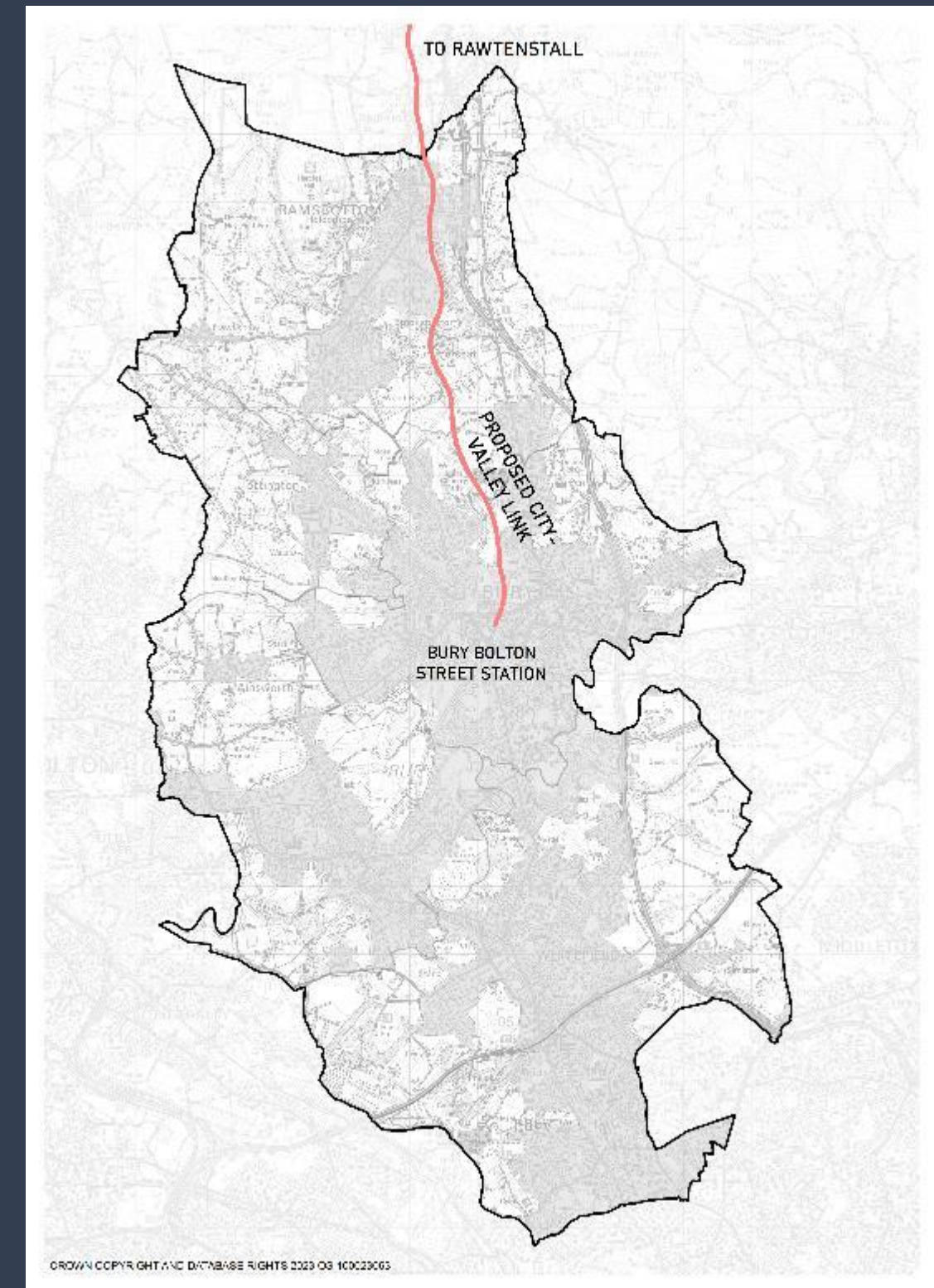
Rossendale Borough Council have long-held aspirations to establish a commuter rail link from Rawtenstall to Manchester.

These proposals centre on the existing heavy railway line that is currently operating as a Heritage Line run by the East Lancashire Railway company (ELR).

This is Bury's most popular visitor attraction and GM's third highest paying attraction. It plays a key role in attracting visitor spend to the Borough's local economy, particularly in Bury and Ramsbottom. The ELR preserves the area's heritage and local distinctiveness and generates great civic pride.

Bury Council has clearly indicated that it would not support any proposal for a commuter service on the ELR line unless it can be clearly demonstrated that it would be able to co-exist with the Heritage asset and not negatively affect its operations.

As such, this is not considered to be an '*investment priority*' but has been identified here to flag its longer-term potential. There will still need to be credible evidence to demonstrate that a commuter line and a heritage line can co-exist between Bury Bolton Street and Rawtenstall, and that the proposals are realistically costed, viable and deliverable.



Proposed City Valley Link from Rawtenstall to Manchester

Linkages to the GM2040 and LTS Objectives

The table below demonstrates how our Investment Priorities for Metrolink contribute to the objectives of both the GM2040 and this Local Transport Strategy.

LTS Investment Priorities	GMTS 2040 Objectives				LTS Objectives					
	Supporting Sustainable Economic Growth	Improving Quality of Life for All	Protecting our Environment	Delivering an Innovative City-Region	Supporting Sustainable Growth and Regeneration	Reducing Carbon Emissions	Encouraging Healthy Active Lifestyles	Improving connectivity	Improving Maintenance and Management of the Transport Network	Improving Road Safety
Metrolink										
1. New Transport Interchange in Bury	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2. Improvement to Metrolink Stops on the Bury Line	✓	✓	✓		✓	✓	✓	✓	✓	
3. Strengthen Walking, Wheeling and Cycling Connections to Metrolink Stations	✓	✓	✓		✓	✓	✓	✓	✓	✓
4. New Metrolink Stop and Travel Hub/Park and Ride at Elton Reservoir	✓	✓	✓	✓	✓	✓	✓	✓	✓	
5. Travel Hubs	✓	✓	✓	✓	✓	✓	✓	✓	✓	
6. New Tram-Train Links between Bury and Rochdale	✓	✓	✓	✓	✓	✓	✓	✓	✓	

6

TRANSPORT STRATEGY: BUS



Introduction

The Borough has one bus interchange in Bury town centre and one bus station in Radcliffe. These provide public transport connections to destinations within the Borough as well as across the Greater Manchester area including to Rochdale, Bolton and Manchester.

Bury Interchange is one of the busiest in Greater Manchester. There were 49,288 bus departures from the Interchange in September 2021, most of which were run commercially (86%), with TfGM funding the rest (14%). The TfGM services are classed as *subsidised* services and are funded from the public purse. The majority bus services use Manchester Road, Rochdale Road, Angouleme Way and Walmersley Road to access the town centre.

The Borough currently has 1.95km of bus lanes, the least of all the GM local authorities (GM BSIP). Inbound bus lanes operate in the morning and evening peaks on the A58 Bolton Road approach to Bury town centre, offering some priority to buses, but they are not continuous along the Bolton-Bury-Rochdale corridor. Buses using the A58 at Bury Bridge can get caught up in congestion and contribute to the air quality issue at this busy location. Greater Manchester’s Clean Air Plan air quality modelling has identified Bury Bridge as one of 13 points in Greater Manchester where roadside nitrogen dioxide exceedances above legal levels will persist to 2025.

Radcliffe also has a busy bus station with 8,030 bus departures in September 2021, 80% of which were run commercially and 20% were subsidised by TfGM. The main bus movements in Radcliffe town centre are along A665 Pilkington Way, Church Street West and Dale Street where the bus interchange is located.



Bury Interchange



Radcliffe Bus Station

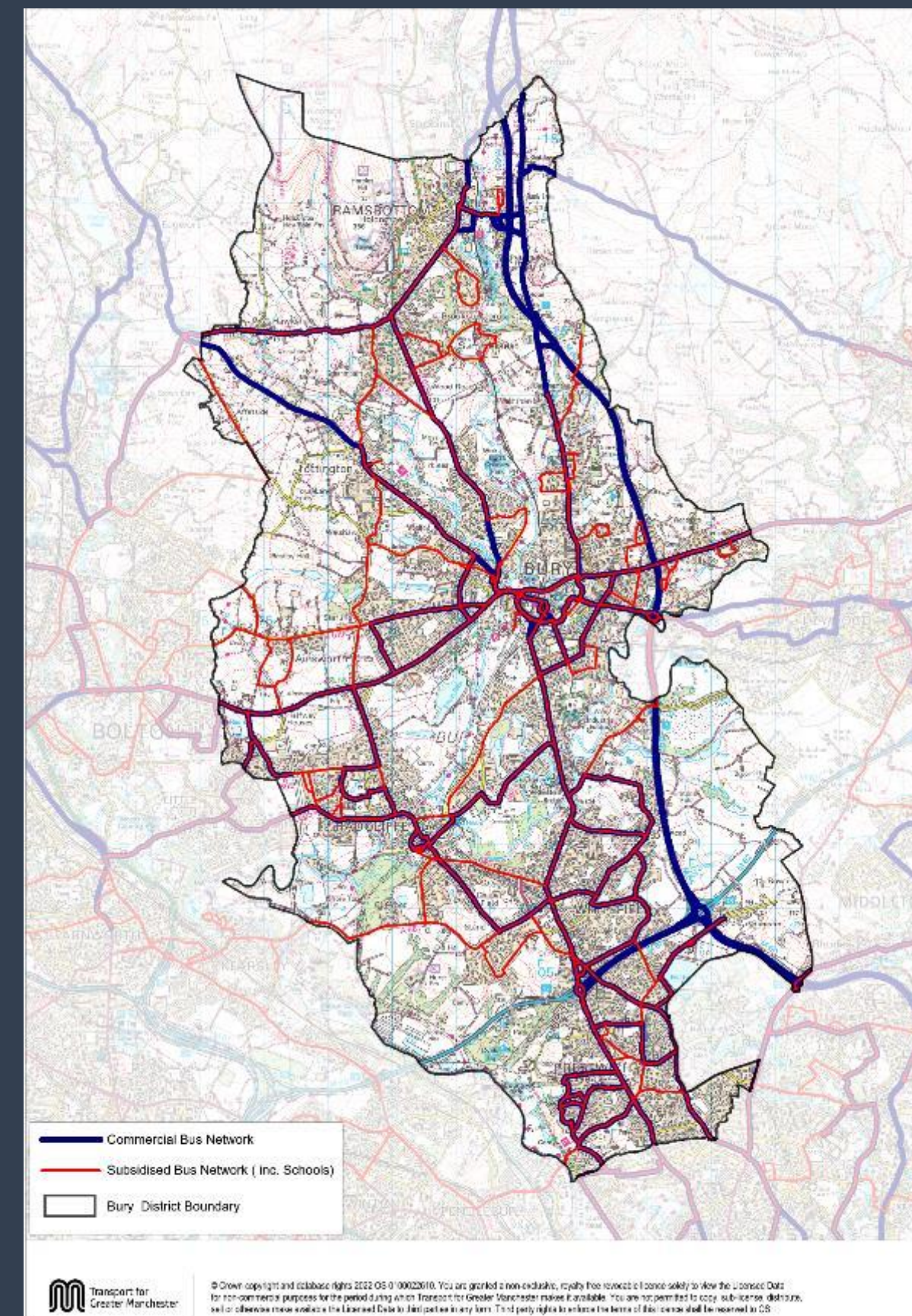
Existing bus infrastructure and services in Bury

In June 2021, there were 290,353 bus miles operated in Bury, that's just 6.4% of total bus miles across Greater Manchester, (the lowest across the ten GM local authorities (source GM BSIP)).

Most bus services are run by private bus operators. Following the Covid 19 Pandemic, bus passenger numbers have not returned to pre-pandemic levels, which has affected the commercial viability of some services. Many routes in Bury currently require a subsidy to be commercially viable, especially weekend and evening services. Services that do extend into the evening and weekend are often less frequent.

Following the withdrawal of COVID funding support for bus operators, a number of companies responsible for routes in Greater Manchester announced their intention to reduce the frequency of, or entirely withdraw, some services in October 2022. In order to stabilise the network and maintain essential connectivity across the city region, Greater Manchester intervened to replace all 31 routes earmarked for withdrawal, including the 480 and 511 services in Bury. More recently, a number of operators have announced their intention to withdraw or reduce the frequency of services in Bolton, Bury and Rochdale from April 2023. TfGM is currently working to understand the impact of these proposed changes and what options are available to mitigate their impact, prior to the introduction of bus franchising.

The adjacent map shows all the bus routes operating in Bury (in January 2023) with commercial services shown in blue and the subsidised network in red.



Bury Bus Routes – Commercial and Subsidised

National bus policy and ambition

Bus Back Better

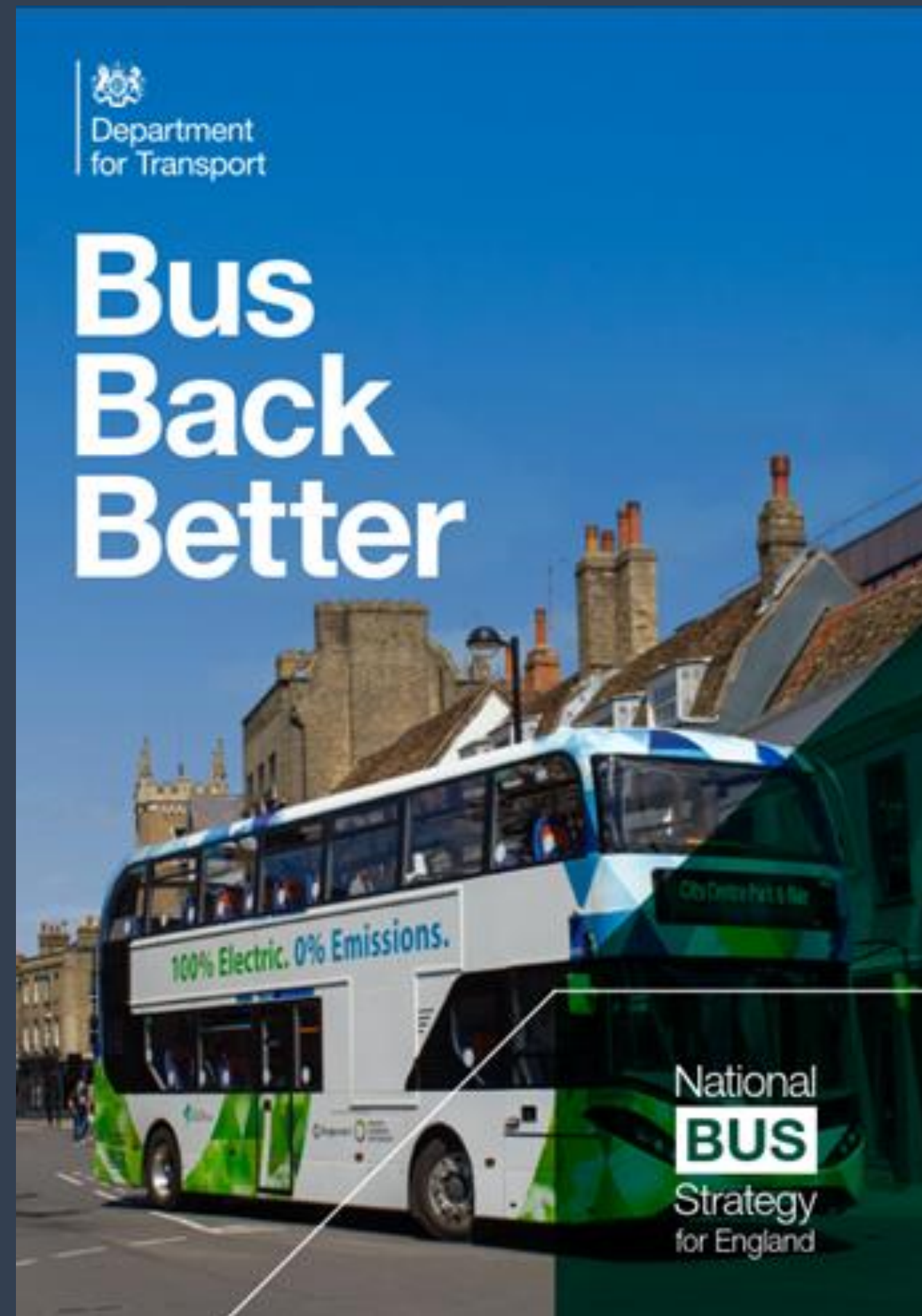
In March 2021 the Department for Transport (DfT) published a new national strategy for buses in England outside of London, the aim of which is to get more people using buses by making them more attractive. This means making buses faster and more reliable.

Bus Back Better required local transport authorities to produce a Bus Service Improvement Plan (BSIP) by October 2021. In Greater Manchester, Government required one Plan to cover all ten local authority areas, including Bury.

Government also expects local authorities to develop plans for bus lanes on any roads where there is a frequent bus service, congestion, and physical space to install one. These bus lanes should be full-time and as continuous as possible and be part of a whole corridor approach, with physical measures such as:

- Traffic signal priority;
- Bus gates, which allow buses to enter a road that prohibits access to other traffic; and
- Clear and consistent signage.

Bus Back Better sets out ambitious goals for simpler fares, integrated ticketing, integration of buses with other forms of transport, digital information, zero emission vehicles and for more services to operate in the evenings, weekends, and at night, and to smaller towns and villages. In lower-density, often rural areas, not served by conventional buses, the government suggests that new forms of provision, such as demand responsive travel in smaller vehicles, may be more appropriate.



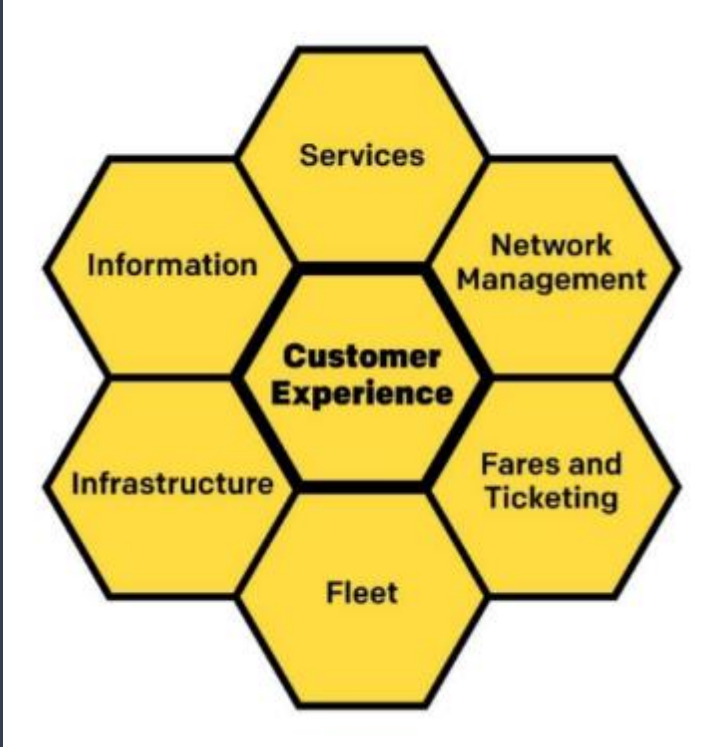
Greater Manchester Bus Service Improvement Plan

In response to the requirements of the National Bus Strategy, Greater Manchester submitted a Bus Service Improvement Plan to Government in October 2021 setting out ambitious plans to transform the bus market and to be the first to use new Government powers to introduce a bus franchising scheme.

Greater Manchester’s ambition for bus is “to develop a modern low emission accessible bus system, fully integrated with the wider Greater Manchester transport network on which everyone will be willing to travel regardless of their background or mobility level.”

The ambition for bus in the Greater Manchester BSIP is summarised around the seven themes in the adjacent table, which will support a central ‘customer experience’ ambition and have been developed to address customer priorities and align with the government’s National Bus Strategy.

Greater Manchester’s BSIP was awarded £94.8 million of Government funding, which is mostly being used to support the introduction of cheaper bus fares.



Greater Manchester BSIP Priority Themes

BSIP Themes	GM Ambitions for Bus
Customer Experience	Providing customers with a safe and seamless travel experience
Services	Turn up and go frequencies on major routes
Information	Readily available, easy to use, live, and up-to-date
Network Management	Improvements to journey times and reliability
Infrastructure	Significant increases in bus priority and improvements to waiting environments
Fares and Ticket	More affordable journeys, integrated with other modes
Fleet	Zero emissions, high quality buses

Greater Manchester BSIP Priority Themes and Ambitions for Bus

Investment priorities for bus

Bus travel is central to the delivery of Greater Manchester's ambitions to provide a sustainable transport network which is accessible to all, affordable, high quality and high frequency. We want all Bury's residents to have access to a modern, low-emission, accessible bus system.

Investment in bus services and infrastructure is needed if we are to make travelling by bus more attractive and support Greater Manchester's 'Right Mix' vision to reduce car trips to no more than half of all journeys by 2040.

1. Bus reform and the introduction of bus franchising in Bury

2. Better and more reliable bus services in all parts of the Borough

3. A new Bury Town Centre Interchange

4. Bus priority measures on key routes

5. Better bus stops and stations

6. Bus services to new developments

Buses

Investment priority 1: Bus reform and franchising

Reform of the bus market is a key part of the GM2040 Transport Strategy.

In March 2021, the Greater Manchester Combined Authority (GMCA) announced plans to use new Government powers and bring buses back under local control for the first time since they were deregulated in 1986 under a system called *franchising*. The bus franchising scheme is a key part of Greater Manchester's wider plans to reform the bus market.

In Greater Manchester at the present time, bus companies decide the routes, frequencies, fares and standards. There is no coordination and limited oversight. Where bus companies decide not to run essential services, the public sector has to meet the cost of filling in the gaps.

Under franchising, TfGM will coordinate the bus network and contract bus companies to run services based on what passengers need, with any profit being reinvested in buses. Franchising will bring significant benefits to bus users; buses will be run as part of an integrated public transport network; allowing people to change easily between different modes of transport; with simple, affordable price-capped tickets; and a single attractive identity which will be easy to recognise and understand.

Franchising will be delivered across Greater Manchester in three phases., which are shown on the adjacent maps. Some bus services in Bury will be part of the first phase of franchising starting in September 2023, including the 471 Bolton-Bury-Rochdale service. Bury's remaining bus services will be brought under local control from March 2024.

All buses in Greater Manchester will be under public control by January 2025.



Bus

Investment priority 1: Bus reform and franchising

Buses are a vital part of Greater Manchester's public transport system and throughout the Covid-19 pandemic they have become even more essential. 75% of public transport journeys made in Greater Manchester, both before and during the pandemic, are by bus and they continue to be a critical link to jobs and essential services, particularly for the those who do not have access to a car, which is the case for nearly a quarter of households in Bury (24%).

Greater Manchester's bus reform proposals also include a better fleet of buses, with over 100 new electric buses to be introduced across the first two franchise areas. Clean buses will support our ambitions for clean air and a carbon neutral transport system by 2038.



In Bury, we need buses to provide attractive, accessible and affordable services to all communities to allow everyone to access jobs, essential services, and other opportunities, particularly for those people who don't have access to a car. To achieve this, we will work with Transport for Greater Manchester to support Greater Manchester's bus reform plans and the roll-out of bus franchising in Bury.

Cheaper bus fares are another part of bus reform. In Greater Manchester, TfGM has already introduced a capped fares scheme in response to the cost of living crisis, whereby there is a £2 single journey cap (£1 for children) and a £5 AnyBus (£2.50 for children) all day cap for bus journeys throughout Greater Manchester from September 2022.

The fares cap scheme was extended to include a weekly cap of £21 (£10.50 for children) from January 2023.

Under franchising, the Greater Manchester Combined Authority will be able to set fares and will further develop the integrated ticketing and pricing offer available to customers.

Buses

Investment priority 2: Better bus services

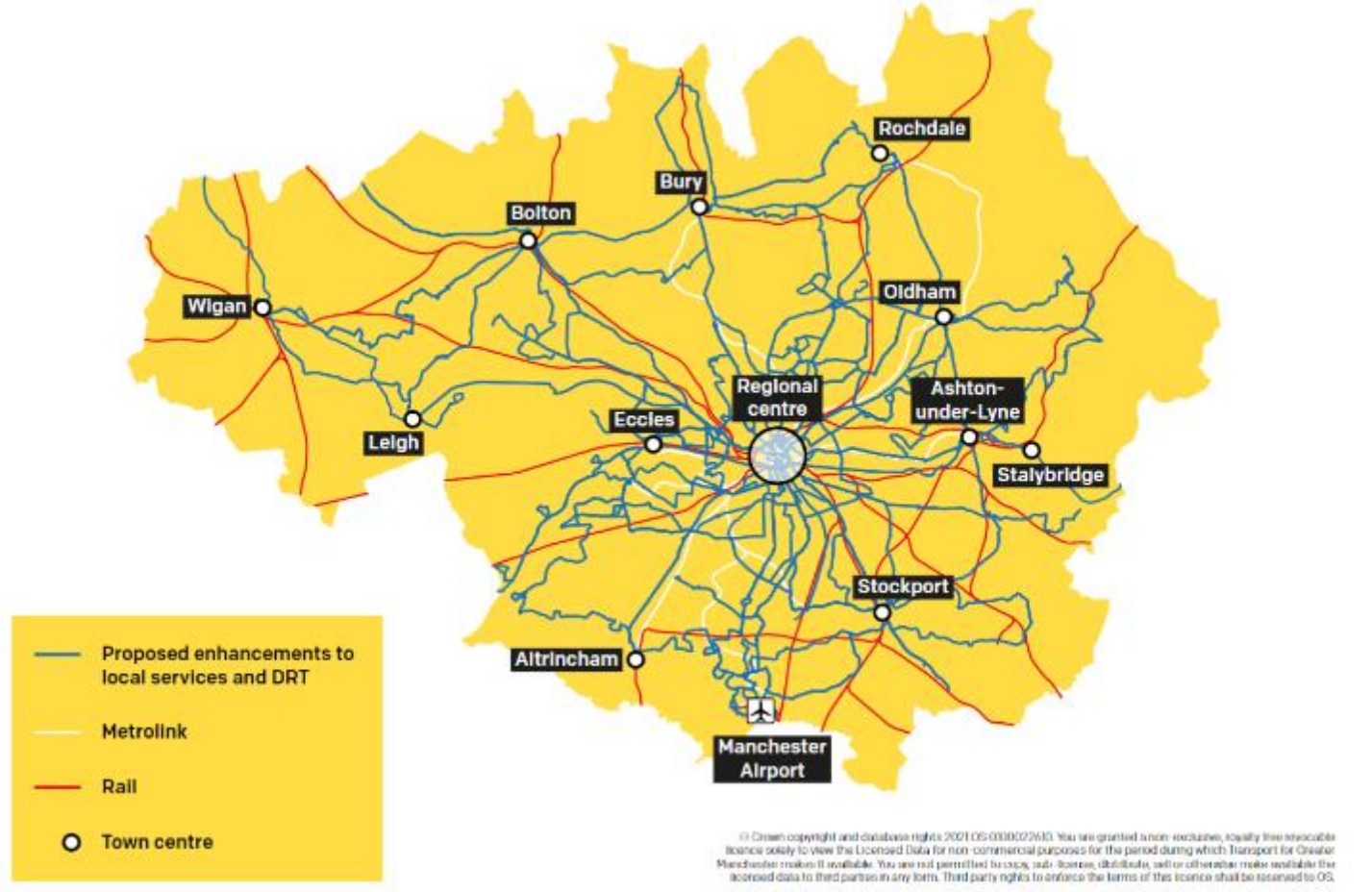
As set out in Greater Manchester's Bus Service Improvement Plan (BSIP), TfGM's aim is to stabilise and then strengthen services and routes to a minimum 'turn up and go' frequency (at least every 10 minutes per hour on Monday to Saturday daytimes) on major routes to form a 'London-style network'.

BSIP contains a target for 70 additional routes across the GM bus network to be brought up to a high frequency standard by March 2025, with a particular focus on linking key towns and district centres. The adjacent map shows Greater Manchester's proposed high frequency bus network. Some of these routes already benefit from high frequency services (high frequency currently refers to operating a bus every 12 minutes or better), including on some Bury routes.

All the existing and proposed high frequency routes in Bury are shown in the adjacent table and on the map on the next page. They include routes connecting :

- Ramsbottom and Tottington to Bury;
- Bury to Manchester city centre;
- Bury to Bolton and Rochdale.

Two of the main bus routes serving Fairfield General Hospital in Bury, the 467 and the 468 Bury to Rochdale services, are also included in the proposed high frequency network. More information on bus access to Fairfield General Hospital can be found in the Bury Township chapter.



Proposed high frequency ('Turn up and go') bus routes across Greater Manchester

Service	Route
163*	Manchester - Middleton - Heywood
93	Bury - Prestwich - Agecroft - Manchester
97	Bury - Unsworth - Prestwich - Manchester
98	Bury - Radcliffe - Whitefield - Manchester
135*	Bury - Whitefield - Cheetham Hill - Manchester
471*	Rochdale - Bury - Bolton
524*	Bolton - Radcliffe - Bury
472	Bury - Ramsbottom circulars
474	Bury - Ramsbottom circulars
467	Rochdale - Daniel Fold - Bamford - Bury
468	Rochdale - Greave - Bamford - Jericho - Bury
*	Indicates an existing high frequency service

Existing and TfGM proposed high frequency ('Turn up and go') bus routes in Bury

Buses

Investment priority 2: Better bus services

Away from these high frequency main routes, we want all our residents to have access to a good bus service that provides an attractive alternative to the car and we will work with TfGM towards that aim.

Not all our communities will be served by frequent, regular bus services and there will need to be additional services that complement the core network. This could include Demand Responsive Transport in more rural parts of the borough where passenger demand doesn't meet the level needed to support fixed route public transport services.

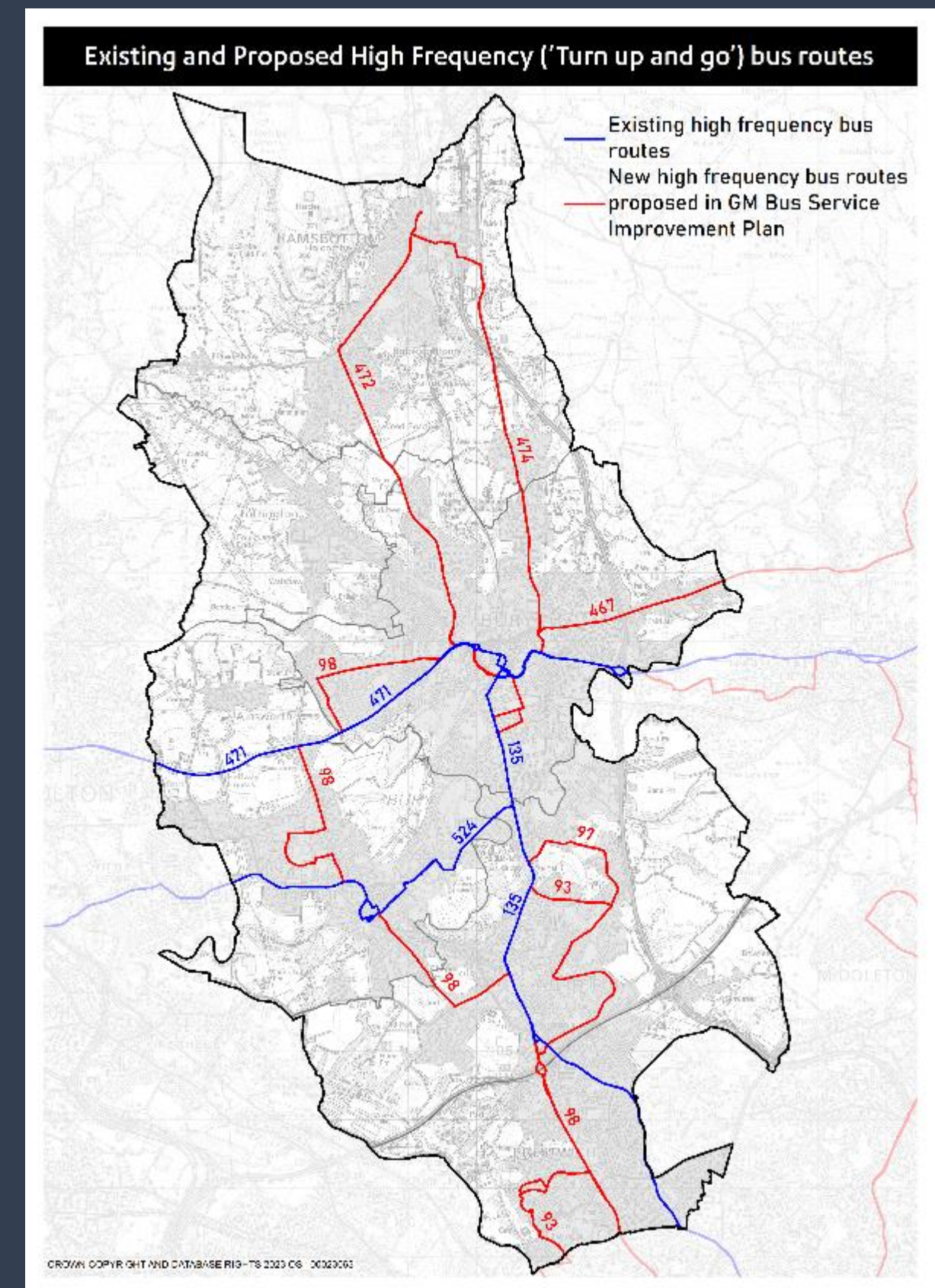
Greater Manchester already has demand responsive 'Local Link' services supporting some communities, including a very limited offer in Bury. The Heywood Local Link provides journeys to/from Fairfield General Hospital in Bury from the Pilsworth area.

Greater Manchester's Bus Service Improvement Plan identifies the need to provide additional Local Link type services to residents in more rural areas of Bury so they have a car-free alternative for accessing work, leisure opportunities, education and health services. There could also be an opportunity to expand the Local Link offer to Fairfield General Hospital.

Ring and Ride is another form of demand responsive service, in this case providing door-to-door transport to Greater Manchester residents who find it difficult to use conventional public transport due to disability or limited mobility. The Ring and Ride service operates boroughwide, including to Fairfield General Hospital.

Our aim is to ensure that all residents have good access to conventional bus services or to alternative demand responsive forms of transport for those who experience barriers to accessing the wider network due to where they live, due to disability or to mobility impairment.

We will work with TfGM to provide as stable and reliable a bus service as possible that serves as much of the community as possible.



Buses

Investment priority 3: Bury Interchange

Bury's town centre bus station is part of Bury Interchange. The Interchange has around twenty bus stands with services that go to destinations such as Radcliffe, Ramsbottom, Fairfield General Hospital, Manchester, Rochdale, Bolton, Rawtenstall, Burnley and Accrington. The current experience of bus passengers using Bury Interchange is poor:

- The Interchange was built in 1980 and is now in poor condition, with leaking roofs and inefficient heating and lighting systems.
- The current arrangement of bus stands creates passenger waiting areas that are long and partly tunnel-like, creating the perception of isolation and fear of crime. Reported anti-social behaviour incidents indicate that Bury interchange was one of the worst performing interchanges in Greater Manchester during June to December 2021.
- There are many pedestrian crossing points and two-way bus movements resulting in numerous conflict points and creating confusion for pedestrians. Of the 200 incidents reported at the Interchange in the last 5 years, 20% were at crossing points with a further 13% occurring on carriageways. Given the large volumes of movements through the site, including those using the facility as a thoroughfare to access the town centre, the number of crossing points is a contributing factor to the volume of these incidents.

The redevelopment of Bury Interchange is essential in supporting future movement in and around Bury by public transport modes.



Buses

Investment priority 4: Bus priority measures

To successfully deliver the Greater Manchester Bee Network and Right Mix ambitions and encourage greater bus patronage, Bury Council will consider the implementation of bus priority measures to improve the reliability and speed of existing and proposed bus services. These could include a number of physical measures along key routes such as:

- Bus lanes;
- Traffic signal priority;
- Bus gates, which allow buses to enter a road that prohibits access to other traffic; and
- Clear and consistent signage.

Greater Manchester has received significant funding as part of its CRSTS settlement for a number of programmes which include bus priority measures ranging from:

- Quality Bus Transit corridors and whole route bus priority to improve orbital and radial bus route corridors such as the A58 to Rochdale and Bolton and the A56 from Bury to Manchester: to
- tackling local pinch points on the network where buses experience delay, such as at the Hollins Brow/Manchester Road junction, to reduce congestion and improve bus reliability.

Greater Manchester's Bus Corridor Investment Programme can be seen on the map on the next page.



Bus Priority Junctions



Bus Gate- Oxford Road, Manchester

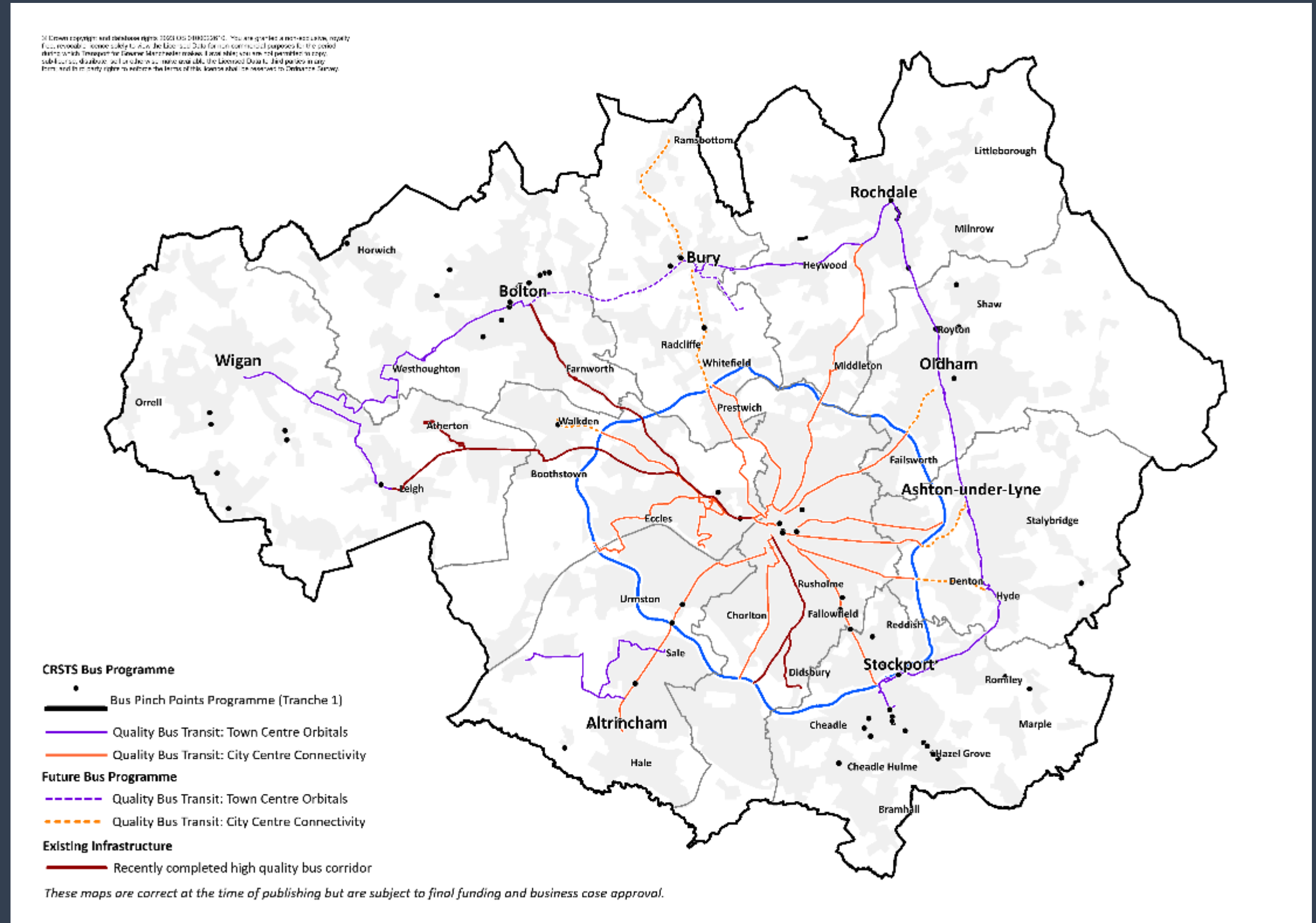
Buses

Investment priority 4: Bus priority measures

Greater Manchester's Bus Corridor Investment Programme

This map shows Greater Manchester's ambition to develop and deliver transformative bus improvements on 15 strategic, high frequency corridors through the Quality Bus Transit and Bus Corridor Upgrade programmes.

CRSTS funding will deliver the first phase of improvements on Quality Bus Transit (QBT) corridors, many of which focus on corridors that are under-served by Metrolink.



Buses

Investment priority 4: Bus priority measures

Greater Manchester Bus Corridor Investment Programme: Bury routes

Orbital QBT corridors in Bury are:

- A58 Bury – Rochdale
- A58 Bury – Bolton

Radial QBT corridors in Bury are:

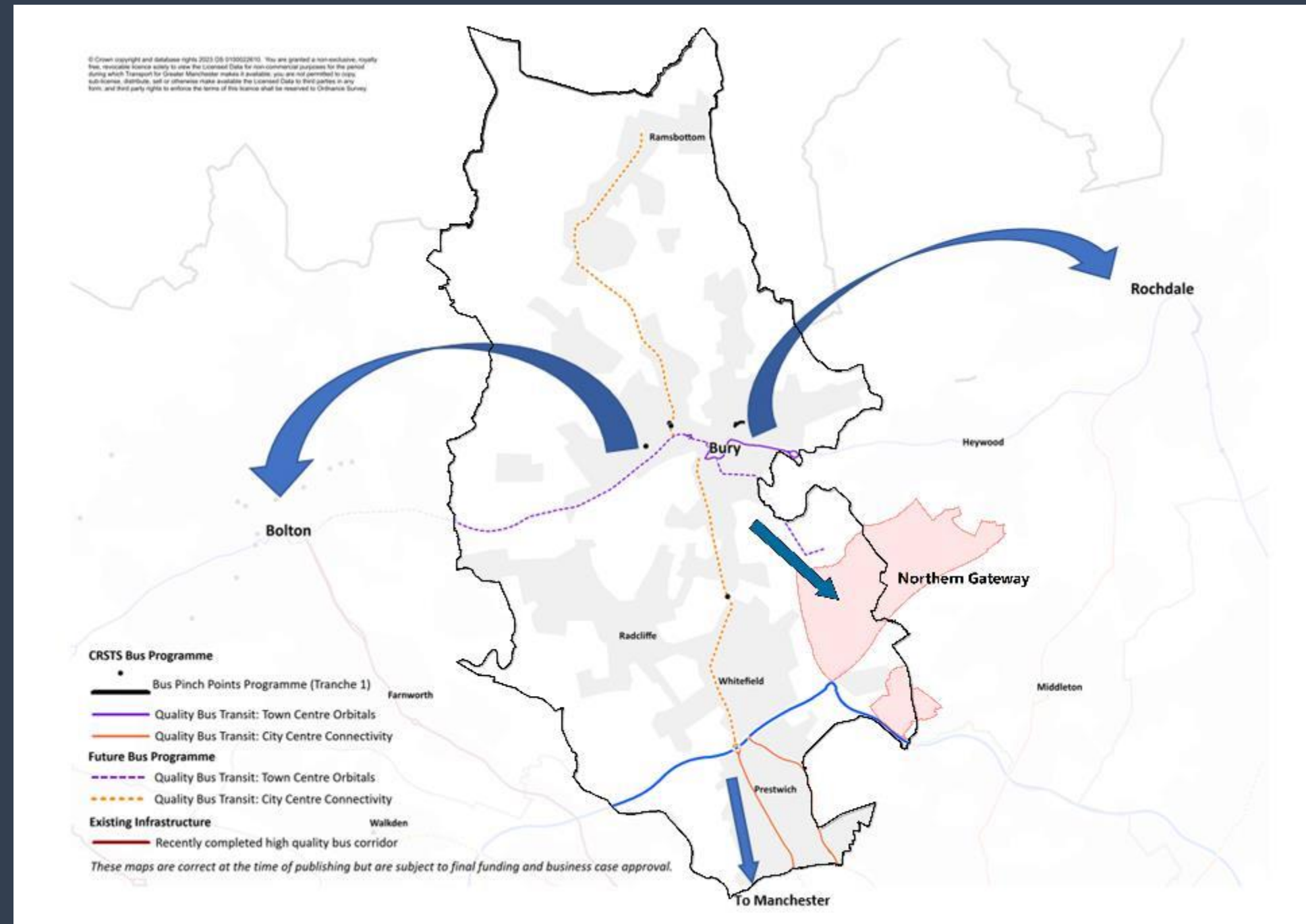
- A56 Bury to Manchester
- A56 Bury to Ramsbottom

These are the corridors where we will work with Transport for Greater Manchester to develop proposals to improve bus reliability.

The QBT corridors in Bury will connect to the new Bury Interchange and will also help to improve bus access for Bury's residents to the proposed Northern Gateway development.

Improving bus services is an essential step in improving the quality of life for people who live in some of Bury's most deprived communities, where many people do not have access to private cars or local connections to Metrolink services.

Improvements delivered in Bury through QBT will improve connectivity for communities that fall within the 10% and 20% most deprived areas in England.



Buses

Investment priority 4: Bus priority measures

Quality Bus Corridors in Bury: the A58 Bury - Rochdale

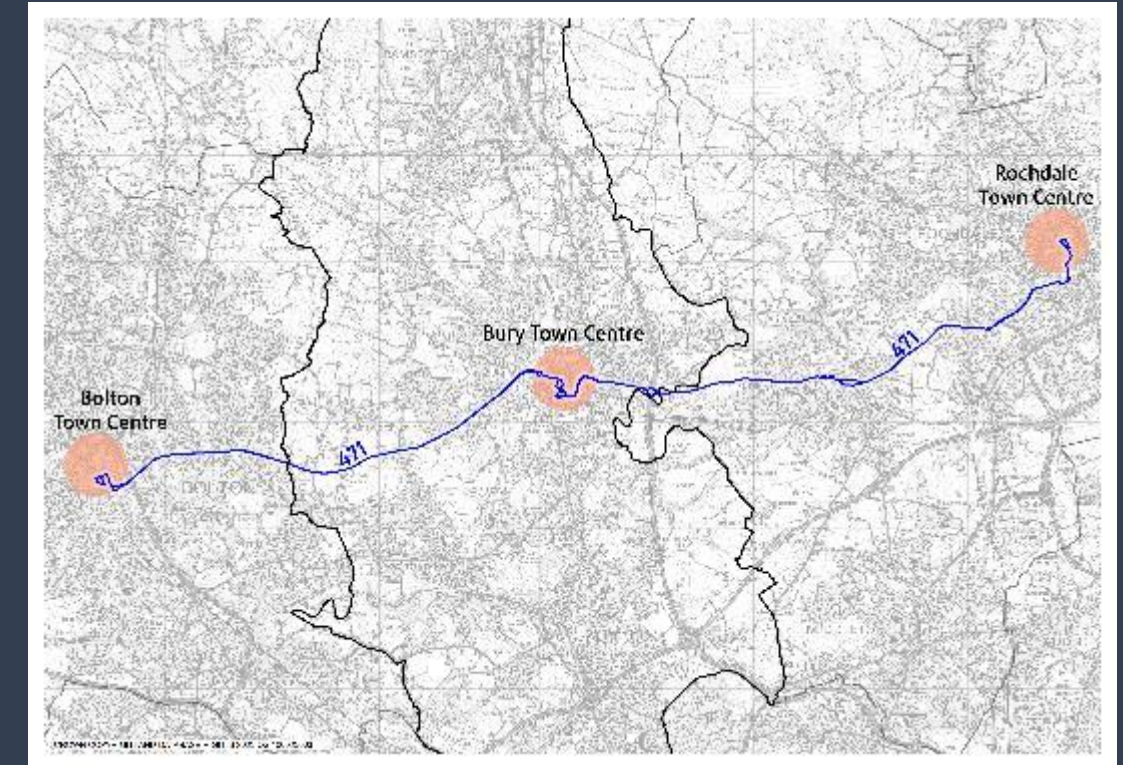
There is funding available in the CRSTS programme for QBT corridor proposals to be developed for some routes, and in some cases for delivery. We will work with TfGM to develop proposals for all Bury's QBT corridors, and to identify and address local pinch points.

The investigation of the A58 Bury to Rochdale Corridor for QBT is already underway, with the investigation of the A58 Bury to Bolton for QBT due to commence later this year.

The QBT scheme between Bury and Rochdale will enhance bus services between two major regional towns along the 471 bus route as shown on the adjacent plan. It will improve connectivity for people in areas of deprivation to access existing jobs, future employment opportunities and new homes.

Bus connectivity along the A58 corridor is currently hindered by congestion, particularly in Bury and Rochdale town centres at either end of the route. Bus journey times vary significantly throughout the day, correlating with the congestion and delay hotspots on the route. With no existing bus priority, an inconsistent bus stop offer and the lack of any Real Time Information (RTI) on the corridor, these conditions reduce confidence in the existing bus service and impact the bus user experience, the public perception of the bus and its ability to attract new users.

QBT improvements on the Bury to Rochdale route will aim to deliver a step-change in the experience of using the bus for local journeys by providing a reliable and attractive bus service. QBT will focus on improving reliability, accessibility, and the attractiveness of the local bus by tackling the reasons why people don't get on bus.



471 Bury – Rochdale bus route



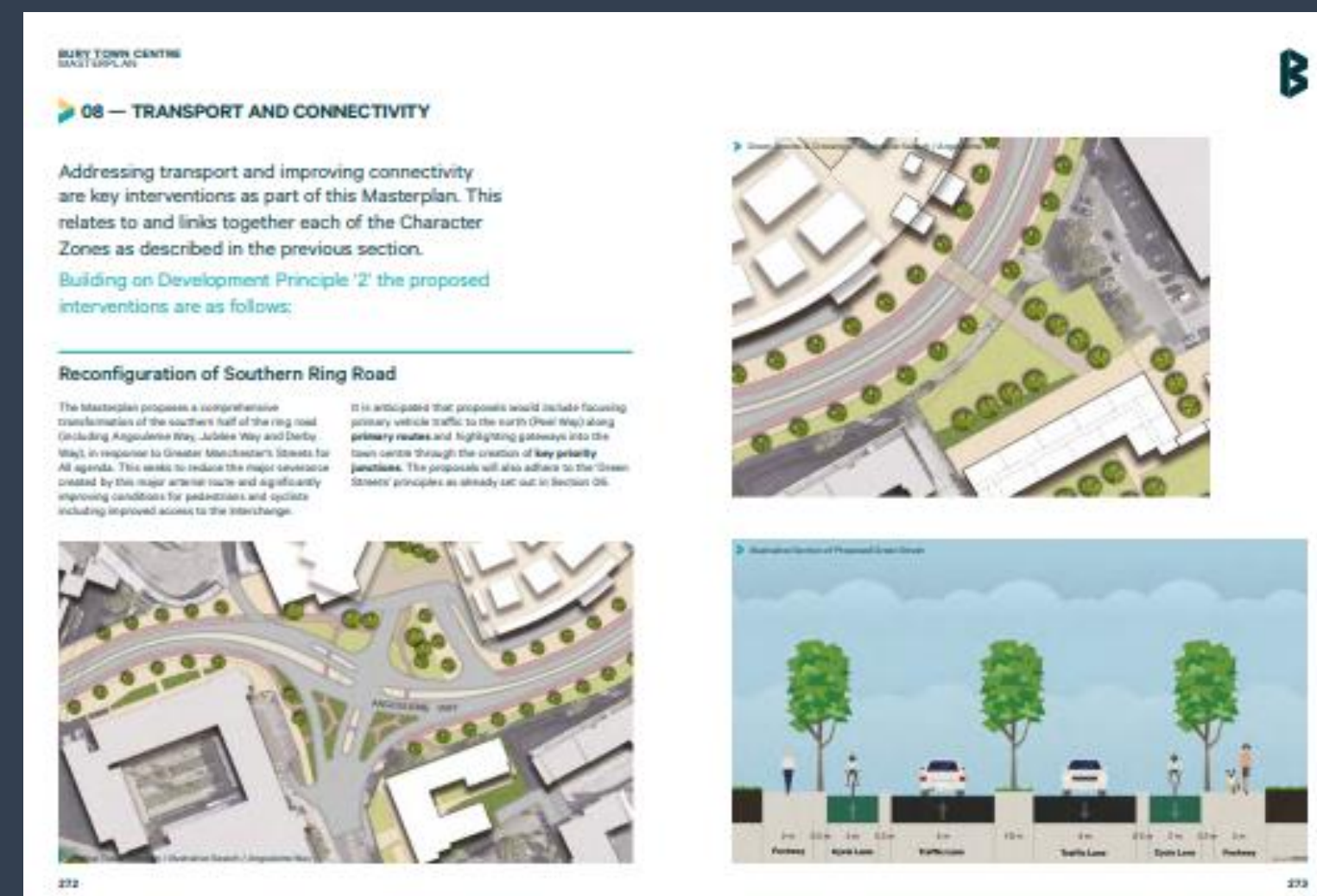
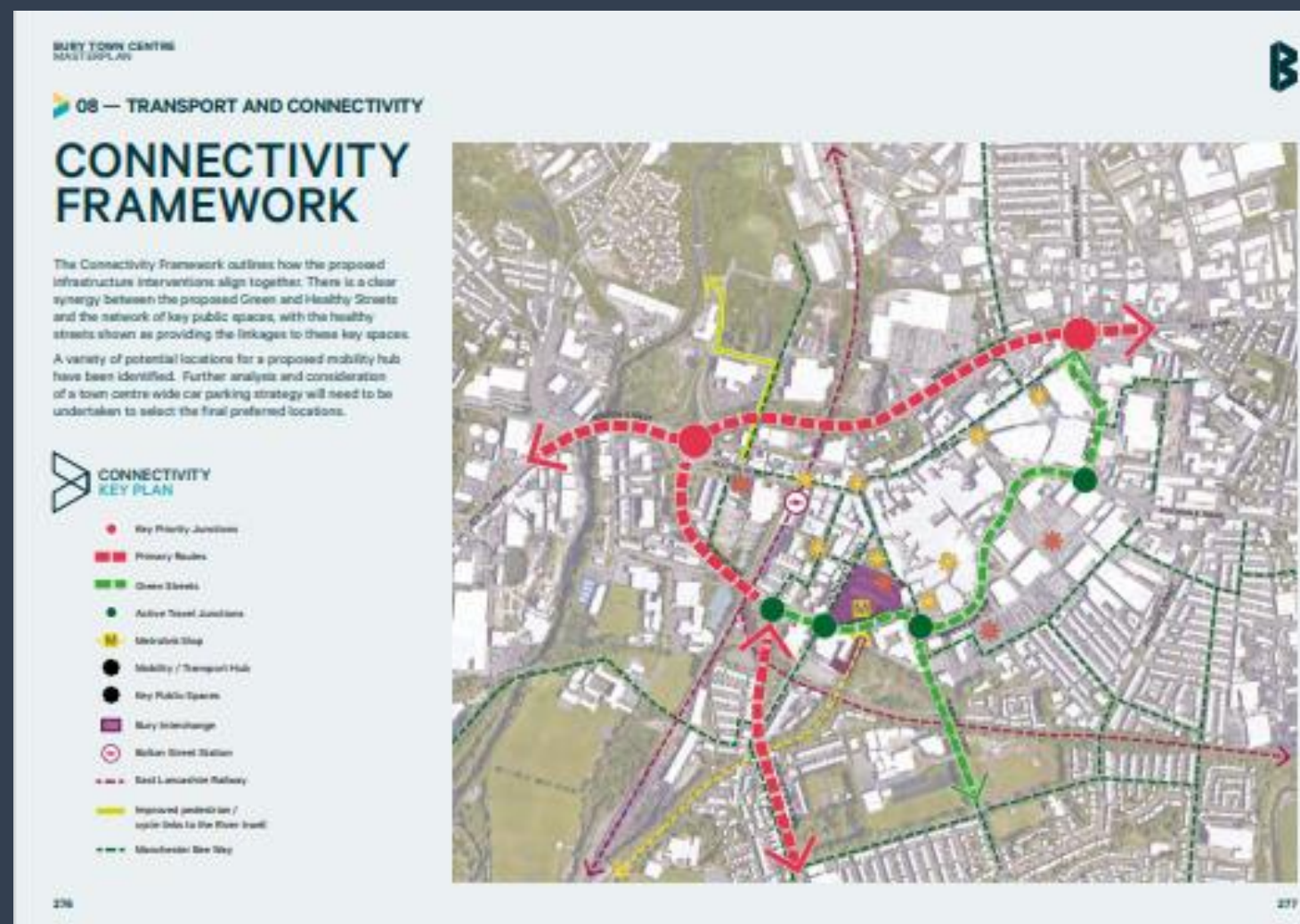
Bus gate – Oxford Road, Manchester

Investment priority 4: Bus priority measures

QBT and the Bury Town Centre Masterplan

The development of QBT and 'Streets for All' proposals along the A58 corridor in Bury will support the delivery of the Connectivity Framework in the Bury Town Centre Masterplan.

The QBT proposals align well with the Masterplan proposal to reconfigure Angoulême Way and prioritise active travel and bus movements around the south of the town centre, with Peel Way being the main traffic route on the north side of Bury town centre. This is one of the longer term Town Centre Masterplan proposals, as is the new Bury Interchange.



The Town Centre Masterplan Connectivity Framework also includes short and medium term proposals, including active crossings, some of which have now been delivered with funding from the GM Mayor's Cycling and Walking Fund, with others to come potentially through CRSTS funding available to Bury Council for active travel schemes.

Buses

Investment priority 5: Better bus stops and stations

Better bus stops

Alongside improvements to bus services and quicker bus journey times, our bus stops need to be fully accessible, provide a comfortable, attractive, and safe waiting environment for passengers, and be well connected to homes and destinations.

We will work with TfGM to ensure that bus stops improvements are delivered in Bury including new shelters (where practical and required), raised kerbs to facilitate level boarding and alighting for all, and access to digital real-time journey information.

We will also ensure that bus stops are easy and safe for people to walk to and from through with, for example, conveniently located crossings.

The Quality Bus Corridor programme will include improvements to stops on the corridor and better access to stops at town centres and key destinations along bus routes.

Better bus stations

We will also work with TfGM to improve other bus facilities in the Borough such as Radcliffe Bus Station, which is not well connected to the wider town centre or to the Metrolink Stop and would benefit from improved public realm and pedestrian links to give more a sense of arrival to the town.

In the longer term changes may also be needed to the size and even the location of Radcliffe Bus Station to accommodate an increase in passenger numbers and bus movements. One potential option could be to integrate the bus station with the Metrolink Stop and Park and Ride to form a new Travel Hub.



An attractive bus shelter with green roof in Manchester



Ensuring stops provide information for customers

Buses

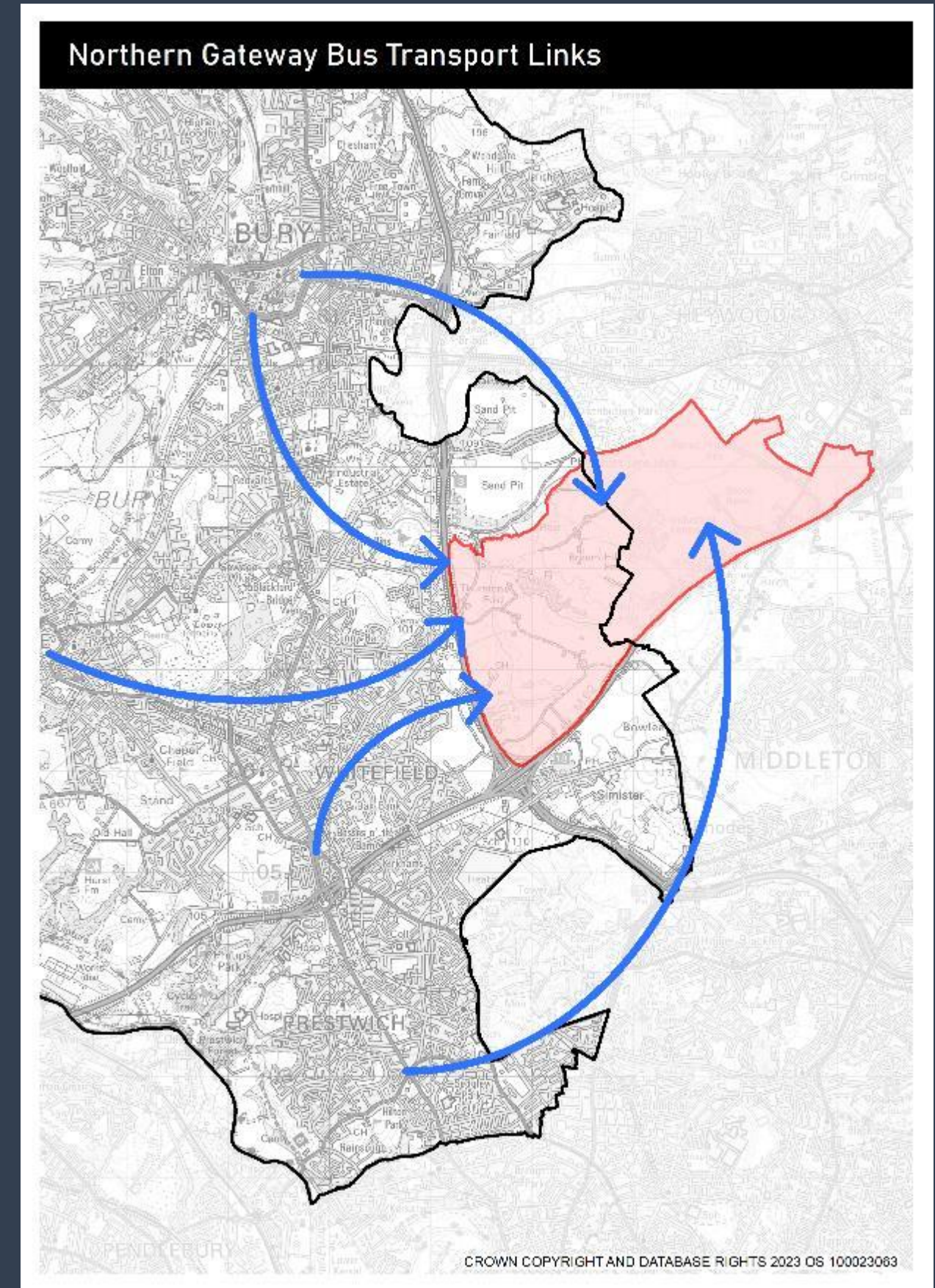
Investment priority 6: Bus services to new developments

A key Priority for the Council is to ensure that new developments are well served by bus so that Bury residents can access new jobs at sites such as Northern Gateway and in town centres such as Bury and Prestwich where regeneration is underway.

Northern Gateway is a Growth Location of regional and national significance that does not currently benefit from any direct rail or tram connections, which means that bus will be key to delivering public transport access to future employment opportunities here.

There will be opportunities to connect into and enhance existing bus networks to connect some parts of the Borough to new developments, but new bus services will also be needed, and we will work with TfGM to identify these.

A key focus of Greater Manchester's bus corridor upgrade programme is to support new developments and growth sites. For Bury, delivery of bus improvements as part of the A58 QBT corridor upgrade will support the provision of frequent, reliable, high quality bus services to Northern Gateway.



Buses

Investment priority 6: Bus services to new developments

There will be a need for more direct services to Northern Gateway from areas of the borough such as Radcliffe, where unemployment rates are higher than the borough average and where some of the borough's most deprived communities can be found, particularly around Radcliffe town centre. Bury Council considers direct bus access from Radcliffe Bus Station to Northern Gateway as essential and will continue to make the case for this alongside fast, frequent and reliable bus services from all our communities.

A Northern Gateway Transport Strategy has been prepared which outlines the significant strategic transport interventions needed to support the allocation, including new and/or amended bus services and potentially, in the longer term, investment in Rapid Bus Transit such as the Leigh-Salford-Manchester guided busway, which runs on segregated busway along part of the route.

Improving the connectivity of bus to other transport modes such as rail and Metrolink, as well as integration with active travel, will provide a further opportunity to create a truly multimodal transport network serving Northern Gateway.



Segregated Busway where opportunities exist

Linkages to the GM2040 Objectives and LTS Objectives

The table below demonstrates how our Investment Priorities for bus contribute to the objectives of both the GM2040 and this Local Transport Strategy.

LTS Investment Priorities	GMTS 2040 Objectives				LTS Objectives					
	Supporting Sustainable Economic Growth	Improving Quality of Life for All	Protecting our Environment	Delivering an Innovative City-Region	Supporting Sustainable Growth and Regeneration	Reduce Carbon Emissions	Encourage Healthy Active Lifestyles	Improve connectivity	Improve Maintenance and management of the Transport Network	Improve Road Safety
Bus										
1. Bus Reform and the Introduction of Bus Franchising in Bury	✓	✓	✓	✓	✓	✓	✓	✓	✓	
2. Better Bus Services with more frequent and reliable bus services to all parts of the Borough	✓	✓	✓	✓	✓	✓	✓	✓	✓	
3. A new Bury Town Centre Interchange	✓	✓	✓	✓	✓	✓	✓	✓	✓	
4. Bus Priority Measures on key routes to improve speed and reliability	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5. A better passenger waiting environment at bus stops and stations	✓	✓	✓		✓	✓	✓	✓	✓	✓
6. Direct, frequent and reliable bus services to new developments	✓	✓	✓		✓	✓	✓	✓	✓	

7

TRANSPORT STRATEGY: WALKING, WHEELING AND CYCLING



Introduction

Overview of Walking, Wheeling and Cycling

Getting more people to move away from motor vehicles to more active travel modes such as walking, wheeling and cycling is fundamental to achieving Bury's transport vision.

Enabling more walking, wheeling and cycling is an essential element of the Council's efforts to improve air quality and reduce transport's contribution to climate change.

Active travel modes are also the most affordable and healthiest forms of travel.

200 million trips of under 1 km are made by car in Greater Manchester each year. If a good proportion of these trips were made instead by a 15-minute walk or 4-minute bike ride, it would make a huge contribution to reducing congestion, obesity, respiratory illness and carbon emissions, not to mention the cost of travel. So, getting more people to change their travel habits is fundamental to achieving Bury's transport vision.

This means providing safer facilities for walking, wheeling and cycling and improving their integration with public transport services is critical to the success of this transport strategy and reducing congestion.



Investment priorities for Walking, Wheeling and Cycling

The priority is to increase the number of short journeys made by walking, wheeling and cycling . The ambition in Bury and across Greater Manchester is to create a comprehensive network of on and off-road routes and that will provide the infrastructure that will encourage an increase in the number of short trips made through active travel.

1. To create a Boroughwide active travel network

2. Active travel routes to, from and within new development sites

3. Secure cycle parking

4. Better access to bikes

5. Safer Routes to School schemes

6. Connecting Blue and Green Infrastructure Networks

Walking, Wheeling and Cycling

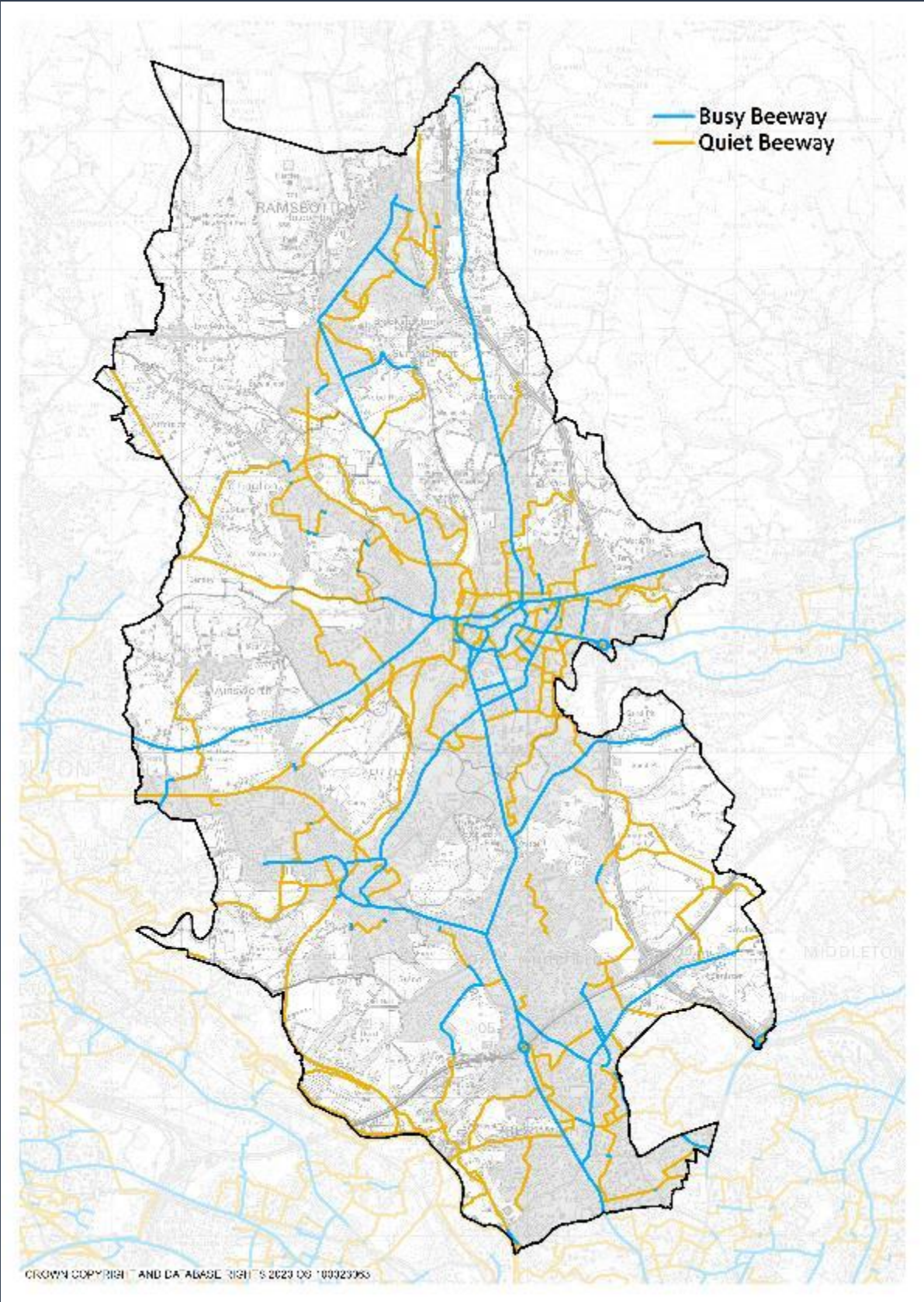
Investment priority 1: Active Travel Network

Our vision for active travel is to create an inclusive and accessible network to facilitate opportunities for communities across the Borough to make more sustainable transport choices and to increase the number of short journeys made by active travel modes.

The Bee Network is Greater Manchester's bold vision to deliver a joined-up London-style transport system. The Bee Network includes ambitious plans for Greater Manchester to have the largest cycling and walking network in the country, connecting every area and community in Greater Manchester, including in Bury, with more than 1,800 miles of routes and 2,400 new crossings. This ambition is set out in Greater Manchester's adopted Local Cycling and Walking Implementation Plan *Change a Region to Change a Nation* and can be seen on the adjacent plan. and is supported by GM's Active Travel Commissioner's *Active Travel Mission*.

The Council has worked closely with TfGM to evolve the Bee network through delivery of transformational infrastructure as outlined in the following pages. However, in order to understand what elements of the existing network meet current standards TfGM is currently undertaking an audit of the original elements of the Bee Network which GMCA adopted in 2018. As part of this Audit targeted packages of future infrastructure improvements will be developed which could enable the rapid delivery of significant length/areas of Bee Network active travel routes within the Borough. The Council will continue to work with TfGM to evolve the Bee Network in line with the findings of the Bee Network Audit.

However, whilst funding is not available to deliver all the connected network immediately, this Local Transport Strategy provides a mechanism from which we can seek and identify funding sources as they become available. When fully delivered the active travel network will connect the Borough through a comprehensive network of active travel links.



GM vision for active travel network in Bury

Walking, Wheeling and Cycling

Investment priority 1: Active Travel Network

To achieve the committed modal shift targets in GM2040 and to deliver the Bee Network, we must make our streets more attractive and inclusive places for everyone to spend time in, as well as pass through. With investment in public transport and road space reallocation we must provide an environment in which active travel is an enjoyable, natural choice for everyday journeys. By delivering a connected active travel network, we are not only striving to encourage more people to walk, wheel and cycle but we are trying to create a more liveable Borough, with pleasant local neighbourhoods where all daily needs can be met on foot, by wheeling or cycling.

Whilst the Borough has an extensive network of adopted highways available to all modes of travel, today's traffic speeds and volumes mean that many parts of the network are not particularly conducive to active travel. Wherever feasible, we will therefore prioritise active travel movements over motorised traffic and we will target road safety improvements on streets with high actual and/or perceived levels of collisions/danger for vulnerable road users. Our aim is to create 'Streets for All' that are have a pleasant environment for everyone to enjoy. Wherever possible, we will seek to reduce traffic dominance and severance by developing schemes to reduce the impacts of vehicular traffic and speeds, particularly on residential streets. This will enable and encourage increased walking, wheeling and cycling levels. When appropriate we will consider reallocating road space to improve the walking, wheeling and cycling experience.

Using funding from its 2021/22 Active Travel Capability funding award, Bury Council commissioned consultants to review the main walking, wheeling and cycling routes into Ramsbottom, Bury, Radcliffe and Prestwich town centres from surrounding residential areas. The starting point for the review was the Bee Network proposed by Transport for Greater Manchester in 2019 and revised in the 2020 Greater Manchester Local Cycling and Walking Investment Plan, supplemented by additional local knowledge. The review will result in a revised route network and will propose interventions to bring the existing network to current design standards. The draft network and proposed interventions will be the subject of forthcoming consultations for Radcliffe, Bury and Ramsbottom. Delivery of the proposals will depend on the availability of funding, which is generally applied for and distributed by TfGM.



Walking, Wheeling and Cycling

Investment priority 1: Active Travel Network

Walking and Wheeling – what good looks like

A universally accessible walking and wheeling environment is one where:

- Barriers to movement are identified, then removed or mitigated
 - Footway achieves desirable minimum unobstructed width of 2m throughout
 - Regular, well-maintained surface
 - Dropped / flush kerbs and tactile paving at all junctions and crossings
 - Raised entry treatments at side streets, with clear pedestrian priority
 - The footway continues at the same level across side roads, and vehicle crossovers for access to property
- There are formal crossings strategically located on desire lines
- Streets feel safe for use by everyone at all times of day
- Appropriate space is allocated to different functions e.g. movement, social activity and greening
- There are benches or places to rest along the route.



Walking, Wheeling and Cycling

Investment priority 1: Active Travel Network

Cycling – what good looks like

A universally accessible cycling environment is one where:

In neighbourhoods

- People on cycles feel safe sharing the road with motor vehicles
- Street layout keeps both speed and volume of motor vehicle traffic low
- Permeability and connectivity are created by, for example, universally accessible modal filters or off-highway connections to provide routes that are more convenient than driving.



On busier streets

- Dedicated and protected space for cycling is provided
- 2m minimum width is provided throughout
- Cycle facilities are continuous and uninterrupted
- People on cycles are given priority over general traffic across side roads and vehicle access to properties
- The cycle facility continues at the same level across side roads and vehicle crossovers for access to property
- Conflict at junctions is evaluated and managed through design choices.



Across the network

- People of all ages, backgrounds and abilities have the opportunity to cycle safely,
- Active Travel routes join up into a coherent and convenient network, offering access to destinations or onward travel options
- Accessible secure cycle parking is readily available
- Cycle facilities are designed to accommodate non-standard and adapted cycles
- Regular, well-maintained surfaces
- Interaction with large vehicles is minimised.



Walking, Wheeling and Cycling

Investment priority 1: Active Travel Network

Recently implemented schemes

For several years, the Council has sought opportunities to provide better infrastructure for walking, wheeling and cycling and to promote its use. Recent achievements include:

- The introduction of 'Cyclops' junctions at Market Street / A58 Angouleme Way and A56 Jubilee Way/ A58 Angouleme Way;
- 5 new traffic signal controlled pedestrian and cycle crossings on main roads in Bury - Rochdale Road, Bell Lane (2 no), Wash Lane and Parsonage Street;
- A new shared pedestrian and cycle crossing on Bury New Rd near St Marys Road and on A56 Bury New Rd near Sedgley Park Road;
- An upgrade of the signalised junction at A665 Bury Old Road and Heywood Road including pedestrian facilities;
- New pedestrian crossings on Thatch Leach Lane, Croft Lane, Church St (Ainsworth);
- Our first School Streets scheme at Guardian Angels Primary.

Programmed schemes

We also have several schemes programmed for delivery. These include:

- The Fishpool and Pimhole Active Travel Scheme featuring new controlled crossings, cycle facilities, road closures, traffic calming and one-ways;
- A new bridge at Gigg Mills for cyclists and walkers;
- The Elton link from the canal to the town centre including new a river bridge;
- A new traffic signal controlled crossing for pedestrians and cyclists at Rainsough Brow near Kersal Vale Road, Prestwich;
- A new bridge and active travel link from Rectory Lane to Milltown Street, Radcliffe;
- Further school streets schemes at primary schools in the Borough.



Walking, Wheeling and Cycling

Investment priority 1: Active Travel Network

City Region Sustainable Travel Settlement (CRSTS) Programme

The CRSTS programme approved by central government in July 2022 includes £15.4m of funding to improve walking, wheeling and cycling routes in Bury Town Centre, Radcliffe and Ramsbottom.

- For Ramsbottom, £2.3m is available from the CRSTS fund to deliver proposals to improve walking and cycling routes into and through the town centre.
- For Radcliffe, £9m is available from the CRSTS fund to deliver proposals which will provide improved walking and cycling facilities in the town centre and connecting routes linking the Metrolink Stop to the proposed Civic Hub and Secondary School Site.
- For Bury Town Centre, £4.1m is available from the CRSTS fund to deliver proposals to provide improved walking and cycling facilities in the town centre improving north/south and east/west routes and linking to onward routes.

Further information on the CRSTS proposals can be found within the relevant Township chapters. Proposals will be prioritised for delivery following more detailed public consultation to be held later this year for all three towns for which this CRSTS funding is available.



Providing better crossings that reduce severance caused by busy key roads



Improving conditions for bus users and people who cycle through better bus stop facilities



Active neighbourhoods that support local trips by foot and by bike through side road closures

Walking, Wheeling and Cycling

Investment priority 2: Access to New Development Sites

Historically, highway design has been led by national guidance such as the Design Manual for Roads and Bridges or the Manual for Streets. In recent years there have been attempts to produce guidance which better balances the needs of all highway users. For example, in Greater Manchester, the Streets for All strategy (2021) adopts a people-centred approach to street design seeking to ensure streets are liveable for all people who use them.

Bury Council's Unitary Development Plan included proposals for routes that have subsequently been incorporated into new housing developments. Similarly, the draft Greater Manchester Places for Everyone Plan sets out strategic proposals for development sites that will be served by sustainable modes including public transport, walking and cycling, as well as being accessible to freight and private vehicles. The emerging Bury Local Plan will potentially identify specific routes and reinforce the requirement for developments to meet Streets for All design standards.

High standard walking, wheeling and cycling routes are to be created to, from and within all new development sites within the Borough. All new developments must ensure that they are integrated into Bury's transport network and are supported by new infrastructure to provide people with a genuine alternative travel choice to the private car. Active travel connections will need to be available before people start travelling to and from new developments to engrain sustainable travel behaviour and avoid locking-in car dependency.



Walking, Wheeling and Cycling

Investment priority 2: Access to New Development Sites

Development Plans will ensure that Bury residents are able to access the opportunities that are created by sustainable travel modes. A coherent and comprehensive active travel network will need to be delivered to connect local communities to new development sites and join them up with wider existing and proposed routes across the Bee Network.

This may involve retrofitting existing highways, reallocating road space and ensuring priority is given to active and sustainable modes. We will also need to improve traffic-free routes in the area around developments such as public rights of way and existing walking routes.

It will be important to ensure that the right transport infrastructure is built into new developments from the outset and that new developments are connected to existing sustainable transport networks to enable people to reach their destination. A clear, sensible layout with through routes ensuring the permeability of new developments for active travel modes is essential.



Walking, Wheeling and Cycling

Investment priority 3: Secure cycle parking

Minimum requirements for cycle parking at new developments in Bury are currently set out in Supplementary Planning Document 11: 'Parking Standards in Bury'. This document deals with the quantity and quality of parking provision for both long-stay and short-stay facilities. The requirements include:

- appropriate signage;
- high levels of accessibility and parking to be located off accessible routes;
- adequate levels of security, preferably to be overlooked by the public or staff, or at least by CCTV cameras, to maximise surveillance;
- appropriate levels and type of lighting;
- measures that ensure the safety of pedestrians (ie the location of facilities should avoid conflict with pedestrians and those who are mobility impaired);
- convenience appropriate to the end user and duration of use in mind; and
- appropriate design standards.

In order to create a Boroughwide cycle network that is safe, comfortable and accessible for all, safe and secure cycle storage needs to be rolled out across the Borough. By providing modern and accessible cycle storage such as the cycle hub at Bury Interchange, it is hoped to increase cycling levels and improve cycle safety across the Borough. Cycle hubs provide a safe and secure place to lock a bike under cover, away from potential thieves and where it is protected by CCTV and has a swipe-card entry system.



Walking, Wheeling and Cycling

Investment priority 4: Better access to bikes

GM Bike Hire

The GMCA have rolled out a cycle hire service with provider Beryl since November 2021 which is like cycle hire in London and other cities. The initial roll-out involves Manchester City Council, Salford City Council and Trafford Council. The intention is to roll-out the scheme to other districts as and when funding becomes available. When the full scheme is rolled out, it will give hundreds of thousands of Greater Manchester residents and workers an affordable, convenient and quick way to get around. In order to ensure that Bury residents, workers and visitors can benefit from easy access to affordable public cycle hire, Bury Council will work with TfGM to understand the progress and successes with a view to expanding the scheme into Bury in a later phase.

Bike Libraries

In the meantime, Bury has been piloting bike libraries, attached to local libraries, where people can borrow a bike, a bit like borrowing a book. Bike libraries are based in the heart of a community, within easy reach by foot, in places such as community centres, schools, village halls, libraries or local business premises. Bikes are free to borrow and can be borrowed for up to a week at a time and returned anytime the library is open. A bike lock is provided for the duration of the bike loan. Currently, bikes are available for loan from Radcliffe and Bury libraries and other locations such as Clarence Park and Openshaw Park.

Travel Hubs

TfGM is planning the rollout of Travel Hubs at Metrolink stops and rail stations across Greater Manchester. Travel Hubs can provide for a range of active travel needs and have different types of bicycles available in one place, as well as electric vehicle charging, car clubs and bus services. Larger Mobility Hubs may also include e-cargo bikes to support small business transport and delivery needs, as well as accommodating some docking locations for the Beryl cycle hire scheme. Bury Council will work with TfGM to identify potential locations for Travel Hubs at public transport hubs in the Borough.



Walking, Wheeling and Cycling

Investment priority 5: Safer Routes to School

Being active plays a key role in brain development in early childhood and is also good for longer-term educational attainment. Walking and cycling to school is key to supporting health efforts such as reducing childhood obesity and increasing participation in exercise. Improving and providing Safer Routes to School is a key priority of Greater Manchester's Walking and Cycling Commissioner. However, the school run has become one of our major traffic generators and car drop-off and collection at schools increases the risk of collisions in their vicinity and places pressure on local roads. Car use and the desire for people to make onward journeys after the school drop-off are a challenge. Catchment areas have increased in size and without change to how people travel to schools, car drop off will become increasingly common.

Bury Council and TfGM are developing a School Streets Programme, which will encourage short journeys between home and school to use walking and cycling as much as possible. Congestion and air quality issues related to school travel impact communities' ability to travel and affect people's health. Bury has created its first 'school street' at Guardian Angels RC Primary, Elton. At arrival and leaving times the road outside the school is closed to most vehicular traffic to reduce collision risk and encourage parents to walk or cycle to school with their children. It is intended that this will be the first of many School Streets in the Borough. Guardian Angels Primary School takes part in *WOW* – the walk to school challenge from Living Streets. Since starting *WOW* this academic year, Guardian Angels Primary School's active journey rates have increased by 15 per cent.

Free cycle training is offered to all schools in the Borough for children able to ride a bike. *Bikeability* cycle training equips children with vital life skills. Pupils not only learn to cycle but they gain independence, social skills and a sense of wellbeing. After *Bikeability training*, children are better at responding to risk and report increased confidence. As a result, more children cycle to school which in turn improves mental health and wellbeing. *Bikeability* training is provided through a third party and is funded by The Department for Transport. Bury Council will continue to deliver *Bikeability* cycle training for Years 5, 6 and 7.

Bury Council will also consider using existing enforcement powers at school keep clear markings (zig zags) to keep the space outside schools free of cars and make it safer for children to cross the road.



Walking, Wheeling and Cycling

Investment priority 6: Connecting blue and green infrastructure networks

National Planning Guidance defines green infrastructure as a network of multifunctional greenspace which delivers a wide range of benefits. Green infrastructure benefits biodiversity (in providing habitats), human health (in providing opportunities for relaxation and exercise away from polluted air) and climate change (in sequestering carbon dioxide). Often green infrastructure is considered alongside blue infrastructure, which is land required to reduce flood risk or to improve the quality of waterbodies and watercourses.

Bury is the 8th (out of 10) most deprived boroughs within Greater Manchester and 61% of adults within the Borough are overweight or obese. Opportunities to access high quality open space can have a major influence on people's quality of life. Access to areas of greenspace is widely regarded as being good for mental health and wellbeing. Enabling active environments like making green spaces, sports and recreation opportunities more accessible is one way in which we can motivate and support people to move more.

To support and facilitate Bury's ambitions towards delivering the Bee Network by providing attractive, safe and easily accessible walking, wheeling and cycling routes, we need to create better connections to and from our existing areas of green and blue infrastructure. Off-road pedestrian and cycle routes that are along green corridors, or run alongside green infrastructure assets, or blue infrastructure corridors, provide safe and attractive links between the main urban areas of the Borough and beyond to the wider countryside.



Roch Valley Greenway Crossing under construction – providing a crossing over the river for pedestrians, cyclists and horses.

Walking, Wheeling and Cycling

Investment priority 6: Connecting blue and green infrastructure networks

Improving pedestrian links to the River Irwell, for example, would allow the Borough to reclaim an attractive natural feature and provide health and wellbeing benefits. A proposed new Milltown Street Bridge to replace the original bridge that was badly damaged by flooding in December 2015, will provide improved cycle links in Radcliffe and significantly improve connectivity in the area in general.

Public Rights of Way Network

Public Rights of Way (PROW) are a significant part of our heritage and a major leisure resource. They provide access to the countryside and offer opportunities for exercise and recreation. They are also an important asset in terms of sustainable transport, health and wellbeing, social inclusion and tourism.

The PROW network is a key component of delivering a connected transport infrastructure across the Borough. It provides a traffic-free alternatives to on-road routes, which can encourage people to travel by cycle or foot. To maximise the potential of the PROW network, walking, wheeling and cycling must be integrated with planning and the Council must work with developers to ensure new routes are incorporated to link to other networks and transport hubs and to ensure routes and green spaces are attractive.

A Rights of Way Improvement Plan (ROWIP) will be prepared by the Council and will set out how the Council intends to manage and secure an improved PROW network in order to meet the demands of walkers, wheelers and cyclists.



Milltown Street Bridge Visualisation (part of the Radcliffe Central Beeway scheme)



Public Rights of Way improvements at Redisher Woods

Walking, Wheeling and Cycling

Investment priority 6: Connecting blue and green infrastructure networks

Improving the Environment

Whenever possible, Bury Council will invest in infrastructure that improves the environment and addresses Climate Change challenges. An example is through investment in Sustainable Drainage Systems known as SUDS. These systems are designed to slow water run off rates through the provision of attenuation facilities and the introduction of trees and increased soft landscaping and green infrastructure.

Recently completed works on Prestwich High Street involved the introduction of street trees and SUDS drainage. As part of the improvements to the footways along Prestwich High Street, street trees were planted to enhance the appearance and appeal of the town centre and provide a range of other benefits including improved air quality and a more attractive walking environment. The trees were also used to provide a natural solution for managing surface water runoff to reduce flash flooding and remove pollution contained in the water before it enters the sewer system.



Prestwich High Street BEFORE



Prestwich High Street – After, SUDS drainage incorporated within tree pits

Linkages to the GM2040 Objectives and LTS Objectives

The table below demonstrates how our Investment Priorities for Walking, Wheeling and Cycling contribute to the objectives of both the GM2040 and this Local Transport Strategy.

LTS Investment Priorities	GMTS 2040 Objectives				LTS Objectives					
	Supporting Sustainable Economic Growth	Improving Quality of Life for All	Protecting our Environment	Delivering an Innovative City-Region	Supporting Sustainable Growth and Regeneration	Reduce Carbon Emissions	Encourage Healthy Active Lifestyles	Improve connectivity	Improve Maintenance and management of the Transport Network	Improve Road Safety
Walking, Wheeling and Cycling										
1. To create a Boroughwide Active Travel Network	✓	✓	✓		✓	✓	✓	✓	✓	✓
2. Active Travel routes, to, from and within new Development Sites	✓	✓	✓		✓	✓	✓	✓	✓	✓
3. More Secure Cycle Parking		✓	✓	✓		✓	✓	✓		
4. Better Access to Bikes		✓	✓	✓		✓	✓	✓		
5. Safer Routes to School		✓	✓			✓	✓	✓	✓	✓
6. Connecting Blue and Green Infrastructure Networks	✓	✓	✓		✓	✓	✓	✓	✓	✓

8

TRANSPORT STRATEGY: HIGHWAYS AND PARKING



Introduction

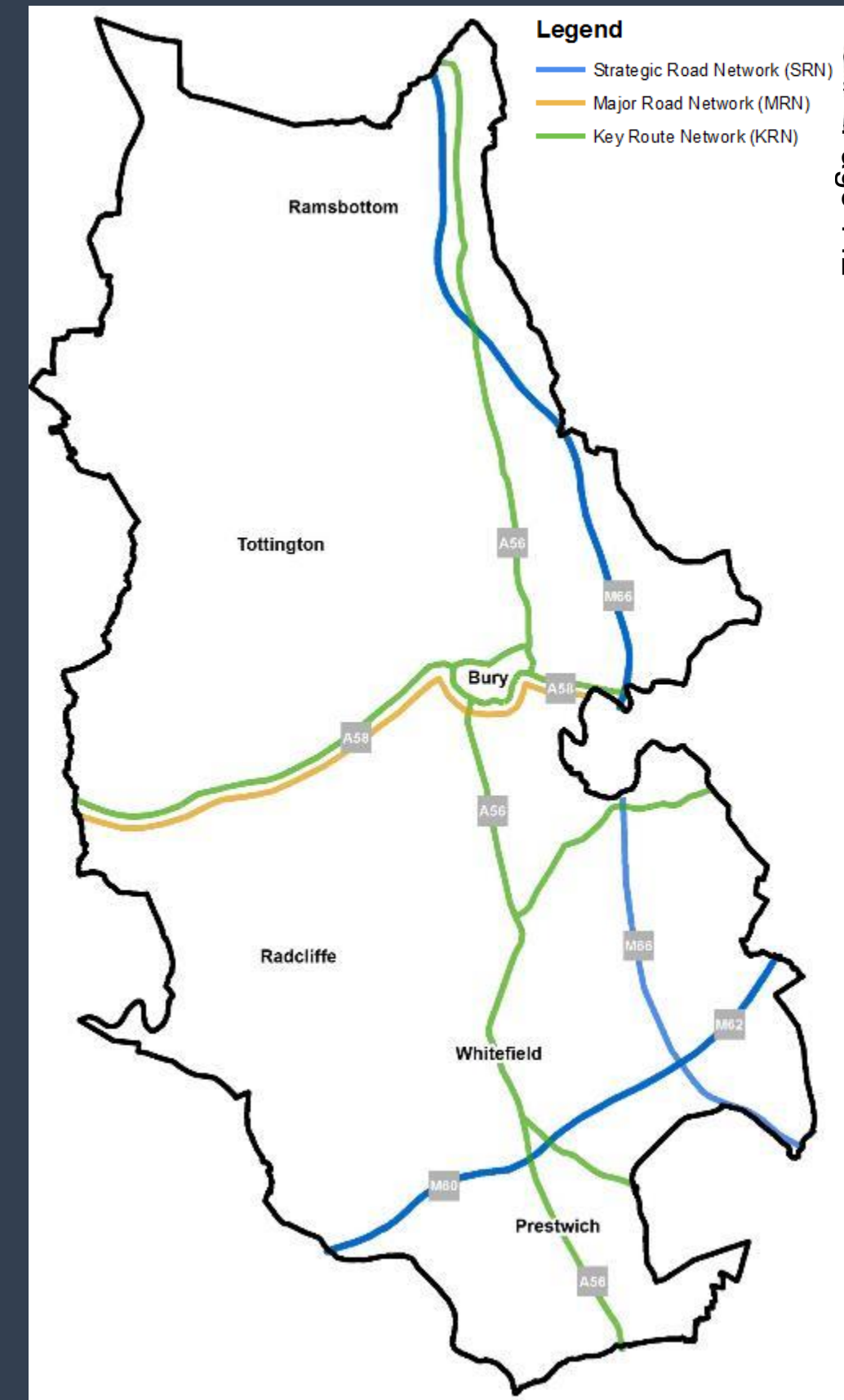
Overview of Highways and Parking

Bury's highway network is one of the key elements underpinning the strong performing economy of the Borough. The Borough is served by the Major Road Network and Key Route Network as shown in the adjacent figure and it connects us all to jobs, commerce, services, schools, health care and communities. However, there are several issues that directly impact the operation of the local road network in the Borough.

There are issues with congestion and severance. The ring road around Bury town centre, for example, provides strong links to the M66, Rochdale, Bolton and Manchester, however it creates a car dominated environment and severance for pedestrians and cyclists travelling into and out of Bury town centre. There are also road safety challenges across the highway network but particularly in East ward, Unsworth and Holyrood where casualty rates per 1,000 people living in the ward are high.

Parking challenges also exist across the Borough but vary significantly by location. Some areas such as Ramsbottom are facing acute car parking capacity challenges and there is a need to secure investment in additional car parking so as not restrict economic growth and prosperity in the town but at the same time promoting sustainable travel. Conversely areas such as Bury town centre have an over-supply of car parking which presents an opportunity to release some parking areas for new uses, including new retail or residential developments.

As a Council, we have invested heavily in improving the condition of the highway network over recent years and several more junction improvements are proposed across the Borough which focus on mitigating road safety and supporting sustainable movements to proposed development and growth. Investment in the delivery of new publicly available electric vehicle charging points across the Borough is needed.



Road Network Hierarchy

Strategic Route Network

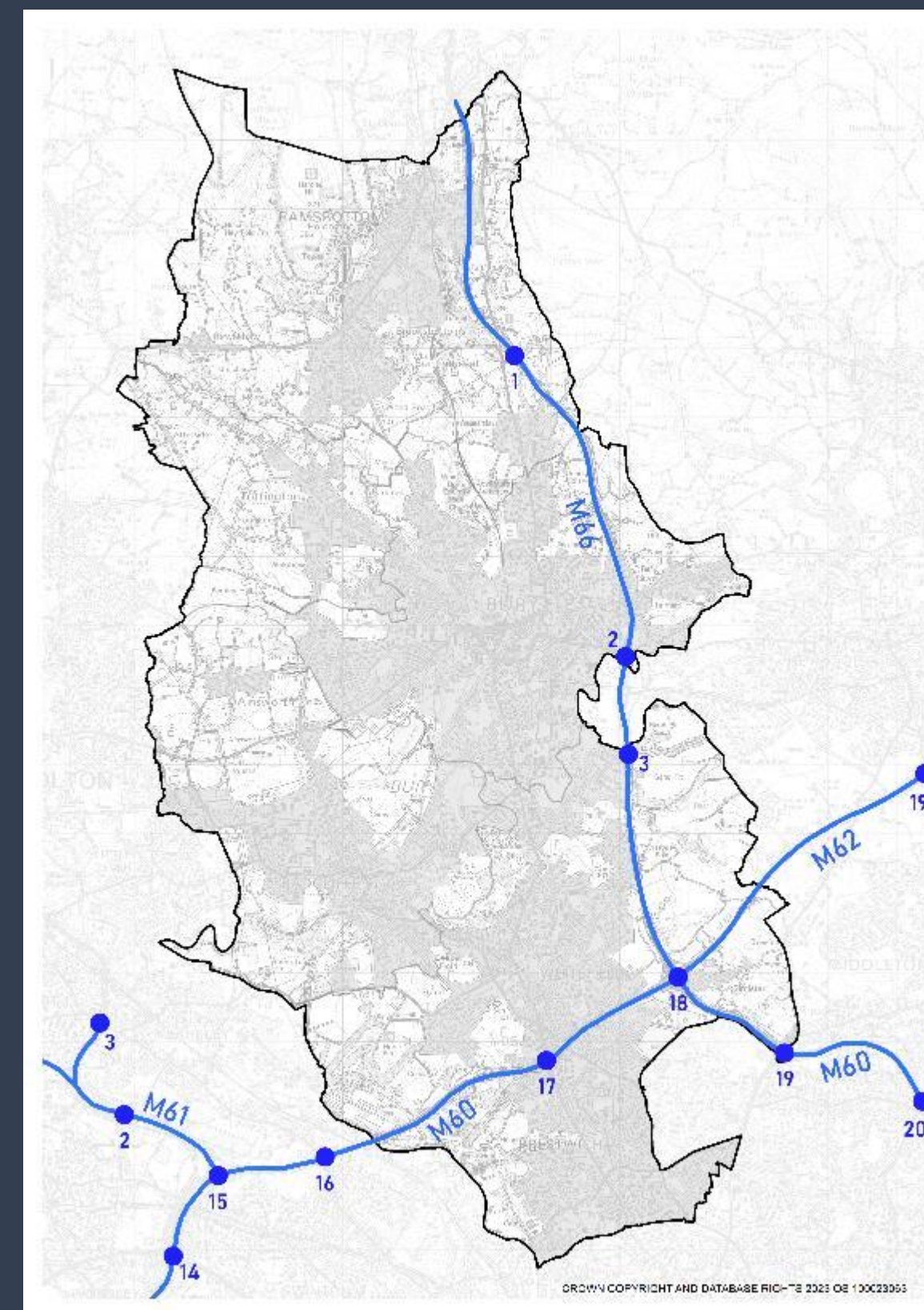
Significant elements of the Motorway network run through Bury. Routes include the M60, M62 and M66. The responsibility for maintaining and operating these routes, which form part of the Strategic Route Network (SRN), rests with National Highways.

The motorways carry large volumes of traffic and are essential for both local and long-distance traffic, providing access to local amenities and removing traffic from the local road network. At times, the SRN experiences significant levels of delay and congestion, especially around Simister Island (J18 M60/M62/M66), due to high traffic volumes. The SRN also experiences poor levels of air quality which affect both it and the surrounding area.

Bury Council will continue to work with National Highways to support and deliver measures that reduce delay and congestion on the existing Motorway network. This will include National Highways proposals (published Feb 2023) to improve Simister Island that are designed to reduce congestion at this location, encourage future growth and discourage traffic from diverting onto the local road network. Bury Council will also work with National Highways on measures that reduce the air quality and environmental impacts of the SRN.

The Motorway network is essential to provide access to support development and growth areas within the borough. This is especially important around Northern Gateway which will be accessible from both the M62 and M66. Bury Council will work with National Highways to ensure growth areas are supported and access to them is improved and provided.

Bury Council will also work with National Highways to reduce the segregation impacts the Motorway network causes especially in relation to sustainable travel modes such as bus, cycling, wheeling and walking by improving existing crossing points and providing additional facilities where these are required.



Bury's Motorway Network

Investment priorities for highways and parking

This strategy will explore the potential for junction improvements across the borough which improve road safety and design and support safer sustainable movements to proposed development and growth sites. It will also look to define how and where new public electric vehicle charging points are located, looking at both on and off-street locations and key public transport interchanges.

1. Address congestion and severance issues

2. New or improved highways to accommodate new development sites

3. Programme of road safety interventions

4. Maintenance of roads and highway infrastructure

5. Development of parking strategies in key locations

6. Expand the network of electric vehicle charging points

Highways and Parking

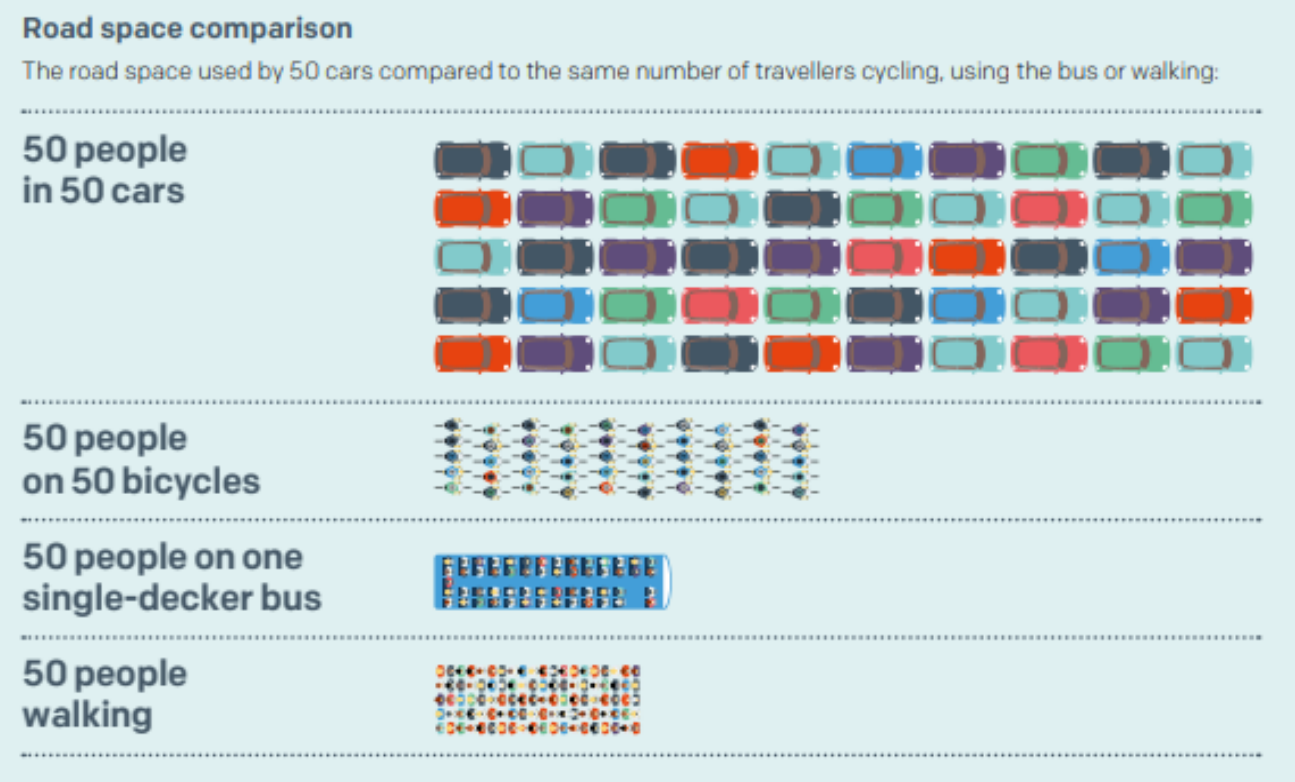
Investment priority 1: Addressing congestion and severance

Like all towns across the country, Bury suffers from congestion issues and delays at certain times of the day. Bury has experienced significant increases in traffic volumes in recent years. An increase in private vehicle ownership has led to increased traffic on highways that were not originally designed to accommodate current volumes.

Congestion has a significant impact on people’s time; access to employment, education and opportunities; as well as on health and wellbeing. It exacerbates noise and air pollution. Further growth will increase demand for transport and infrastructure and will need to be met without creating congestion.

The Greater Manchester Congestion Deal has identified the scale of this problem with five clear causes of congestion: too many people travelling at the same time; too many short journeys by car; roadworks; poorly timed traffic signals; and people having no alternative to driving.

Our aim is to tackle congestion by managing the network effectively, delivering a reliable bus network that compares with private car travel in terms of journey times and comfort, and delivering a walking and cycling network that enables people to leave the car at home for short trips. This will make the highway network more reliable for everyone including buses, freight and other essential journeys.



Road space comparison:
Source: Greater Manchester Congestion Deal

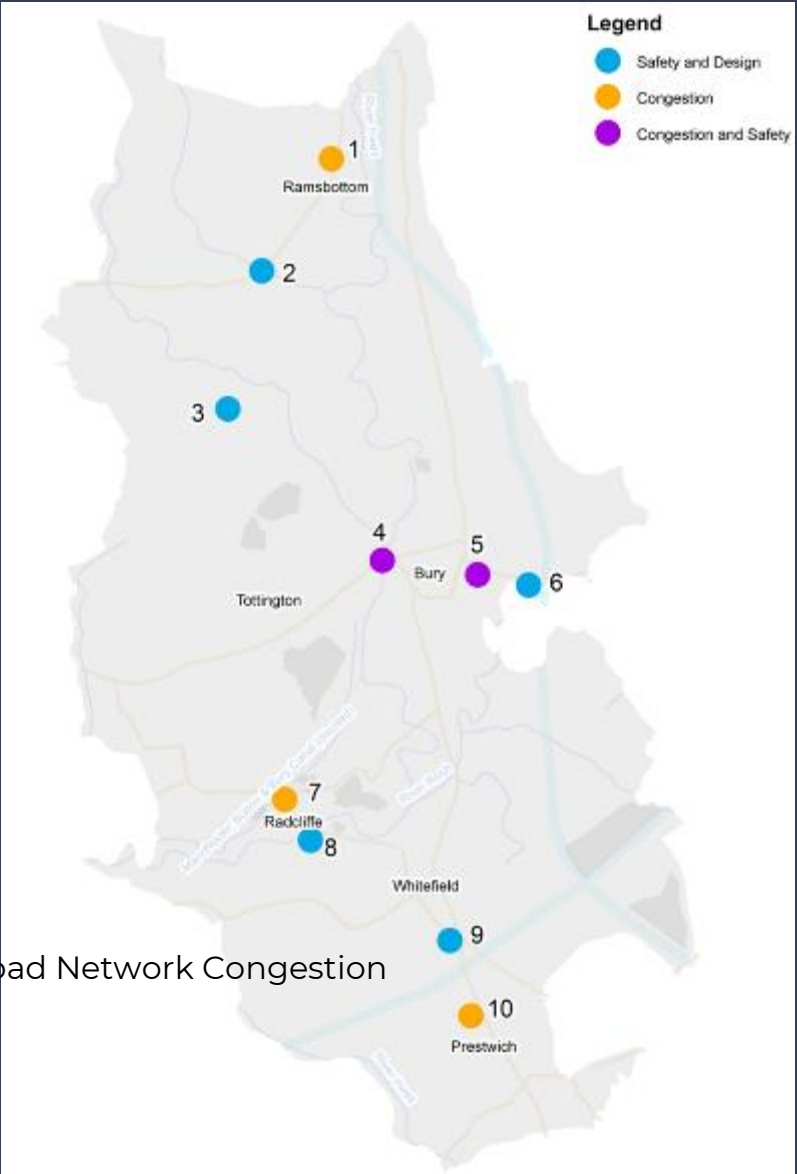
Highways and Parking

Investment priority 1: Addressing congestion and severance

Busy roads cause issues and severance for other forms of transport such as bus, walking and cycling, and between neighbourhoods and destinations.

The Ring Road around Bury town centre, for example, suffers significant congestion at peak times but provides strong links to the M66, Rochdale, Bolton and Manchester. It creates a car dominated environment and severance for pedestrians and cyclists accessing the town centre. Buses can also suffer significant delays in accessing the Interchange. The Bury Town Centre Masterplan proposes to reconfigure the Southern Ring Road (Angouleme Way, Jubilee Way) to become a ‘green street’ with high quality walking and cycling infrastructure to address this issue and provide increased bus priority. Peel Way would become the main car route around Bury Town Centre.

Pilkington Way in Radcliffe is another example of a busy road causing severance.



Road Network Congestion

The map above and the table show the location of some junctions in the borough that have already been identified as experiencing congestion and/or safety issues.

ID	Location	Challenge
1	Bridge Street/Bolton Street Junction	Congestion
2	Bolton Road West/Lumb Carr Road Junction	Safety and Design
3	Turton Road/Chapel Street Junction	Safety and Design
4	Bury Ring Road (including Bury Bridge) between Crostons Road and Peel Way	Congestion and Safety
5	Rochdale Road/Bond Street Junction	Congestion and Safety
6	M66 Junction 2	Safety and Design
7	Spring Lane/Blackburn Street Junction	Congestion
8	Pilkington Way between Outwood Road and Stand Lane	Safety and Design
9	Bury New Road/Higher Lane/Bury Old Road Junction	Safety and Design
10	Fairfax Road/Bury New Road Junction	Congestion

Highways and Parking

Investment priority 1: Addressing congestion and severance

Congestion and delays regularly occur on the highway network in the Borough at several areas such as those detailed on the previous page.

We will work with National Highways and TfGM to identify other locations in the Borough where congestion and/or safety is an issue.

We will seek to develop proposals to address these issues that will reduce congestion, improve highway safety, reduce severance and improve bus reliability.

Potential junction improvements at these locations could include investment in improved traffic signal operation as well as improving overall junction capacity by modifying junction layouts.

We will consider using existing highway powers to enforce moving traffic offences such as blocking yellow box junctions, banned right or left turns and illegal U-turns.



Queuing on the A56 Manchester Road northbound into Bury town centre



Congestion on the A56, particularly at Bury New Road/Fairfax Road/Chester Road junction



Pilkington Way, Radcliffe severance



Whitefield A56/B6198 severance

Highways and Parking

Investment priority 2: Highway mitigation for new developments

Overview

The Borough is constantly growing and evolving as opportunities for regeneration and new development emerge. Some of this development is in response to sites becoming unsuitable for the purpose they were originally built for, or buildings that are in disrepair. These *brownfield* sites will remain a priority for development and Bury Council has an excellent track record of bringing such sites forward.

In addition, the Council has a statutory duty to plan for the longer term needs of its residents, including their employment and housing needs. This longer term planning will require other strategic sites to be brought forward to provide the levels of land that will be required for the Borough's needs to be met.

It is important that growth is inclusive and creates vibrant and thriving communities that are well connected to employment, leisure, health and shopping facilities. It is therefore essential that infrastructure is delivered alongside new developments to support sustainable neighbourhoods and to create a competitive local economy within a high quality built and natural environment.

As well as public transport and active travel, there is also a need to ensure that developments are supported by appropriate highway improvements. It will therefore be a priority for the Council to continue to explore opportunities for improvements to the local highway network and to work with developers to ensure that the impact of development on the highway network is minimized, and whenever possible, improved.



New Yellow Box Junction

Highways and Parking

Investment priority 2: Highway mitigation for new developments

Bury Council secures financial contributions from developers to improve the existing highway network. Funding is obtained through Section 106 (S106) Agreements for off-site infrastructure works. Improvement works to public highways are also secured via Section 278 agreements (S278) which allow developers to enter into a legal agreement with the Council in our capacity as the Highway Authority to make permanent alterations or improvements to a public highway as part of a planning approval.

Some examples of where improvement works to the public highway have been secured by via S106 or S278 agreements and implemented across the Borough include:

- Bevis Green Works, Mill Road, Walmersley – pedestrian improvements at the Walmersley Road/Springside Road signalised junction.
- Bury College/Former Peel Health Centre, Market Street, Bury - perimeter pedestrian improvements.
- Mountheath Industrial Estate, Prestwich (provision of a signalised junction and pedestrian crossing facilities at Bury New Road/George Street/Kings Road.
- Morris Street, Radcliffe – replacement turning head and pedestrian and carriageway improvements.
- Dumers Lane/York Street, Radcliffe – provision of a signalised junction and pedestrian crossing facilities.
- Higher Lane/new Aldi store, Whitefield – pedestrian and junction improvements.
- Site of Jolly Carters, Bury and Bolton Road, Radcliffe (petrol filling station) - provision of pedestrian refuge.
- The Rock Triangle Development – construction of new link road, pedestrian crossing facilities and signalised junction improvements.



Section 278 Agreement - Pedestrian Facilities at Bury New Road/Kings Road

Highways and Parking

Investment priority 2: Highway mitigation for new developments

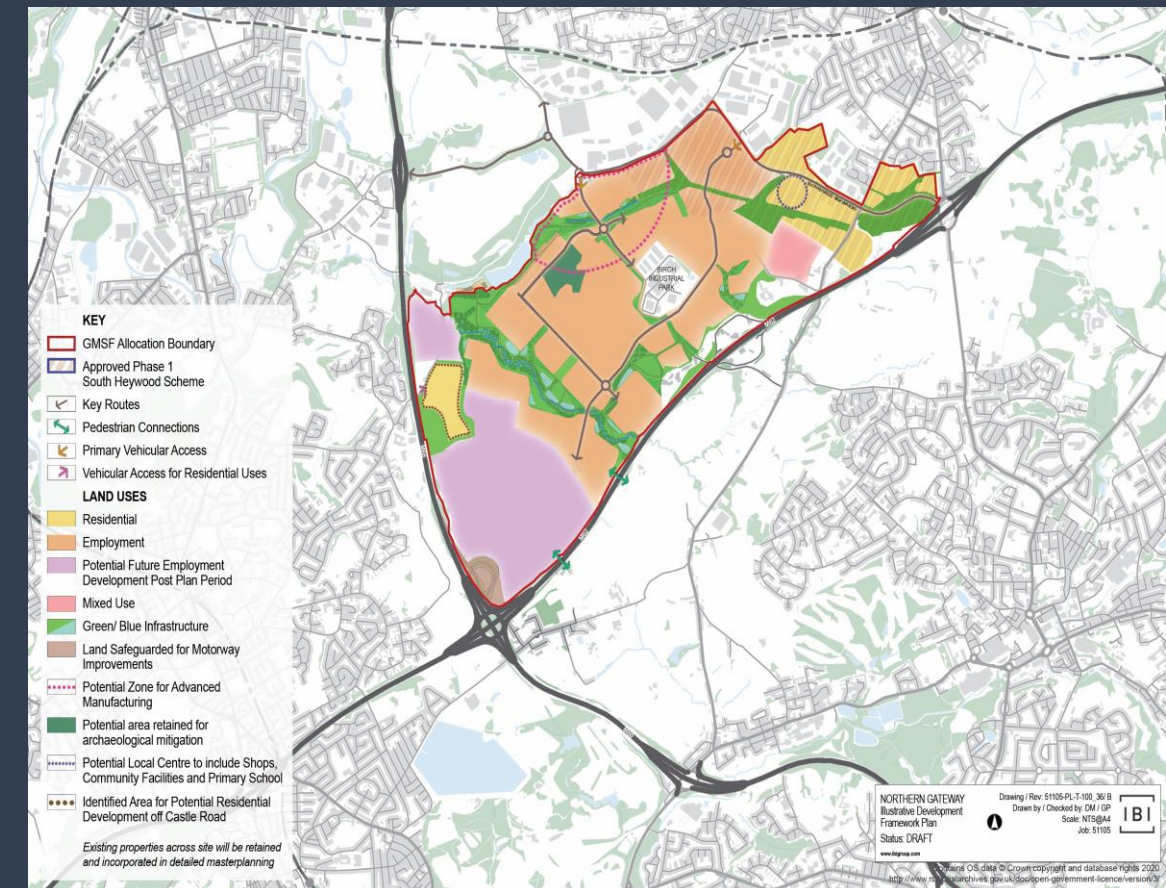
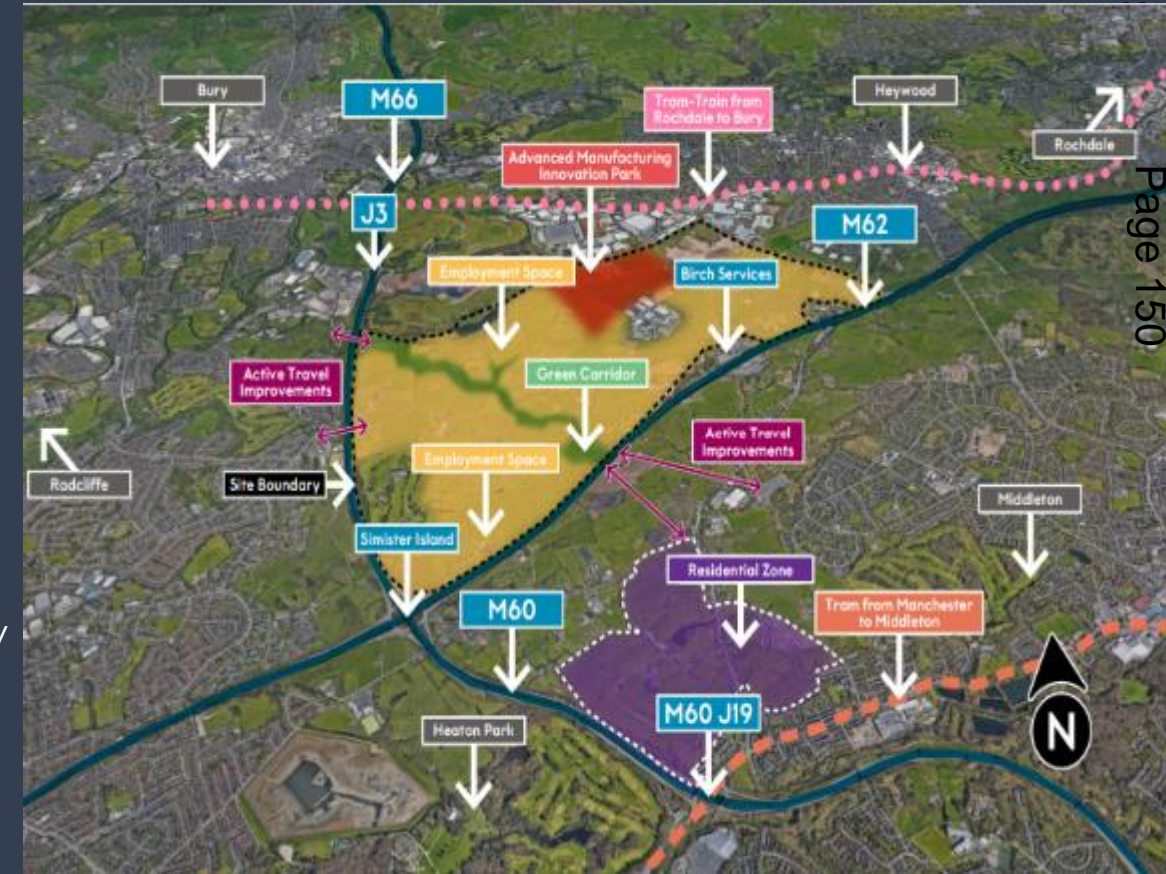
Places for Everyone

Places for Everyone (PfE) is a long-term plan identifying potential development sites for nine Greater Manchester districts including Bury. The Plan proposes a small number of large strategic employment and housing sites to meet the needs of our growing population. Whilst it is proposed that these strategic sites will be well served by public transport and active travel, it is inevitable that they will also bring extra vehicular traffic to Bury's roads. It is therefore an investment priority for this Local Transport Strategy that appropriate levels of highway mitigation are provided as part of new developments to cater for additional demands placed on the highway network.

Northern Gateway

Northern Gateway is positioned at a strategically important intersection around the M60, M62 and M66 motorways. A key priority for the Council is to ensure that Bury residents can access the Northern Gateway development and the new jobs it will create. The proximity to the intersection around the M60, M62 and M66 motorways will enable vehicular access to the site for movement of both goods and people. However, the Motorway Network in this area experiences significant issues around congestion, safety, noise, air quality and severance. It is therefore vital that the development does not exacerbate these issues by relying on the existing highway network as the primary means of access. Transport interventions should also ensure that there is sufficient road capacity to mitigate any negative impacts on the local highway network.

Whilst further work is required to define the extent of the required mitigation, significant highway interventions will be required on both the SRN and the local highway network, including major investment on the motorway at M66 Junctions 2 and 3, the A576/M60 J19 and on the local highway network at Moss Hall Road, Pilsworth Road, Hollins Lane and A6045 Heywood Road. Improvements will also be needed to ensure that public transport and active travel are viable alternatives to the private car.



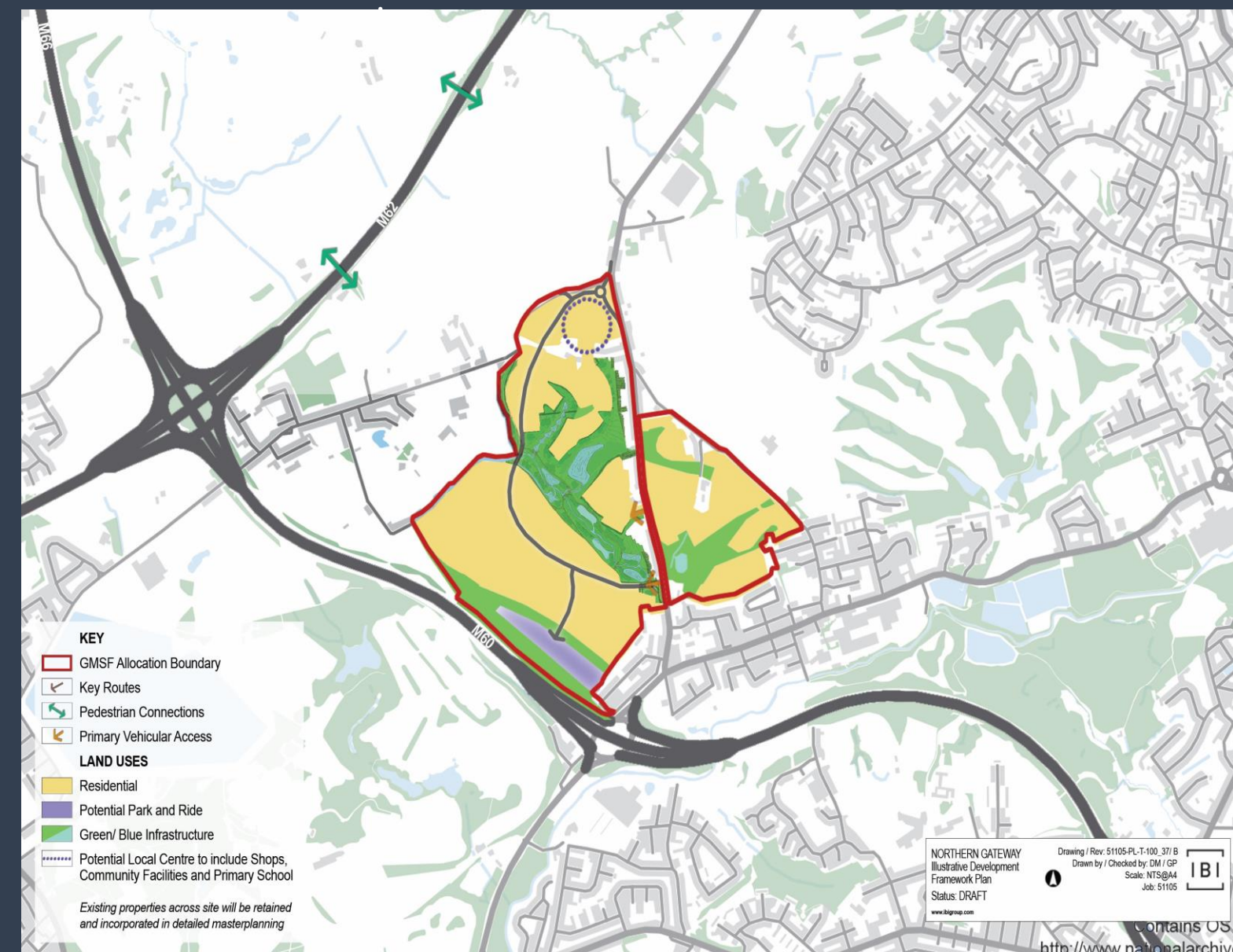
Highways and Parking

Investment priority 2: Highway mitigation for new developments

Simister/Bowlee

This PfE allocation is located to the south-east of the Simister Island interchange, north-west of Middleton, and is bound by the M60 to the west, the M62 to the north and the A576/A6045 to the east and south. The delivery of this allocation will require significant investment in infrastructure including highways interventions on both the SRN and the local highway network.

The Strategic Road Network impacts are expected to be concentrated at M60 Junction 19 and M62 Junction 19 and the local road network impacts mostly at the junctions on the A6045 Heywood Old Road. Whilst further detailed work will be necessary to identify the specific interventions required to ensure the network works effectively based on transport network conditions at the appropriate time, transport interventions must ensure that there is sufficient road capacity to mitigate any negative impacts on the local highway network. Improvements will also be needed to ensure that public transport and active travel are viable alternatives to the private car. There is no intention for Simister Lane to be opened up for use by private vehicles.



Highways and Parking

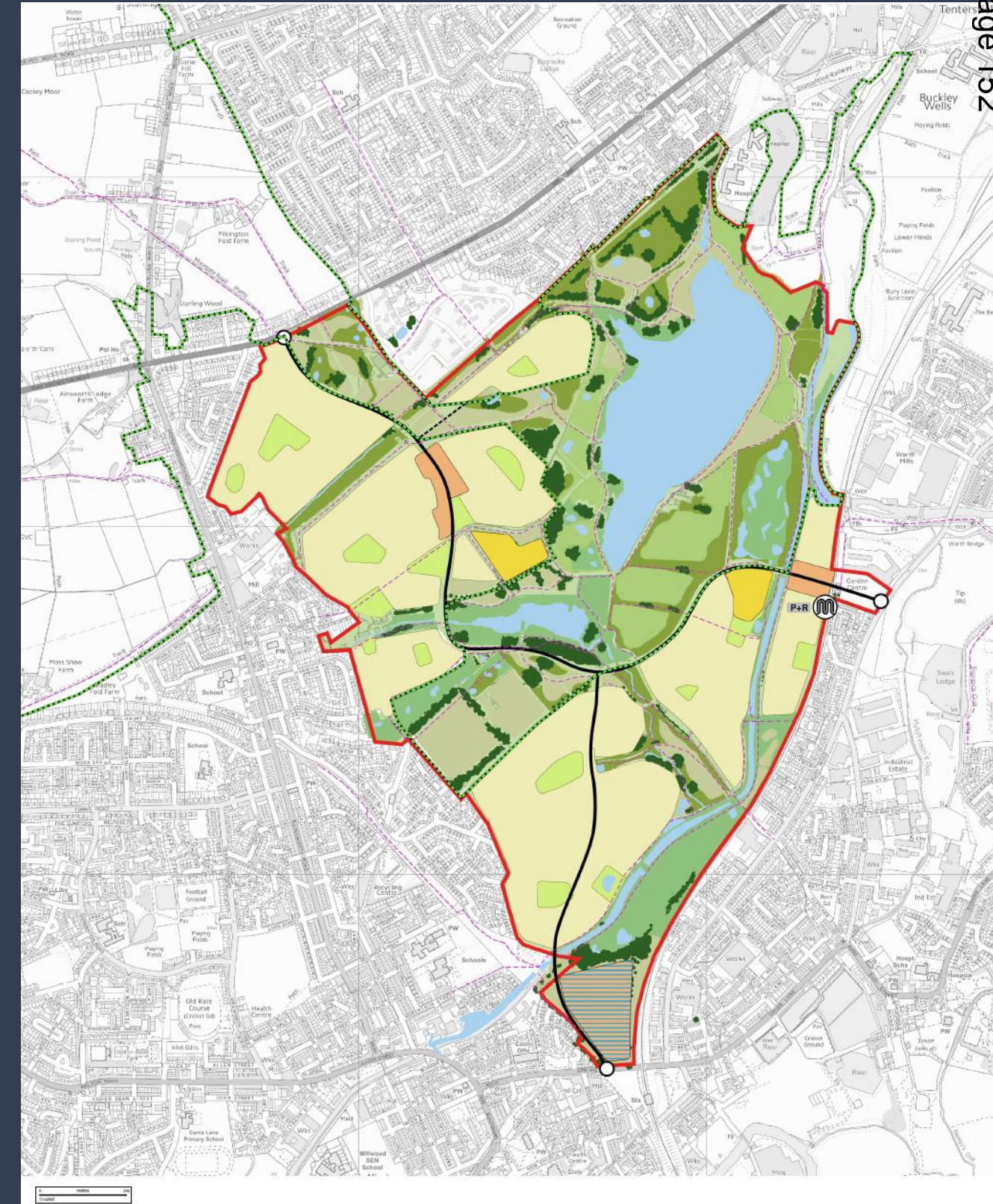
Investment priority 2: Highway mitigation for new developments

Elton Reservoir

The PfE proposals for Elton Reservoir include the provision of a strategic link road through the allocation connecting the A58 Bury and Bolton Road to Bury Road to the east and to the A6053 Spring Lane in Radcliffe to the south. This link road will not only serve the allocation but will have a strategic function in taking traffic away from key areas experiencing congestion, such as Bury Bridge in Bury and the A665 Water Street/Ainsworth Road in Radcliffe, and by providing greater network resilience.

Local highway improvement works are also proposed in Radcliffe town centre to complement the link road proposals and to help feed traffic through from Spring Lane to the A665. Whilst further detailed work will be necessary to identify the specific interventions required to ensure the network performs effectively based on transport network conditions at the appropriate time, interventions are expected to be required in the following locations:

- The junction of Bury Road and Rectory Lane;
- Spring Lane;
- Church Street West;
- Darbyshire Street onto A665 ;
- Church Street and Deansgate;
- Thomas Street;
- A665/Stand Lane;
- A56/Radcliffe Road; and
- A58/Ainsworth Road/ Starling Road (signal improvements).



Highways and Parking

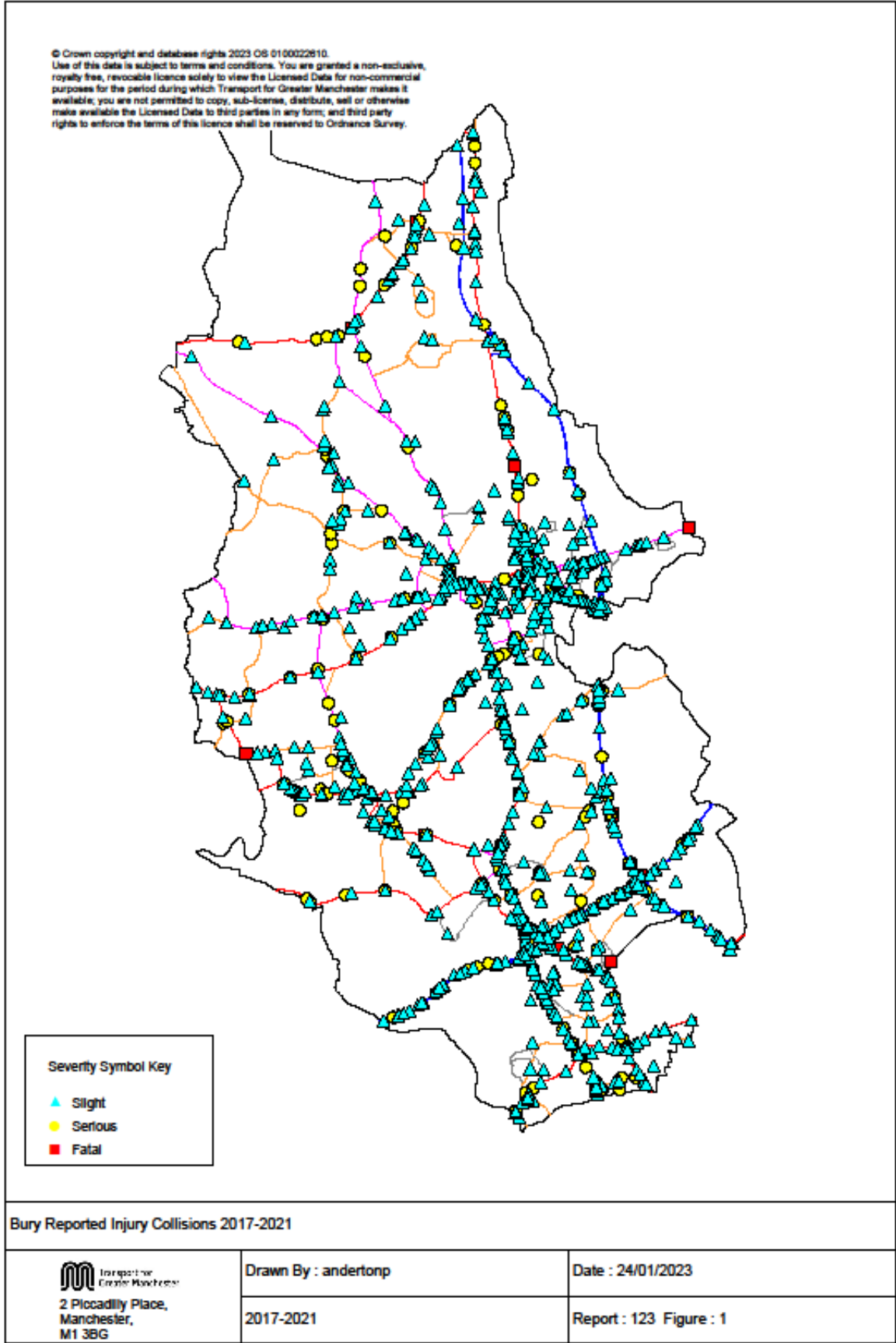
Investment priority 3: Road safety

Road safety challenges exist across the borough, with the wards with the highest casualty rate per 1,000 people living in the ward being Bury East ward, Unsworth and Holyrood.

Bury Council continues to deliver a programme of road safety engineering schemes, as well as road safety education and training in schools in the Borough.

Over the 3-year period 2021/22 to 2023/24, Bury will have invested £650,000 into improving road safety in the Borough through engineering schemes, including traffic calming and new pedestrian crossings.

In 2022/23 Bury also received a further £543,000 of Integrated Transport Block funding through CRSTS (City Region Sustainable Transport Settlement) for road safety schemes. This funding will be used to improve road safety around schools, through the introduction of School Streets and Safer Routes to School, as well as engineering measures to address locations where there are higher than expected casualty rates. These together with the introduction of pedestrian facilities at signalised junctions are our priorities for road safety.



Bury reported Injury Collisions 2017-2021

Highways and Parking

Investment priority 3: Road safety

Our programme of road safety education and training will continue to be delivered across the Borough, including pedestrian training for Year 2 and Year 5, and Bikeability cycle training for Years 5, 6 and 7.

In order to achieve the GM Strategy vision of making GM one of the best places in the world to grow up, get on and grow old; and the GM Transport Strategy of world-class connections – the formal adoption of Zero Road Deaths (and serious injuries) by 2050 will be achieved through the adoption of Vision Zero across Greater Manchester.

Bury Council supports the adoption of Vision Zero and will work towards achieving this ambition.



Bikeability Training



A56 Bury New Road Sedgley Park Pedestrian Crossing

Highways and Parking

Investment priority 3: Road safety

WHAT HAVE WE ACHIEVED

- Albert Street, area 20mph Speed Limit scheme
- Hollins Lane, pedestrian refuges
- Colville Drive 20mph Zone School Zone
- Brandlesholme Road, Signing and lining improvements and Safety Sign
- Stanley Road, 20mph Zone and enhancements to existing traffic calming
- Rufford Drive, 20mph School Zone
- Thatch Leach Lane and Sunnybank Road interactive safety signs
- School Street initiative at Guardian Angels Primary School

WHAT WE HAVE PROGRAMMED FOR DELIVERY

- Tottington Road near Walmsley Street – Zebra Crossing
- Park Road and Windsor Road area – 20mph Zone and traffic calming measures
- Stand Lane near Clough Street - Zebra Crossing
- Bolton Road West near Ada Street – Puffin Crossing
- Market Street, Tottington near Laurel Street Zebra Crossing
- Further School Streets/Safer Routes to School Initiatives at Hollins Grundy, Christ Church, East Ward, Sedgley Park, St Joseph and & St Bede's, Woodbank, St Thomas's, Chesham and Chantlers Primary schools



School Streets Initiative – Guardian Angels Primary

Highways and Parking

Investment priority 4: Highway maintenance

Bury’s highway network is one of the key elements underpinning the strong performing economy of Bury. It connects us all to jobs, commerce, services, schools, health care and communities.

The highway network comprises all the carriageways, footways, street lights, cycleways, verges, signs, drains, road markings, street furniture, structures, verges and highway trees within the adopted highway maintained by Bury Council as a Local Highway Authority (HA) at the public expense.

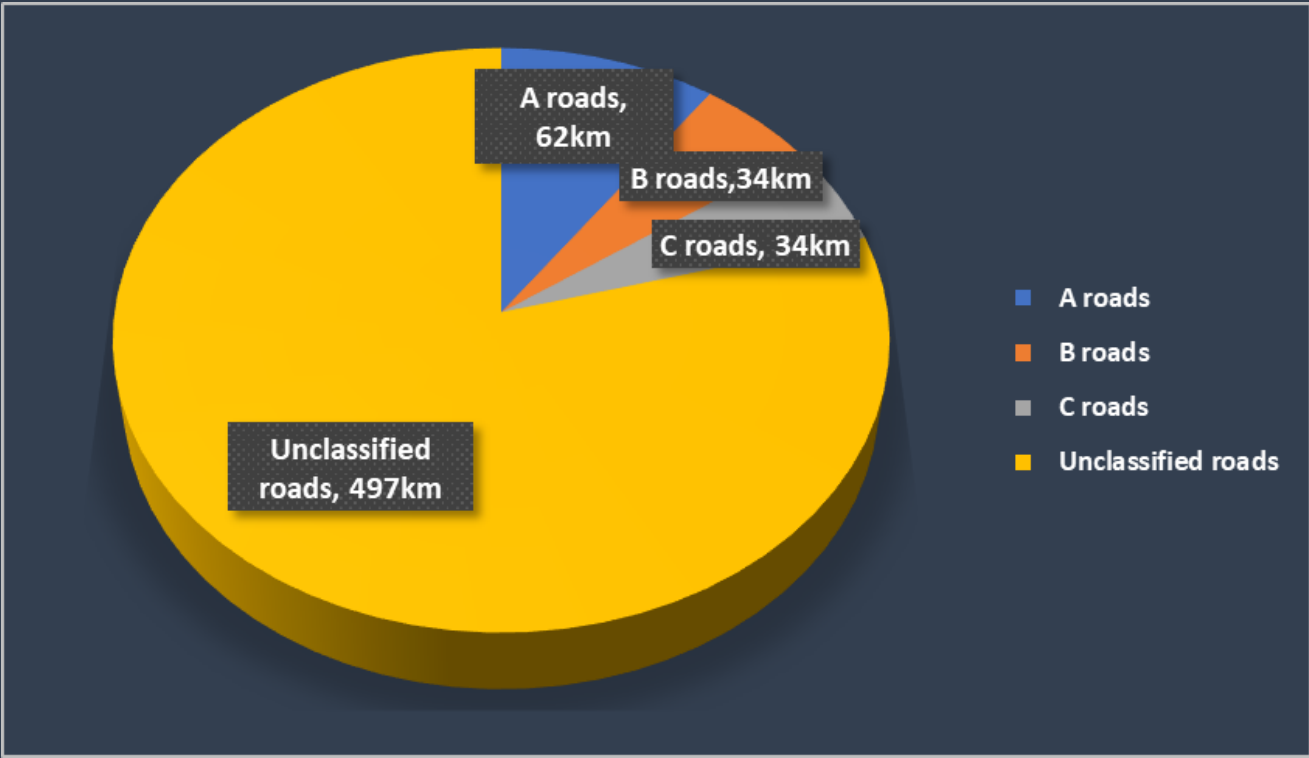
The value of these assets is estimated at over £1 billion.

Bury has 627km of road carriageways to maintain, including A roads, B roads, C roads and unclassified residential roads. The breakdown of these different types of road is shown in the pie chart to the right. Based on life cycle planning the cost associated with keeping the carriageways alone in good condition is estimated to be £12 million per annum.

Bury will maintain its highway network and infrastructure in accordance with nationally approved asset management principles. This will ensure that maintenance money is expended as cost-effectively as possible whilst maintaining our highway assets in a safe and serviceable condition. As part of this process we will develop a comprehensive road maintenance and renewal programme. Information on this programme will be published annually.

Asset type	Quantity
Carriageways	627 km
Footways	1,200 km
Highway structures eg bridges	228
Road gullies	42,500
Street lights	20,500
Public Rights of Way	330 km
Road signs	15,000

The table above outlines the extent of the various assets that fall under the stewardship of Bury Council



The carriageway network in Bury (km)

Highways and Parking

Investment priority 4: Highway maintenance

Street lighting replacement programme

As part of a £5.5 million five-year programme, we are working our way around the borough replacing approximately 3,200 lighting columns that are coming to the end of their serviceable life. These are mostly the taller lighting columns which are over 8 metres in height. More energy efficient LED street lamps will also be installed at the same time.

The replacement programme, which will be on a whole street basis, is expected to take up to 2024 to complete.

The lighting columns we are replacing are nearing the end of their serviceable life which means they may become structurally unsound and unsafe. We also need to improve the energy efficiency of our street lighting and reduce maintenance and running costs.

We are installing LED lighting because:

- it is more energy efficient and uses less electricity, and it emits less carbon than traditional sodium lights, which will support our ambition to be carbon neutral by 2038.;
- it has a much longer lamp lifespan requiring significantly less maintenance;
- it provides a whiter light source with better night-time colour recognition;
- it concentrates the light onto roads and footways where it is needed, with less light pollution into the sky, homes and gardens.



Highways and Parking

Investment priority 4: Highway maintenance

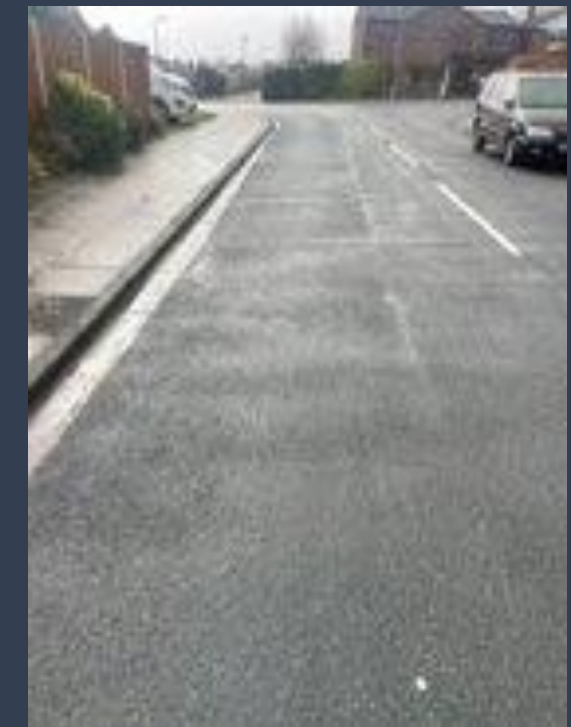
Current Investment

Bury continues to deliver a programme of capital investment in highways maintenance, prioritising areas in accordance with highway asset management principles and best practice.

Over the 6-year period of 2017/18 to 2022/23, Bury will have invested an additional £20 million into improving the condition of the highway network through Tranches 1 and 2 of the Highway Investment Strategy. On completion, Tranches 1 and 2 of this programme will have:

- Resurfaced over 40 km of carriageway;
- Undertaken preventative maintenance treatment on 45 km of roads;
- Repaired over 70,000 potholes.

Preventative maintenance will stop further deterioration and includes patching, micro asphalt and surface dressing. Full resurfacing is undertaken on the worst areas of highway that have gone beyond using any preventative treatment and require full resurfacing or reconstruction.



Newington Drive, Bury
Before and After Surface Dressing

Future Investment

Tranche 3 of this strategy will see a further £9.5 million invested in maintaining the highway network over the period 2023/24 to 2025/26. This is in addition to maintenance funding that Bury has received through the City Region Sustainable Transport Settlement (CRSTS). Therefore, for the period 2022/23 to 2026/27, Bury will invest £22,245 million into highways maintenance.

Priorities over this period will be to maintain the condition of the strategic network while also addressing surface condition issues with the carriageways of the unclassified network and long-term structures work needed on the Key Route Network.

As a Council, we have been investing heavily in improving the condition of the highway network, spending £20million over the last 6 years. However, the cost associated with keeping just the road carriageways in a good state is estimated to be £12 million per year. A Local Government Association review conducted in 2022 highlighted that, whilst we need to maintain our classified network at a good standard, it is important to ensure more money is invested in residential streets. Our Highway Investment Strategy Tranche 3 Plan for 2023 to 2026 will therefore seek to invest roughly 80% of available funds in the local residential road network.

Highways and Parking

Investment priority 4: Highway maintenance

WHAT HAVE WE ACHIEVED

- Bolton Road - Crostons Road to Ivy Road, Bury town centre – resurfacing
- Jubilee Way/Bolton Street, Bury town centre – resurfacing
- Heywood Road - Scholes Lane to Hampden Road, Prestwich – resurfacing
- Helmshore Road, Holcombe Village, Ramsbottom - Cross Lane to north of village
- Thatch Leach Lane, Whitefield, Thor Avenue, Ramsbottom; Stewart Street, Bury West;
- Monmouth Avenue, Bury East; Harlech Avenue, Prestwich; and Lever Street, Radcliffe

WHAT WE HAVE PROGRAMMED FOR DELIVERY

- Hollins Brow , Manchester Road to Croft Lane, Unsworth – resurfacing
- Bury New Road, Charnley Street to Stanley Street, Whitefield – resurfacing
- Manchester Road, Dumers Lane to Crossfield Street, Radcliffe – resurfacing
- Wash Lane, Bond Street to Moorgate, Bury East
- Holcombe Road, Quakersfield to Brandlesholme Road, Ramsbottom
- Whittaker Lane, Rectory Lane to Bury Old Road, Prestwich
- Turton Road, Chapel Street to Woodstock Drive, Ramsbottom
- Ringley Roaf, Stand Lane to Higher Lane, Whitefield



Resurfacing underway at Bury Bridge, Bury

Highways and Parking

Investment priority 5: Car parking

Parking challenges across the Borough vary significantly by location. Areas such as Ramsbottom are facing acute car parking capacity challenges and there is a need to secure investment in additional car parking so as not restrict economic growth and prosperity within the town. Conversely, areas such as Bury have an oversupply of car parking and this presents opportunities to release some spaces for new uses, including new retail or residential developments.

It is also recognised that wayfinding to existing council owned car parks and the quality of some existing council car parks needs improving. Surfacing and drainage on council car parks is an issue in some areas of the Borough, and maintenance will be required to help address these issues.

Detailed car parking strategies that support regeneration across the Borough, provide for travel hubs and create additional parking provision where necessary will be developed. These car parking strategies will highlight the characteristics and constraints of the existing car parking offer within the townships and develop a series of short and long-term development options that could be progressed by the Council to improve the efficiency and quality of car parking within the township.

Three parking studies have been completed in the Borough in the last 12 months. These parking studies have been undertaken in Radcliffe, Bury and Ramsbottom. Key findings and recommendations from these studies can be found on the next page.



Highways and Parking

Investment priority 5: Car parking

Radcliffe Parking Study

Parking demand in Radcliffe is likely to increase in the coming years as the Radcliffe Civic Hub project comes forward alongside other regeneration developments. Following an audit of current usage of car parks in Radcliffe and assessments of future car parking demand in the town, analysis suggests that there is a need to provide for additional public car parking. The Council will seek to develop a Car Parking Strategy over 2023 to help identify short, medium and longer term car parking proposals for delivery alongside the on-going implementation of the regeneration programme. This will include an increase of on-street parking bays, as well as work to secure leases on spaces in private car parks.

Bury Parking Study

The survey work has indicated that there is some spare car parking capacity in Bury town centre on market days as well as on non-market days. The Bury Parking Study identifies existing car parks in the town centre that could potentially be released to accommodate new economic development. A key project that will need to be considered in Bury is the long term strategy for coach parking in the town. The existing coach parking bays on Market Street may need to be relocated to accommodate improvements to walking and cycling routes into the town, while a number of existing public car parks could potentially be used for long term coach parking operations.

Ramsbottom Parking Study

Overall car parking capacity in Ramsbottom is a challenge. Assessments of locations for potential new car parks were undertaken as part of the Ramsbottom Parking Study. Bury Council will work with stakeholders during 2023 to develop a car parking strategy for Ramsbottom.

RADCLIFFE PARKING



CLIENT: BURY COUNCIL



BURY PARKING



CLIENT: BURY COUNCIL



RAMSBOTTOM PARKING



CLIENT: BURY COUNCIL



Highways and Parking

Investment priority 6: Electric Vehicle Charging Points

Addressing poor air quality is a priority for Bury Council. Emissions from road transport make the largest contribution to poor air quality in the Borough. Both the young and the old are more susceptible to the impacts of poor air quality, while more deprived areas are disproportionately affected due to their proximity to heavily trafficked streets.

This Local Transport Strategy focuses on reducing car use and enabling a switch to walking, cycling and public transport as the most effective ways to achieve air quality improvement. However, where vehicles are essential, they should be as clean and energy efficient as possible.

There are currently 23 publicly accessible Electric Vehicle Charging Points across the Borough. Nine of these are TfGM/Bury Council facilities, seven of which are fast chargers located in Council car parks, and two are rapid chargers in the Rock and Millgate car parks in Bury town centre.

Our aspiration is to increase the number of publicly available chargers and we are aiming to appoint a supplier to install Electric Vehicle Charging Infrastructure (EVCI) on Council Land under a concessionary arrangement. The supplier should be appointed in March 2023 with infrastructure starting to be installed by Autumn 2023.

Prestwich Metrolink, Elton Reservoir Metrolink and Bury Interchange have all been identified as potential locations for the installation of Electric Vehicle Charging Infrastructure.

The Council will be looking to access the Local Electric Vehicle Infrastructure (LEVI) Funding when it is released later this year (2023). This will assist the Council to install EVCI in areas where there isn't a viable commercial option. In addition, the Council will continue to work with TfGM and the GMCA to look at a strategic approach to EVCI and the best way to use the £8.5m CRSTS funding earmarked for EVCI across Greater Manchester.



Highways and Parking

Investment priority 6: Electric Vehicle Charging Points

EV taxis

We are also working in partnership with TfGM to install electric vehicle charging points specifically for taxis in the Borough as part of a GM-wide project giving Greater Manchester-licensed taxi drivers (Hackney or private hire) easy access to a planned network of dedicated charging points. There will be three double-headed rapid EVCI chargers, providing six charging points, installed in three council-owned car parks in the Borough:

- Trinity Street Car Park, Bury town centre;
- Foundry Street Car Park, Bury town centre; and
- Whitefield Metrolink Park and Ride.

E-Car Clubs

Working with TfGM, Bury is part of a pilot project to introduce e-car clubs, which allow for hourly rental of an electric car. The scheme helps to give people the flexibility to choose not to own a car or to try out a green transport alternative and can help those who cannot afford their own car.

There are currently two e-car clubs operating in Bury under the trial by Enterprise Car Club, with two electric vehicles at each location. They are at The Market car park in the centre of Bury and Fairfax Road car park in Prestwich.

We are also working with TfGM on a proposal to expand car clubs across Greater Manchester.

According to research, car clubs can reduce private car ownership and increase active travel and the use of public transport, with each car club taking 20 private cars off the road.

Car clubs are a form of shared mobility that provide access to shared vehicles for members on a pay-as-you-drive basis. They provide much of the convenience of owning a car but without the need for cost of repairs, depreciation, insurance, servicing, and parking. An e-car club could be included as part of a Metrolink Travel Hub as these are rolled-out across Greater Manchester, including at tram stops on the Bury line.



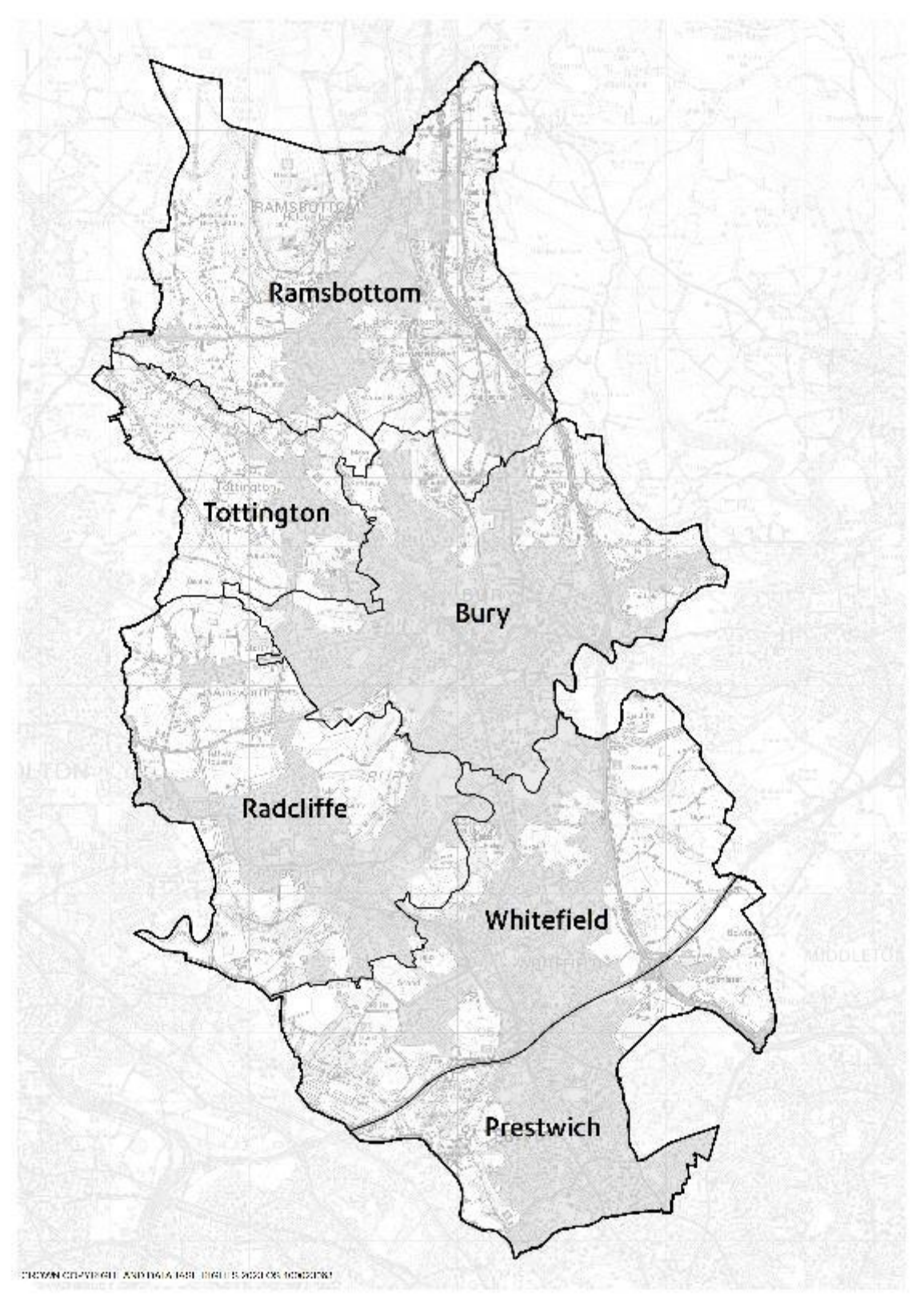
Linkages to the GM2040 Objectives and LTS Objectives

The table below demonstrates how our Investment Priorities for Highways and Parking contribute to the objectives of GM2040 and this Local Transport Strategy .

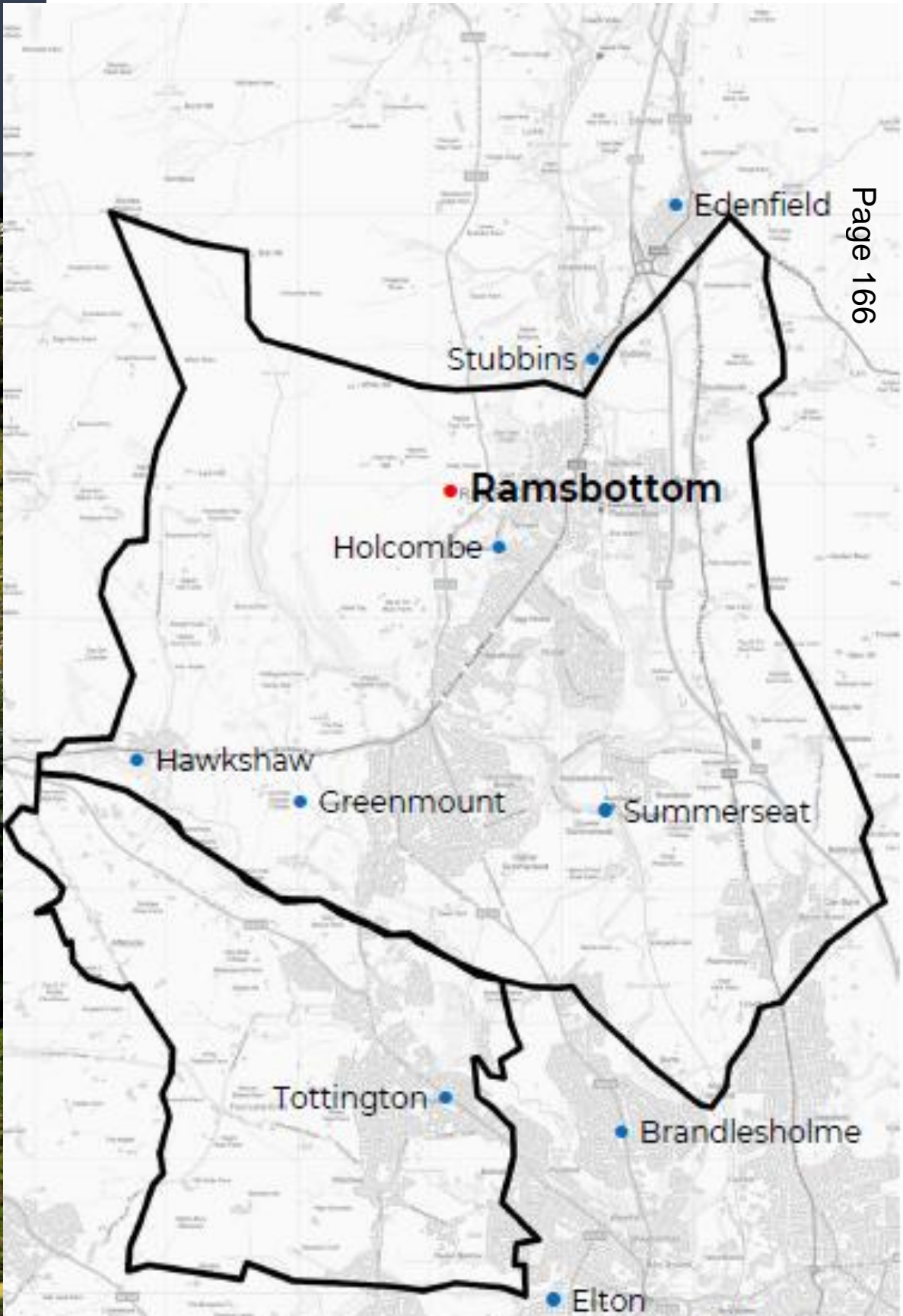
LTS Investment Priorities	GM2040 Objectives				LTS Objectives					
	Supporting Sustainable Economic Growth	Improving Quality of Life for All	Protecting our Environment	Delivering an Innovative City-Region	Supporting Sustainable Growth and Regeneration	Reduce Carbon Emissions	Encourage Healthy Active Lifestyles	Improve connectivity	Improve Maintenance and management of the Transport Network	Improve Road Safety
Highways and Parking										
1. Address congestion and severance issues	✓	✓	✓		✓	✓		✓	✓	✓
2. New or improved highway network to accommodate access to new development sites	✓	✓			✓			✓	✓	
3. An ongoing programme of Road Safety Interventions		✓							✓	✓
4. Ongoing maintenance of roads highways infrastructure	✓	✓			✓				✓	✓
5. Development of parking strategies in key locations	✓				✓			✓	✓	
6. Expand the network of Electric Vehicle Charging Points		✓	✓	✓		✓	✓	✓		

TOWNSHIP FRAMEWORKS

Township	Wards
Ramsbottom and Tottington	Ramsbottom, North Manor, Tottington
Tottington	Tottington
Bury	Elton, Moorside, Bury West, Bury East, Redvales
Radcliffe	Radcliffe North & Ainsworth, Radcliffe West, Radcliffe East
Whitefield	Unsworth, Besses, Pilkington Park
Prestwich	Holyrood, St. Mary's, Sedgley



9: RAMSBOTTOM AND TOTTINGTON



Township	Wards
Ramsbottom and Tottington	Ramsbottom, North Manor, Tottington

RAMSBOTTOM AND TOTTINGTON

Ramsbottom

Ramsbottom township is located in the north of the Borough, set against the backdrop of Holcombe Hill on the edge of the West Pennine Moors.

Ramsbottom town centre is the focal point of the township and has developed into a strong and attractive visitor destination, supported by the East Lancashire Railway, a high-quality restaurant scene, a good range of independent retailers and a popular annual events programme. This diversity has helped Ramsbottom to perform relatively well as both a town centre and as a visitor destination.

The township also includes other surrounding settlements such as Holcombe, Hawkshaw, Holcombe Brook and Summerseat, which largely comprise distinct residential communities within a semi-rural setting.

Ramsbottom and the surrounding areas are served by highway routes that pass north to south and buses which enable travel to Manchester, Bury and Bolton. Ramsbottom has a compact centre meaning that amenities are within short walking distances of each other and the National Cycle Network Route 6 passes north-south through the town centre and along the Kirklees Trail.

Tottington

Tottington township's physical geography is characterised by its position on the edge of the West Pennine Moors and the Rossendale Valley. Tottington Village is the focal point of the township which also includes distinct and largely residential settlements in Affetside, Greenmount and Walshaw.

The Kirklees Valley and Nature Trail is a key feature of the Tottington township. The trail runs along the former railway line between Greenmount and Bury town centre and also forms part of the National Cycle Network Route 6. The trail highlights the industrial heritage of the area, passing by the ruins of Tottington Mill Printworks which had a major influence on the growth of Tottington town in the early 1800's.



THE RAMSBOTTOM TOWN PLAN

A Ramsbottom Town Plan has been prepared by the Council and was published in 2022. The Plan aims to encourage sustainable travel in and around Ramsbottom.

The Plan identifies a number of transport and public realm projects that will require more detailed work to be undertaken. The conflict between pedestrian and traffic movement on Bridge Street, for example, is something that has been highlighted as an issue, but this requires more detailed survey work to determine whether public realm improvements can help to address the issue.

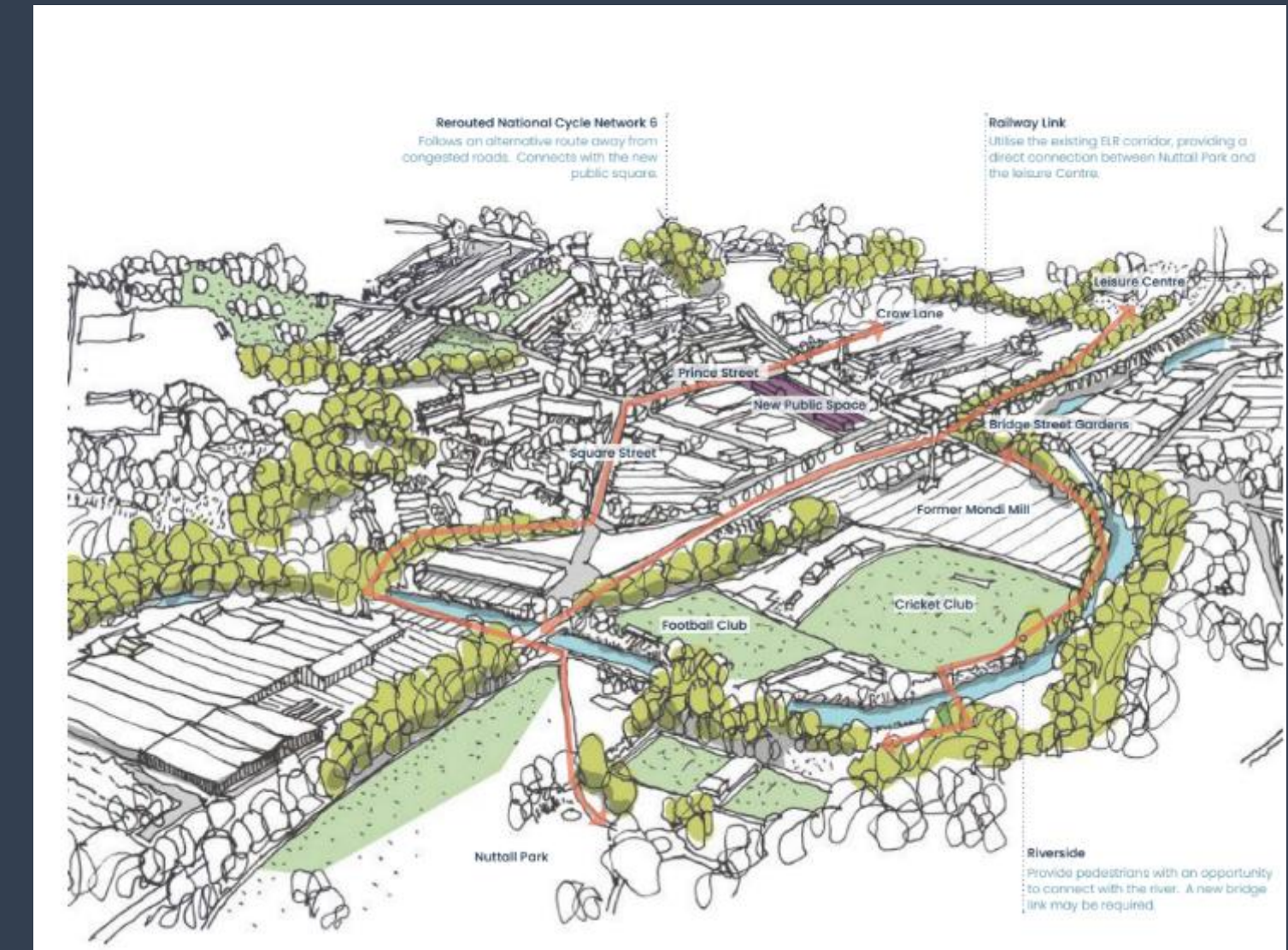
The Plan includes a number of high-level proposals and longer-term ideas that will help to improve the appearance and function of areas of public realm and to improve linkages between town centre assets and the movement and circulation of all town centre users.

The Plan also proposes that the National Cycle Network be re-routed along less congested roads and provide a better connection between the town centre and Nuttall Park. It also proposes new cycling and walking corridors that connect with the river.

To strike a better balance between all users, The Ramsbottom Town Plan proposes to:

- Introduce time restrictions on council owned car parks in the core of the town centre.
- Provide long stay parking at the leisure centre to increase capacity for short stay spaces in the town centre core.
- Increase provision of electric vehicle charging points.
- Introduce resident's parking schemes if needed.

We will incorporate the transport proposals identified in the Ramsbottom Town Plan into our Transport Strategy and we will take them forward as and when we can secure funding for them.



TRANSPORT ISSUES IN RAMSBOTTOM AND TOTTINGTON

Whilst the heritage and layout of Ramsbottom town centre is one of its key assets, this does cause some tensions with its function as a key visitor destination. The centre can, for example, be difficult to navigate and there are issues with pedestrian and vehicular conflict when visitor numbers are particularly high. Linkages between attractions are generally poor and the centre has a longstanding problem with the quantity and location of parking for visitors.

Movement out of Ramsbottom town centre along Bolton Road West to Holcombe Brook is often congested with limited crossing points for pedestrians. In addition, bus is the only public transport option for the Ramsbottom township and services are generally infrequent and unreliable. Journeys by bus take significantly longer than they do by car, discouraging the use of sustainable modes.

Tottington's geographical location means that journeys by public transport are significantly longer than private vehicle journey times. In addition, bus is the only public transport option for Tottington and services are generally infrequent and unreliable which discourages the use of sustainable modes to travel to and from Tottington around the borough.



Summary of transport issues in Ramsbottom and Tottington

- The north of the Borough is not served by any rail links to Bury or Manchester (the East Lancashire Railway is a Heritage line, not a commuter line).
- Bus services in and around Ramsbottom and Tottington are generally infrequent and unreliable.
- Significantly longer public transport journeys than private vehicle journey times, discouraging the use of sustainable modes to travel.
- There is a poor sense of arrival for pedestrians and motorists entering Ramsbottom at Peel Brow or via the East Lancashire Railway.
- There is conflict between pedestrian and traffic movement on Bridge Street in Ramsbottom.
- Ramsbottom town centre is congested and often dominated by HGV traffic travelling through Ramsbottom from the M66.
- The quantity and location of car parking in Ramsbottom does not meet the needs of residents and visitors.
- Poor wayfinding and signage to the National Cycle Network.
- There are limited cycle parking facilities around both Ramsbottom and Tottington
- A large area of Ramsbottom town centre is used for car parking, which reduces space for public realm and civic amenities.
- Improvements need to be made on routes to and from Tottington High School Academy to support safe sustainable movements to the school.

RAMSBOTTOM AND TOTTINGTON – WHAT WE HAVE DONE

This Transport Strategy identifies the investment priorities that we will focus on to improve transport throughout the Borough. But we are not starting from scratch. Bury is one of the ten local authority areas in Greater Manchester already working to deliver the Greater Manchester 2040 Transport Strategy in partnership with Transport for Greater Manchester and the other nine local authorities. This means that we are working towards the ambition for half of all journeys in Greater Manchester to be made by public transport, walking, wheeling or cycling by 2040. This is called the ‘*Right Mix*’ target. Our Local Transport Strategy will provide more detail on what this means for the Borough and what our local priorities are. Having a Local Transport Strategy will put us in a stronger position to identify and attract the funding we need to deliver schemes that are locally important. It will enable the Council to identify and develop proposals for transport interventions to competitively bid for monies when they become available.

What we and our partners have already done ...

- **On bus:** TfGM has introduced cheaper bus fares: there is now a £2 single journey cap (£1 for children) and a £5 AnyBus (£2.50 for children) all day cap for bus journeys throughout Greater Manchester and a weekly cap of £21 (£10.50 for children).
- **On walking and cycling:** We have carried out a review of the main walking, wheeling and cycling routes into Ramsbottom from surrounding residential areas to identify where we can improve the active travel network.
- **On parking:** We have carried out a parking survey in Ramsbottom as we know that car parking capacity in Ramsbottom is an issue. This survey includes an assessment of locations for potential new car parks.
- **On highway maintenance:** In the last two years we have spent around £500,000 on resurfacing roads in the Ramsbottom township at the locations shown in the adjacent table. We have also resurfaced Hall Street from Bradshaw Road to Bank Street in Tottington.
- **On highway maintenance:** In Ramsbottom, we have invested an additional £307,000 on preventative highway maintenance and in Tottington, we have carried out surface treatment works on roads in the Cotswold Crescent estate at a cost of £74,000.
- **On road safety:** We have delivered Bikeability cycle training to school children in years 5, 6 and 7.

Road Name		Extent of road resurfaced
Ramsbottom		
Bass Lane		Full Length
Moorway		Full Length
Walmersley Road		M66 Bridge - 40m South of M66 Slip Road
Albert Street		Full Length
Tor Avenue		Full Length
Greenside Close		Full Length
Wood Road Lane		Rowlands Road - No. 45
Westgate Avenue		Full Length
Tottington		
Hall Street		Bradshaw Road to Bank Street



RAMSBOTTOM AND TOTTINGTON - WHAT WE PROPOSE TO DO:

Bus

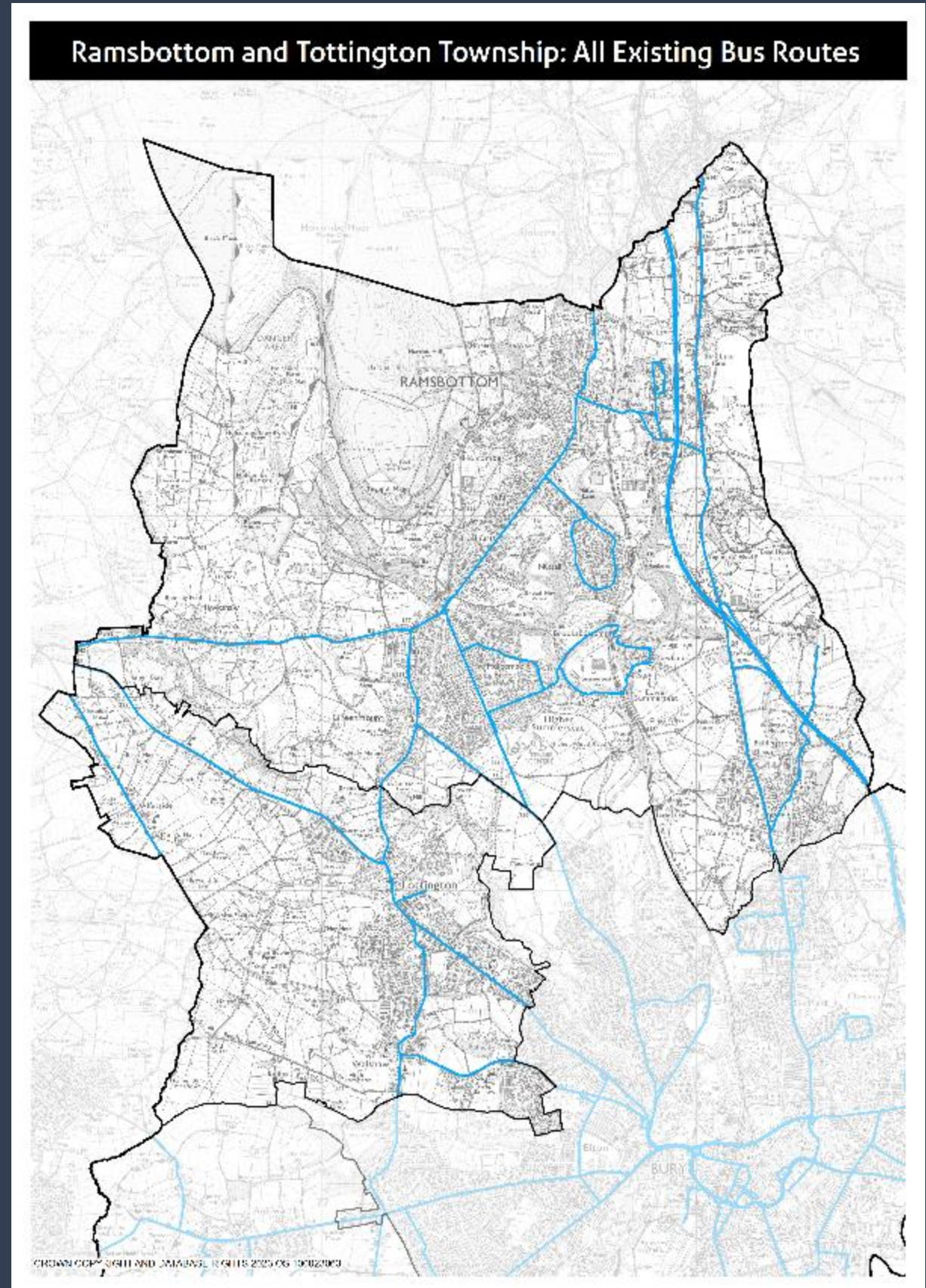
We will work with Transport for Greater Manchester to secure investments to improve bus services and infrastructure in Ramsbottom and Tottington.

Across Greater Manchester, buses are being brought back under local control for the first time since they were de-regulated in 1986 under a system called franchising.

Franchised services will start running in some parts of the Borough from September 2023 and in Ramsbottom and Tottington from March 2024.

We will seek to build on Greater Manchester's proposed high frequency bus route network and identify where additional services and routes may need to be strengthened. This could include the provision of Local Link type services to meet the needs of residents in more rural areas of Bury so they have a car-free alternative for accessing work, leisure opportunities, education and health services, as set out in Greater Manchester Bus Service Improvement Plan.

The adjacent maps shows all the routes on which buses run in Ramsbottom and Tottington.



RAMSBOTTOM AND TOTTINGTON - WHAT WE PROPOSE TO DO:

Bus

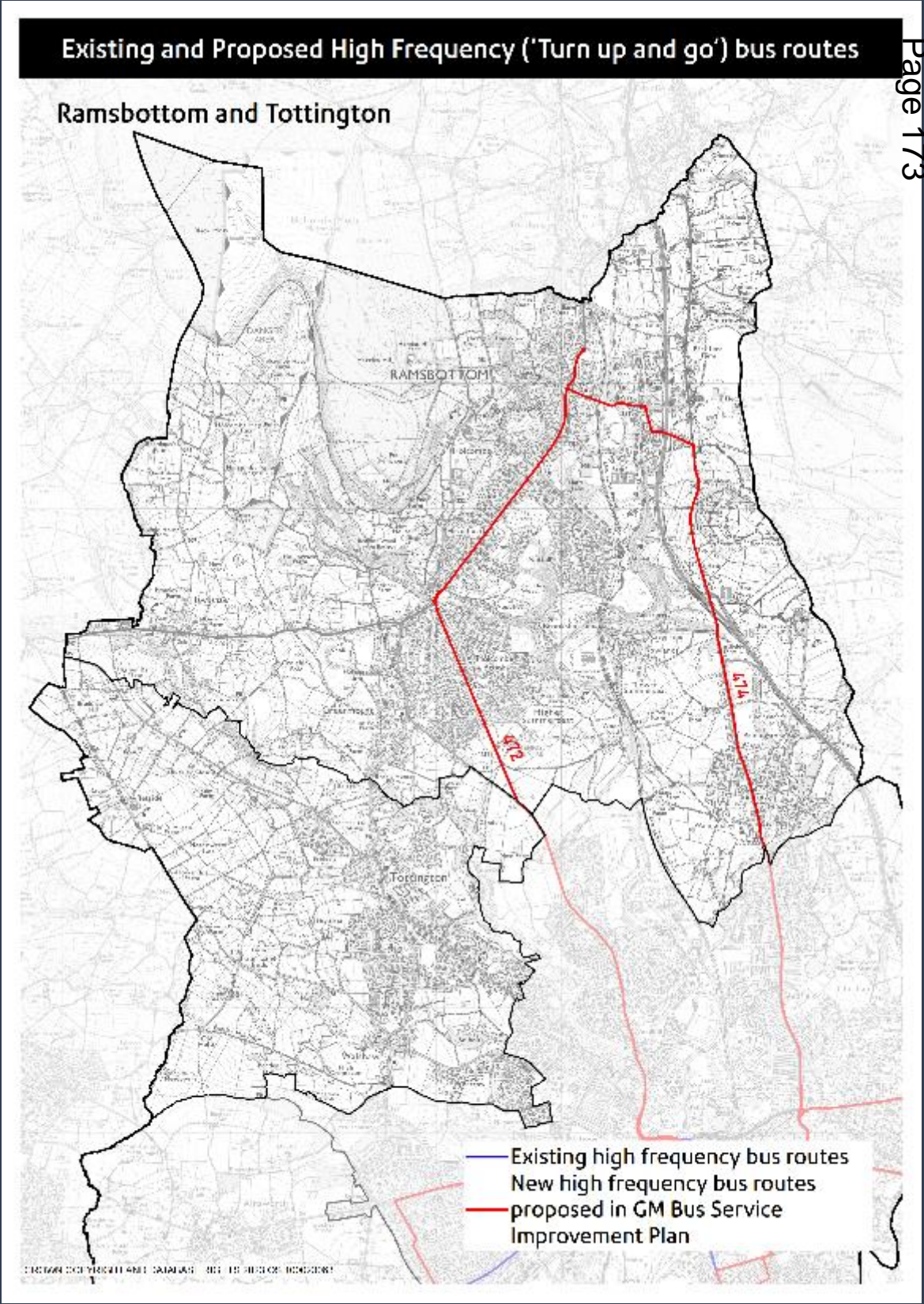
The Greater Manchester's Bus Service Improvement Plan (BSIP) set out TfGM's aim to stabilise and then strengthen bus services and routes to a minimum 'turn up and go' frequency (at least every 10 minutes per hour on Monday to Saturday daytimes) on major routes to form a 'London-style network'.

BSIP contains a target for 70 additional routes across the GM bus network to be brought up to a high frequency standard by March 2025, with a particular focus on linking key towns and district centres. The adjacent map shows which bus services and routes in Greater Manchester's proposed high frequency bus network would run through the Ramsbottom township.

The table below shows all the services in the Borough that are part of Greater Manchester's proposed high frequency bus route network. A plan of all these routes and services can be found in the bus chapter. The proposed high frequency routes in Ramsbottom are the 474 and 474 Bury-Ramsbottom circulars. These proposed high frequency routes would be an enhancement of the existing service. These would not be the only bus services in Ramsbottom and Tottington.

We will work with TfGM to identify the need for additional high frequency bus routes in Ramsbottom and Tottington.

Service	Route
163*	Manchester - Middleton - Heywood
93	Bury - Prestwich - Agecroft - Manchester
97	Bury - Unsworth - Prestwich - Manchester
98	Bury - Radcliffe - Whitefield - Manchester
135*	Bury - Whitefield - Cheetham Hill - Manchester
471*	Rochdale - Bury - Bolton
524*	Bolton - Radcliffe - Bury
472	Bury - Ramsbottom circulars
474	Bury - Ramsbottom circulars
467	Rochdale - Daniel Fold - Bamford - Bury
468	Rochdale - Greave - Bamford - Jericho - Bury
*	Indicates an existing high frequency service



RAMSBOTTOM AND TOTTINGTON - WHAT WE PROPOSE TO DO: Walking, Wheeling and Cycling

In Ramsbottom

We have £2.3 million of funding available from the Greater Manchester City Region Sustainable Transport Settlement to improve walking and cycling routes in Ramsbottom. We have until March 2027 to spend this money. We are currently developing some ideas and will be carrying out public consultation later this year. Further details can be found on the next page.

In addition to the severance caused by busy roads, rivers and railways, the steep valley sides of Ramsbottom impose another constraint on its active travel network. It is difficult to find east-west routes with reasonable gradients and the best north-south routes are heavily trafficked. National Cycle Route 6 passes through Ramsbottom, entering via Nuttall Park and leaving via Stubbins Lane, but Stubbins Lane is busy and involves a narrow rail bridge, so we will investigate alternative route options.

In Tottington

We will seek opportunities to improve active travel routes to current design standards for example, National Cycle Route 6 provides an attractive and convenient walking and cycling route through Tottington, along the former Holcombe Brook branch railway line (known locally as 'the lines' or the 'Kirklees Trail'). However, connections to, along and across Market Street (the B6213) in particular are in need of improvement.



Ramsbottom Active Travel Network:

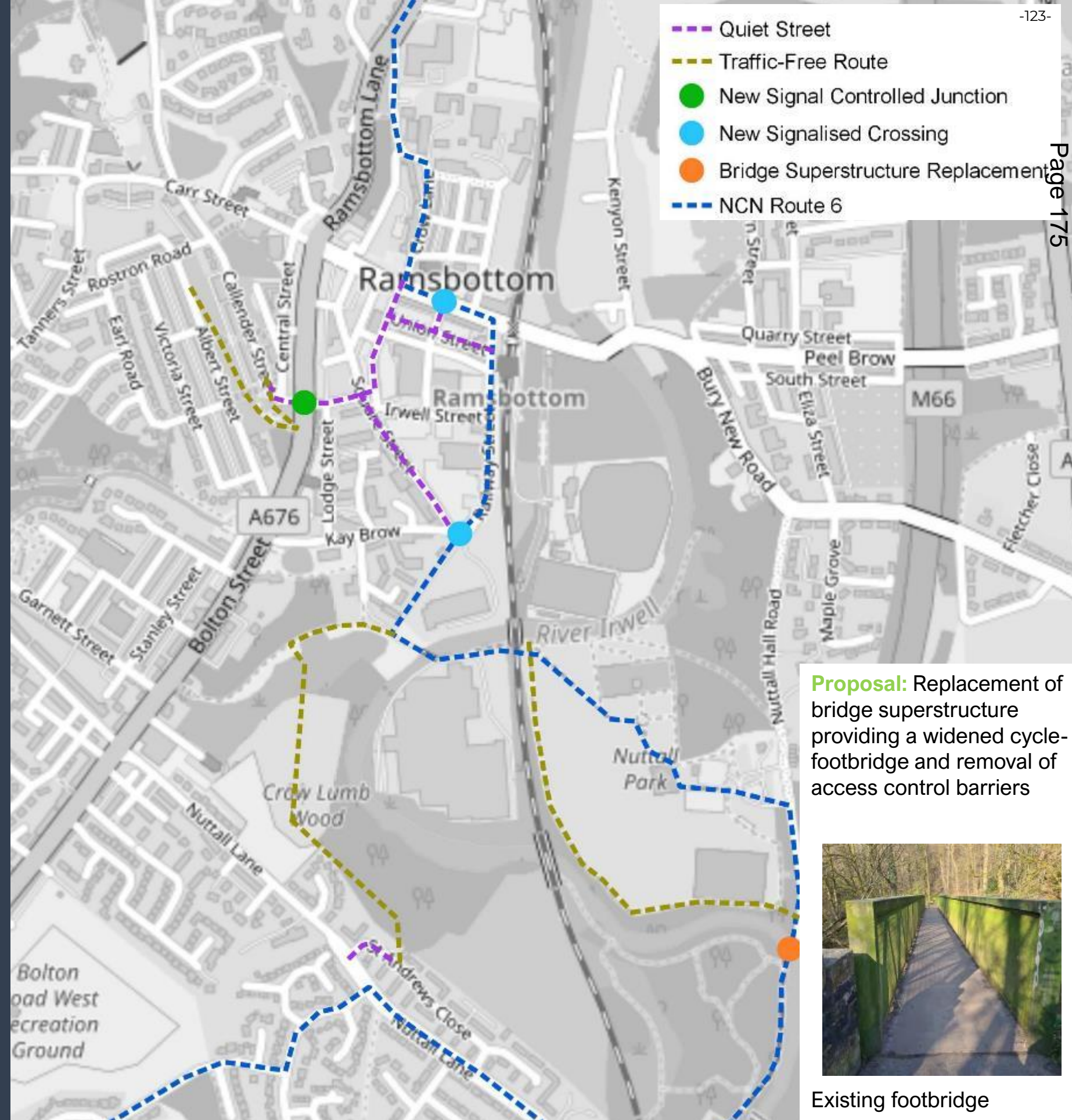
Draft proposals

Funding available: £2.3M CRSTS

We have secured £2.3m of City Region Sustainable Transport Settlement funding to improve walking and cycling infrastructure in and around Ramsbottom Town Centre.

The draft proposals are still being developed and will be subject to more detailed engagement and consultation later in 2023 but some of the proposed routes that are currently being considered are identified on the adjacent plan. The improvements could include:

- A new signalised crossing on Bridge Street, widening the footway by the war memorial and removing parking.
- Side road entry treatment at Crow Lane and footway widening.
- A junction improvement to Callender Steet (installation of traffic signals and green man)
- Quiet routes established on Square Street, Prince Street, Union Street and Cross Street.
- A new traffic-free shared use route through Crow Lumb Wood from St Andrew's Close to Grants Lane.
- Widening the existing footpath through Nuttall Park along river and railway into a shared use path.
- Replacement of bridge superstructure providing a widened cycle-footbridge and removal of access control barriers.



Existing footbridge

RAMSBOTTOM AND TOTTINGTON - WHAT WE PROPOSE TO DO:

Highways and Parking

On highways, we propose to:

- Implement a puffin crossing at Bolton Road West (near Ada Street) in Ramsbottom and zebra crossing at Market Street, Tottington (near Laurel Street).
- Deliver a programme of preventative maintenance treatment to stop further deterioration of the road surface such as patching, micro asphalt and surface dressing. Information on which roads will receive surface dressing each year is published on the Council's website.
- Continue to deliver our Highways Investment Strategy to resurface roads that have gone beyond using any preventative treatment. Information on which roads will be treated each year is published on the Council's website.
- Continue to deliver our street lighting replacement programme to replace lighting columns that are coming to the end of their serviceable life and install energy efficient LED lamps.
- Increase the number of publicly available chargers, working a supplier to install Electric Vehicle Charging Infrastructure (EVCI) on Council land, with new infrastructure starting to be installed by Autumn 2023.
- Develop and implement a car parking strategy for Ramsbottom that addresses identified parking issues and meets the needs of the town's visitors and residents.
- Upgrade key junctions within Ramsbottom and Tottington to allow for improved highway safety, traffic flows and cater for public transport and active travel movements.



RAMSBOTTOM PARKING



CLIENT: BURY COUNCIL

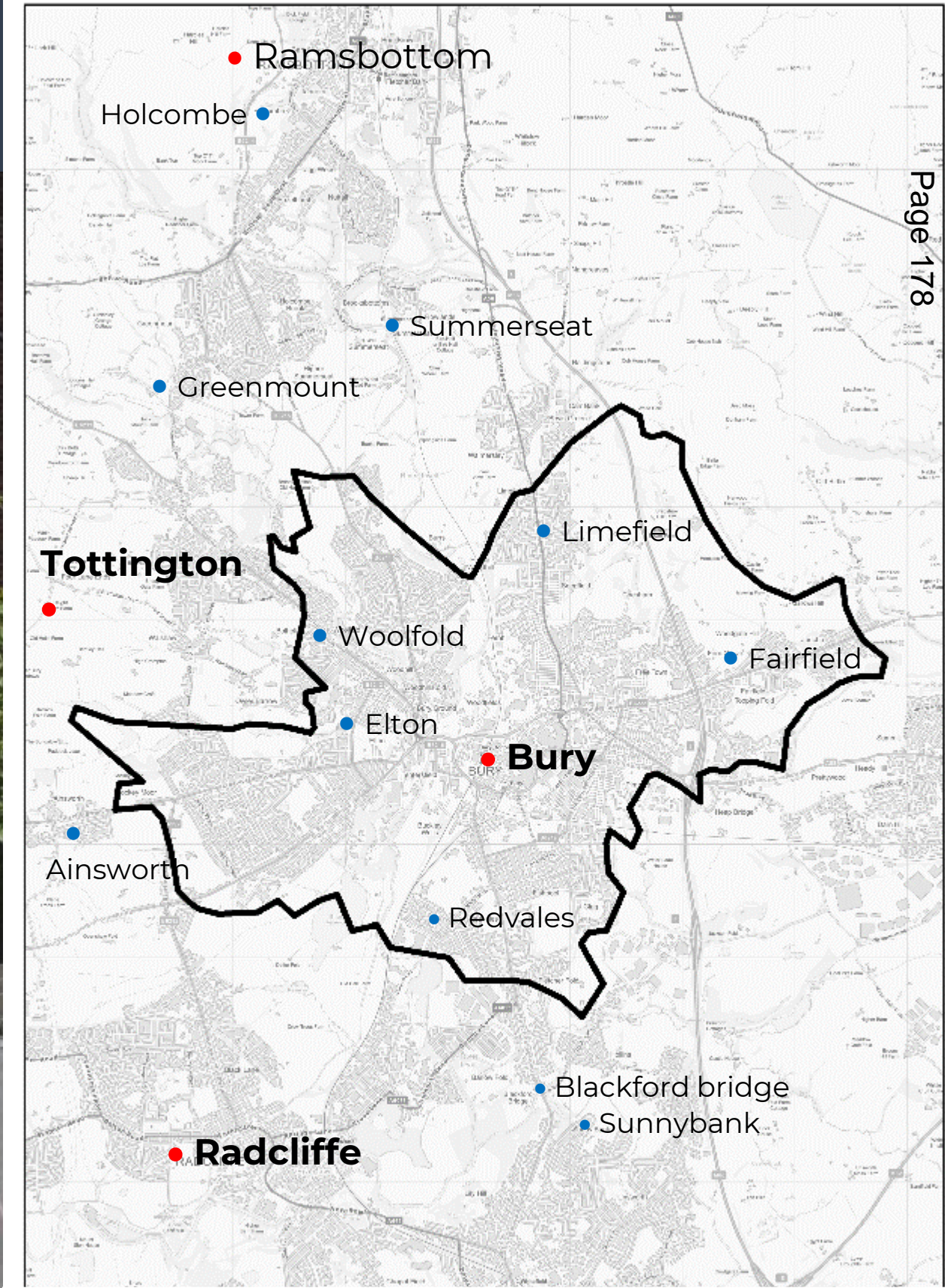


We want to make sure that our Local Transport Strategy meets the needs of our residents, businesses and visitors. The adjacent table provides a summary of the key transport proposals that are currently being developed and implemented in Ramsbottom and Tottington. These range from significant new infrastructure projects to on-going maintenance of existing infrastructure, which is important.

However, we will continue to work with our partners Transport for Greater Manchester and other key stakeholders to identify further opportunitiess for projects that will improve Ramsbottom and Tottington's transport network. This includes identifying funding opportunities that may arise from national and regional initiatives.

Summary of Key Transport Proposals for Ramsbottom and Tottington
Bus
Roll out of bus franchising
More high frequency bus routes including on the Bury-Ramsbottom 472 and 474 circular routes
Investigate the need for new Local Link bus services in the Ramsbottom and Tottington Townships
Walking, Wheeling and Cycling
Bikeability cycle training
Implement School Streets where appropriate
Active travel route improvements in Ramsbottom Town Centre
Active travel route improvements in Tottington
Investigate options for rerouting National Cycle Network Route 6 through Ramsbottom
Highways and Parking
Road safety improvements: installation of a puffin crossing at Bolton Road West (near Ada Street).
Preventative highway maintenance
Highway Investment Strategy resurfacing programme
Expansion of publicly available Electric Vehicle Charging Infrastructure (EVCI)
Develop a parking strategy for Ramsbottom to meet resident and visitor needs
Upgrade key junctions within Ramsbottom and Tottington to allow for improved highway safety, traffic flows and cater for public transport and active travel movements
Implement a puffin crossing at Bolton Road West (near Ada Street) in Ramsbottom and zebra crossing at Market Street, Tottington (near Laurel Street).

10. BURY



Township	Wards
Bury	Elton, Moorside, Bury West, Bury East, Redvales

BURY

Bury, as the principal centre of the Borough, has attracted high levels of investment in recent years, most notably around The Rock Shopping Centre which has placed Bury the third highest ranked retail destination in Greater Manchester. Adding to its retail portfolio, Bury is also home to the award winning Bury Market which has more than 350 stalls and attracts around 150,000 visitors per week (*Visit North West*).

Further visitor attractions within the town centre include the Fusilier Museum, East Lancashire Railway and Bury Transport Museum.

There are a number of major educational establishments in the town centre including Bury College, Holy Cross College and Bury Grammar School and the town has an active and accessible housing market.

Heritage is one of Bury's key assets, recognised through the large grouping of listed buildings and the designation of the Bury Town Centre Conversation Area.



BURY TOWN CENTRE MASTERPLAN

A Bury Town Centre Masterplan has been prepared by the Council. The masterplan sets out an ambitious but deliverable vision for Bury town centre. To remain a vibrant and thriving centre, Bury needs to adapt to the changes in the UK's retail market, be attractive and open to inward investment, and encourage high-quality, mixed-use development as well as retain the key businesses and communities that make Bury the place that it is today.

It is vital that development and regeneration proposals for Bury are supported by a range of transport interventions.

Key development proposals identified in the Bury Town Centre Masterplan include:

- A new gateway into Bury town centre created by the redevelopment of Bury Interchange, a new Flexi-Hall and public realm upgrades to create a continuous high quality pedestrian environment throughout the town centre.
- Redevelopment and partial repurposing of the Millgate estate, providing a range of new development opportunities, including new quality residential developments.
- Significant new residential development, including a new family orientated community within the town centre.
- New employment sites, potentially incorporating innovation hubs and makers studios.
- New visitor accommodation, with new hotel facilities.
- Growth of our successful colleges, providing a strong education, research and innovation offer within the town centre.
- New sports and leisure facilities, including a new leisure centre and pool.
- Review of existing car parking in provide sufficient capacity in the right locations and modernise the facilities to be integrated with new technology and transport modes.

To help support the delivery of the town centre vision, £20m Levelling up Funding has been secured for transformational improvements at Bury Market, the development of a new Flexi Hall and enhanced public realm improvements. A further £45 million has been allocated to the initial phases of the new Bury Interchange.



BURY KEY HOUSING SITES

Millgate

The acquisition of the Millgate Shopping Centre by the Council and the joint venture with Bruntwood unlocks new opportunities for employment, leisure, offices, food and beverage outlets and hundreds of new homes in the heart of Bury town centre.

Former Police Station, Irwell Street

It is anticipated that this vacant cleared site will deliver around 50 homes. There is an opportunity for wider development of the adjoining car park and Castle Leisure Centre site, subject to the relocation of the existing leisure facilities.

Townside Fields and Q-Park airspace, Knowsley Street

These sites provide opportunities to build around 250 residential units in a quality location with direct level access onto the Metrolink platforms through the new southern access to the Metrolink Stop at Bury Interchange.

Humphrey House

This site has potential to be brought forward as a build-to-rent apartment scheme for around 64 apartments.

Seedfield, Parkinson Street, Bury

The brownfield part of the Seedfield site is expected to deliver 86 homes, subject to planning permission. This will include a mix of 3 and 4 bed family homes, and the provision of affordable housing.

Former William Kemp Heaton

This site is expected to deliver around 43 affordable homes, including specialist accommodation for older people and people with disabilities.

Former Millwood School site, Fletcher Fold Road, Bury

This cleared site is expected to be developed for around 30 homes.



BURY TRANSPORT ISSUES

A key strength of Bury is its accessibility. It already benefits from excellent links to both the public transport and road network.

Bury Interchange provides Metrolink and bus services to Bolton, Rochdale and Manchester whilst strategic highway routes provide good links to the M66, M60 and M62 – providing excellent motorway connection around Greater Manchester and beyond.

The National Cycle Route Network Route 6 between London and the Lake District, runs along the eastern edge of the town centre, overlapping in part with the Elton Beeway route, which provides a local cycling link between Bury and Radcliffe.

Bury benefits from accessible car parking for those visiting key shopping and leisure destinations in the town centre, as well as several surface car parks associated in the adjoining out of centre retail parks.

However, there are number of transport and movement issues that need to be addressed, largely relating to the need to;

- update the existing transport and highway infrastructure;
- tackle the huge volumes of vehicle movement through the town (east-west and north-south movements); and
- respond to new development opportunities in and around the township.



Summary of transport issues in the Bury township

- Bury Interchange is outdated and needs upgrading to enhance the sense of arrival into the town centre.
- The ring road around Bury town centre creates a car dominated environment and severance for pedestrians and cyclists travelling into and out of the town centre.
- The town centre is where the Borough's two main roads come together and there are significant volumes of traffic movement through the town
- Existing cycle infrastructure is of poor quality and does not provide a continuous cycling network.
- Pedestrian and cycle experiences are often hampered by busy roads, complicated junctions and narrow footways.
- Key gateways into Bury town centre need to be redesigned and upgraded to prioritise active travel movements.
- Greater Manchester's Clean Air Plan air quality modelling indicates that the A58 Bolton Street, Bury Bridge, is one of 13 points in Greater Manchester where roadside nitrogen dioxide exceedances of legal levels persist to 2025.
- Large areas of surface car parking create areas of urban voids.
- Access to Fairfield General Hospital by bus could be better.

BURY – WHAT WE HAVE DONE

This Transport Strategy identifies the investment priorities that we will focus on to improve transport throughout the Borough. But we are not starting from scratch. Bury is one of the ten local authority areas in Greater Manchester already working to deliver the Greater Manchester 2040 Transport Strategy in partnership with Transport for Greater Manchester the other nine local authorities. This means that we are working towards the ambition for half of all journeys in Greater Manchester to be made by public transport, walking, wheeling or cycling by 2040. This is called the ‘*Right Mix*’ target. Our Local Transport Strategy will provide more detail on what this means for the Borough and what our local priorities are. Having a Local Transport Strategy will put us in a stronger position to identify and attract the funding we need to deliver schemes that are locally important. It will enable the Council to identify and develop proposals for transport interventions to competitively bid for monies when they become available.

What we and our partners have already done ...

- On bus:** TfGM has introduced cheaper bus fares: there is now a £2 single journey cap (£1 for children) and a £5 AnyBus (£2.50 for children) all day cap for bus journeys throughout Greater Manchester and a weekly cap of £21 (£10.50 for children).
- On walking, wheeling and cycling:** We have carried out a review of the main walking, wheeling and cycling routes into Bury from surrounding residential areas to identify where we can improve the active travel network.
- On walking, wheeling and cycling:** We have installed 'Cyclops' junctions at Market Street / A58 Angouleme Way and A56 Jubilee Way/ A58 Angouleme Way and a 5 new traffic signal-controlled pedestrian and cycle crossings on main roads in Bury: Rochdale Road, Bell Lane (2 no), Wash Lane and Parsonage Street. Bike Libraries have also been installed at Clarence Park and Openshaw Park.
- On highway maintenance:** In the last two years we have spent around £2.2 million on resurfacing roads in Bury township at the locations shown in the adjacent table and have spent almost £800,000 on preventative maintenance on road surfaces.
- On parking:** We have carried out a parking study in Bury town centre. This identified that there is some spare car parking capacity, which could be utilised to accommodate new development opportunities.

Road Name	Extent of road resurfaced
Buckingham Drive	Bolton Road - Newham Drive
Crostons Road	Tottington Road - Bolton Street
Mitchell Street	Full Length
Derby Way	Full Length
The Rock	Pedestrian Section
Radcliffe Road	White Boar PH - Warth Bridge
Taylor Street	Full Length
Mosley Avenue	Full Length
Townside Row	Full Length
Bolton Street	Crostons Road - Jubilee Way
Woodhill Road	Canterbury Drive - Truro Close
Monmouth Avenue	Full Length
Cornwall Drive	Alfred Street - Gigg Lane
Jubilee Way	Full Length
Stewart Street	Full Length
Woodbank Drive	Full Length
Walshaw Road	Harvey Street - Tottington Road
Manchester Road	Gigg Lane - Wellington Road
Rochdale Old Road	Castle Hill Road - Rochdale boundary
Alston Street	Full Length
Tennyson Avenue	Full Length
Edgeworth Drive	Full Length

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BURY – WHAT WE PROPOSE TO DO: Metrolink

We will continue to work with TfGM to deliver a new and improved Bury Interchange which will include:

- Replacing the old facility with a modern building, similar to the new interchange buildings that have already been developed across Greater Manchester;
- Delivering a new concourse and brighter Metrolink platform, which will be more user friendly;
- A new vertical circulation core with an upgraded larger lift provision, escalator and improved stairs to support access for all;
- Providing a safe and secure environment for users;
- Refurbishing the Metrolink platform with additional capacity and new shelters;
- Creating a new arrangement for bus movements and waiting areas with significantly fewer conflict points;
- Improvements to all walking and cycling access routes with a strong sense of arrival and integration with the redevelopment of Bury town centre;
- Closure of underpasses which often act as hubs for anti-social behaviour;
- A new step free access from the south of the town centre to the Metrolink platform to encourage access from existing and proposed developments in the area; and
- A new active travel hub integrated into the interchange building with additional capacity for cycles, accessible cycles and e-bikes.



BURY – WHAT WE PROPOSE TO DO:

Bus

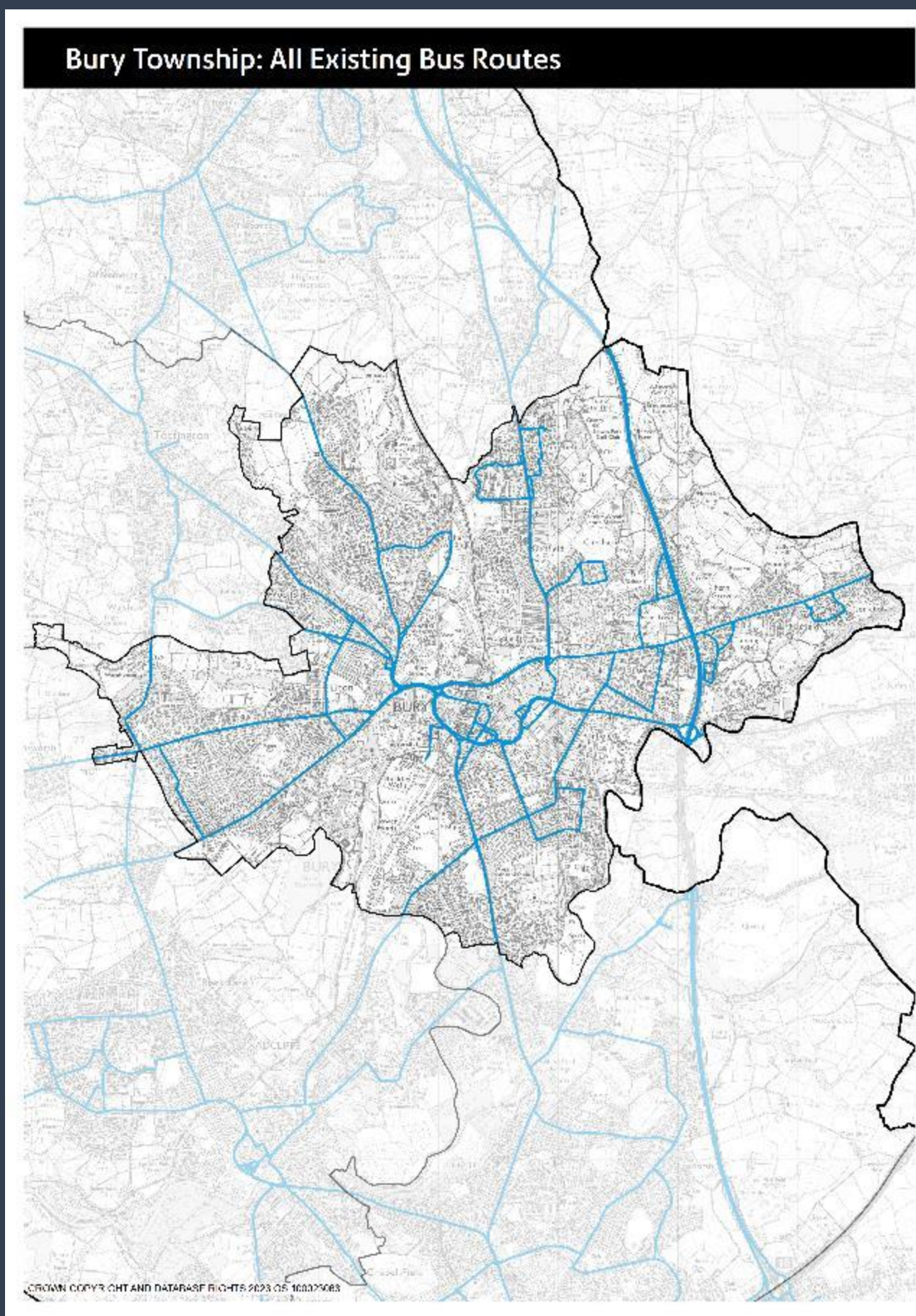
We will work with Transport for Greater Manchester to secure investment to improve bus services and bus infrastructure in Radcliffe.

Across Greater Manchester, buses are being brought back under local control for the first time since they were de-regulated in 1986 under a system called franchising.

Franchised services will start running in some parts of the Borough from September 2023, including the 471 route from Bury to Bolton and Rochdale town centres, and on all services in the Borough from March 2024.

The adjacent plan shows all the existing bus routes that exist in the township but we will seek to identify where additional services and routes may be needed or existing routes strengthened.

We will also consider introducing bus priority measures at appropriate locations and improved bus stop infrastructure, initially focusing investment on the proposed Quality Bus Transit route between Bury and Rochdale as well as the Bury-Bolton corridor and the Bury-Manchester corridor (the A58 and the A56).



BURY – WHAT WE PROPOSE TO DO:

Bus

PROPOSED HIGH FREQUENCY BUS ROUTES

The Greater Manchester's Bus Service Improvement Plan (BSIP) set out TfGM's aim to stabilise and then strengthen bus services and routes to a minimum ‘turn up and go’ frequency (at least every 10 minutes per hour on Monday to Saturday daytimes) on major routes to form a ‘*London-style network*’.

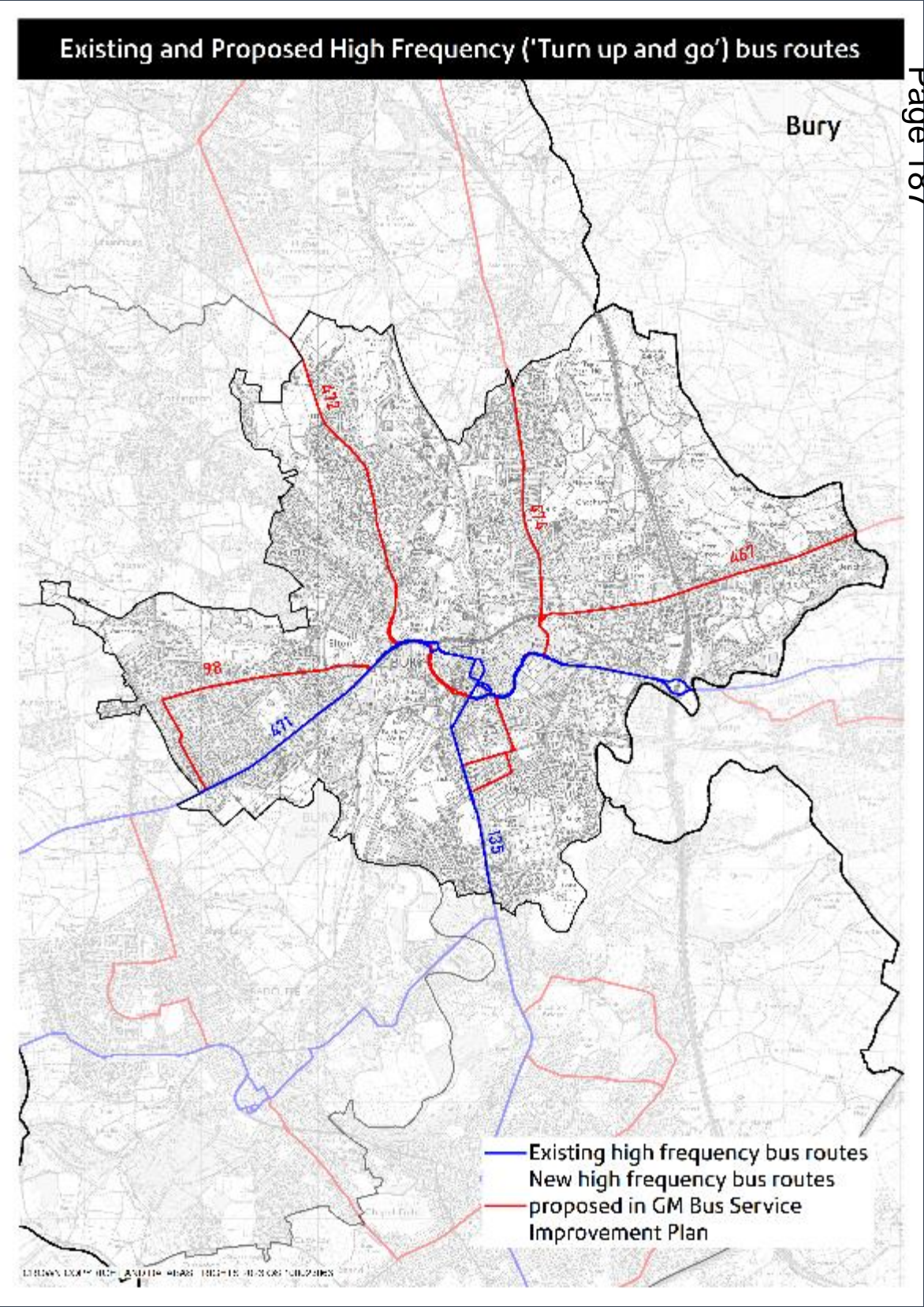
BSIP contains a target for 70 additional routes across the GM bus network to be brought up to a high frequency standard by March 2025, with a particular focus on linking key towns and district centres. The adjacent map shows which bus services and routes in Greater Manchester's proposed high frequency bus network would run through the Bury township.

The table below shows all the services in the Borough that are part of Greater Manchester's proposed high frequency bus route work. A plan of all these routes and services can be found in the bus chapter.

As the map shows, several of the proposed high frequency network routes are in the Bury township and converge at Bury Interchange. Some of the routes already benefit from a high frequency service (the blue routes on the map).

These proposed high frequency routes would be an enhancement of the existing service. These would not be the only bus services in Bury township. The map on the next page shows the routes of all buses that serve Bury.

Service	Route
163*	Manchester - Middleton - Heywood
93	Bury - Prestwich - Agecroft - Manchester
97	Bury - Unsworth - Prestwich - Manchester
98	Bury - Radcliffe - Whitefield - Manchester
135*	Bury - Whitefield - Cheetham Hill - Manchester
471*	Rochdale - Bury - Bolton
524*	Bolton - Radcliffe - Bury
472	Bury - Ramsbottom circulars
474	Bury - Ramsbottom circulars
467	Rochdale - Daniel Fold - Bamford - Bury
468	Rochdale - Greave - Bamford - Jericho - Bury
*	Indicates an existing high frequency service



BURY – WHAT WE PROPOSE TO DO:

Bus

Bus services to Fairfield General Hospital




Fairfield General Hospital is located 2 miles from the centre of Bury and is the third largest hospital run by the Northern Care Alliance. The Hospital is one of the biggest trip generators in the Borough.

The hospital is committed to improving the health and wellbeing of the wider community and to helping to deliver a net zero emissions National Health Service. Encouraging active ways of travelling and encouraging the use of public transport for those who are able to do so is part of this commitment. We will consider how we can support the hospital in meeting this commitment.

The hospital is not currently on one of the existing or proposed high frequency bus routes. It is served by the 467 and 468, which stop outside the hospital on Rochdale Old Road, while the B4 service between Bury and Heywood/ Hopwood serves bus stops within the hospital grounds. The hospital is around 10 minutes by bus from Bury Interchange.



The hospital can also be accessed by some door-to-door demand responsive transport services . The Heywood Local Link provides journeys to/from Fairfield General Hospital in Bury from the Pilsworth area. For those less able to use conventional public transport, the door-to-door Ring and Ride service can also be used for journeys to/from Fairfield General.

Approximate travelling time to Fairfield General Hospital		
		
467	468	B4
mins	mins	mins
14 Bury	14 Bury	23 Bury
Fairfield General Hospital	Fairfield General Hospital	9 Ferngrove
9 Bamford	8 Bamford	4 Topping Fold
17 Daniel Fold	18 Greave	Fairfield General Hospital
29 Rochdale	25 Rochdale	9 Heywood
Frequency (mins) Mon – Sat daytime – 40 Evening/Sun & Pub hols – 60	Frequency (mins) Mon – Sat daytime – 40 Evening/Sun & Pub hols – 60	Frequency (mins) Mon – Sat daytime – 60 Evening/Sun & Pub hols – 120

Local Link

Heywood

Asda
Birch Services
Heywood Distribution Park
Heywood town centre
(East Lancs Railway)
Pilsworth (Park 66)

www.tfgm.com/locallink

Heywood Local Link Service



BURY – WHAT WE PROPOSE TO DO: Walking, Wheeling & Cycling

Fishpool and Pimhole

- We will deliver the Fishpool and Pimhole Active Travel Scheme, which features new controlled crossings, cycle facilities, road closures, traffic calming and one-way systems.
- We also propose to build a new bridge at Gigg Mills for cyclists and walkers and an Elton link from the canal to the town centre including a new river bridge.

National Cycle Route 6

- National Cycle Network Route 6 passes through the west side of Bury town centre. It is proposed that this is improved where there are opportunities to do so.
- The linkages from Route 6 into other key attractions in and around Bury are poor and it is proposed that these linkages are improved alongside our development proposals in the town centre (e.g. the Interchange, the new market flexi-hall and the Millgate), in addition to CRSTS funding.

Angouleme Way

- The ring road around the town severs it from neighbouring communities so we will seek to improve walking and cycling crossings where possible (building on the successful implementation of the cyclops junction near the colleges).
- Some crossing facilities on the ring road do not meet the latest design standards, so several interventions are being developed to address this and will be consulted upon.



BURY Active Travel Network

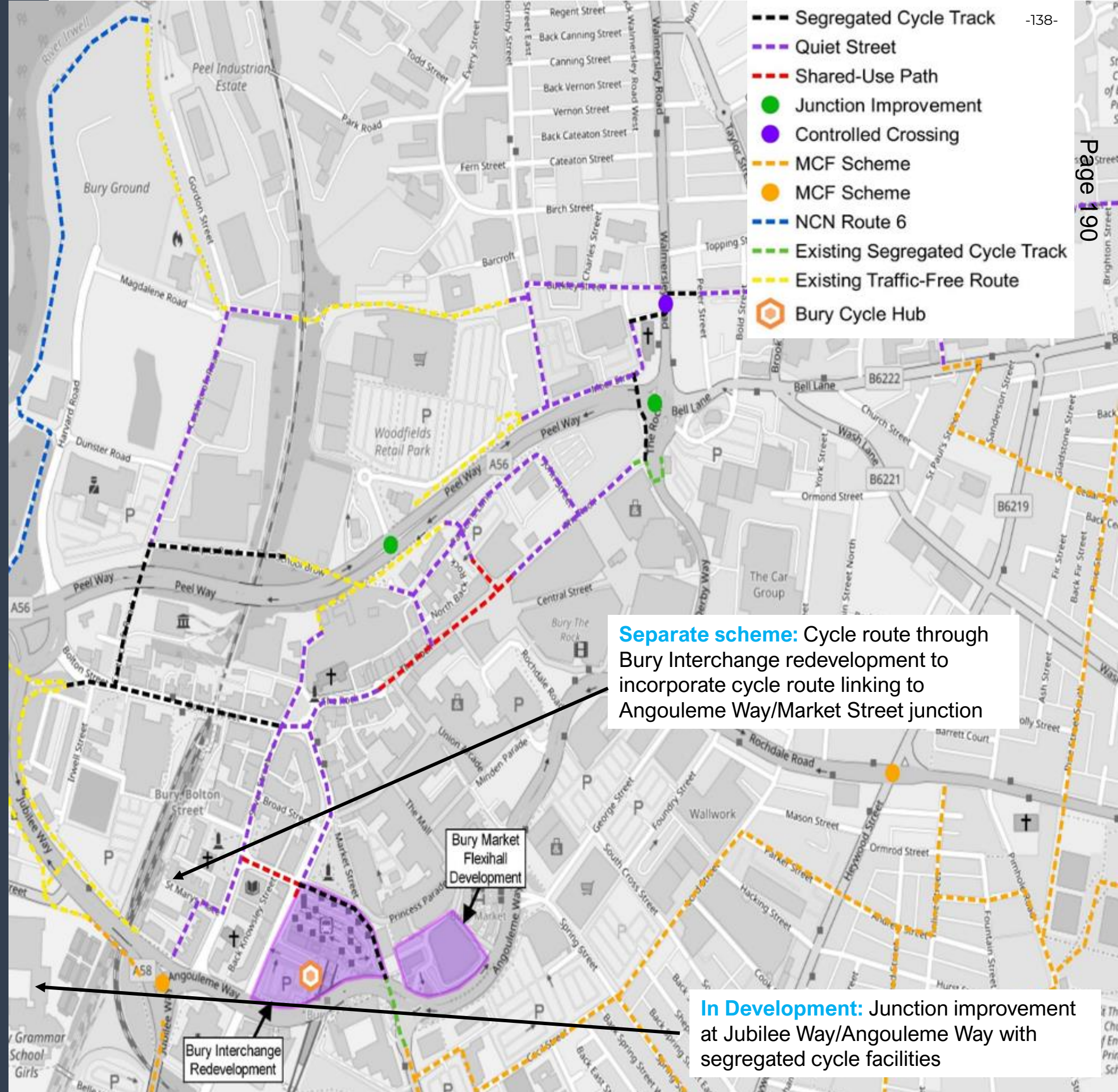
Draft Proposals

Funding Available: £4.1m CRSTS

We have secured £4.1m of City Region Sustainable Transport Settlement money to improve walking and cycling infrastructure in and around Bury town centre.

Draft proposals are still be developed and will be subject to more detailed engagement and consultation later in 2023, but some of the proposed routes that are currently being considered are identified on the adjacent plan. The improvements could include:

- Improvements to Bolton Street/Croston Road junction incorporating segregated cycle crossings;
- Widening current off routes linking Jubilee Way and Bolton Street and improving footway/cycle way demarcation;
- Provision of segregated cycle tracks on Bolton Street and Castlecroft Road;
- A new crossing on Walmersley Road linking to quiet routes on Moor Street, Fox Street and Buckley Street;
- A quiet route along Badger Street, Bridge Street, Kay Street, Massey Street to link to Bury East Mayor's Challenge Fund (MCF) scheme at Hoyles Park;
- Improvements to the Peel Way/Walmersley Road junction with a segregated cycle crossing on the west arm;
- Cycle traffic to be permitted through The Rock pedestrian area; and
- Quiet routes on Market Street, Silver Street and Back Manchester Road linking to the Jubilee Way/Angouleme Way junction improvement.



BURY – WHAT WE PROPOSE TO DO:

Highways & Parking

- **On road safety:** A 20mph speed limit scheme has been implemented at Albert Street and a 20mph School Zone has been delivered at Colville Drive. Signing and lining improvements and safety signs have been delivered on Brandlesholme Road. A school street initiative has been implemented at Guardian Angels Primary School. We have also delivered Bikeability cycle training to school children in years 5, 6 and 7.
- **Road safety:** There are plans for a zebra crossing on Tottington Road (near Walmsley Street), and further school streets/safer routes to school initiatives proposed for Christ Church, St Joseph and St Bede's, St Thomas', Chesham and Chantlers Primary Schools.
- **On highway maintenance:** We will continue to deliver a programme of preventative maintenance treatment to stop further deterioration of the road surface such as patching, micro asphalt and surface dressing. Information on which roads will receive surface dressing each year is published on the Council's website.
- **On highway maintenance:** We will continue to deliver our Highways Investment Strategy to resurface roads that have gone beyond using any preventative treatment, which includes works on Wash Lane, Bond Street to Moorgate, Bury East. Information on which roads will be treated each year is published on the Council's website.
- **On highways maintenance:** We will continue to deliver our street lighting replacement programme to replace lighting columns that are coming to the end of their serviceable life and install energy efficient LED lamps.
- **On Electric Vehicle Charging infrastructure (EVCI):** We will increase the number of publicly available chargers, working a supplier to install Electric Vehicle Charging Infrastructure (EVCI) on Council land, with new infrastructure starting to be installed by Autumn 2023.
- **On parking:** we will engage with stakeholders to develop a car parking strategy for Bury that addresses identified parking issues and meets the needs of the town's visitors, residents and businesses.
- **On Highways:** we will investigate options to remodel the A56 Walmsley Road/Peel Way/Derby Way junction to improve facilities for pedestrians and cyclists.

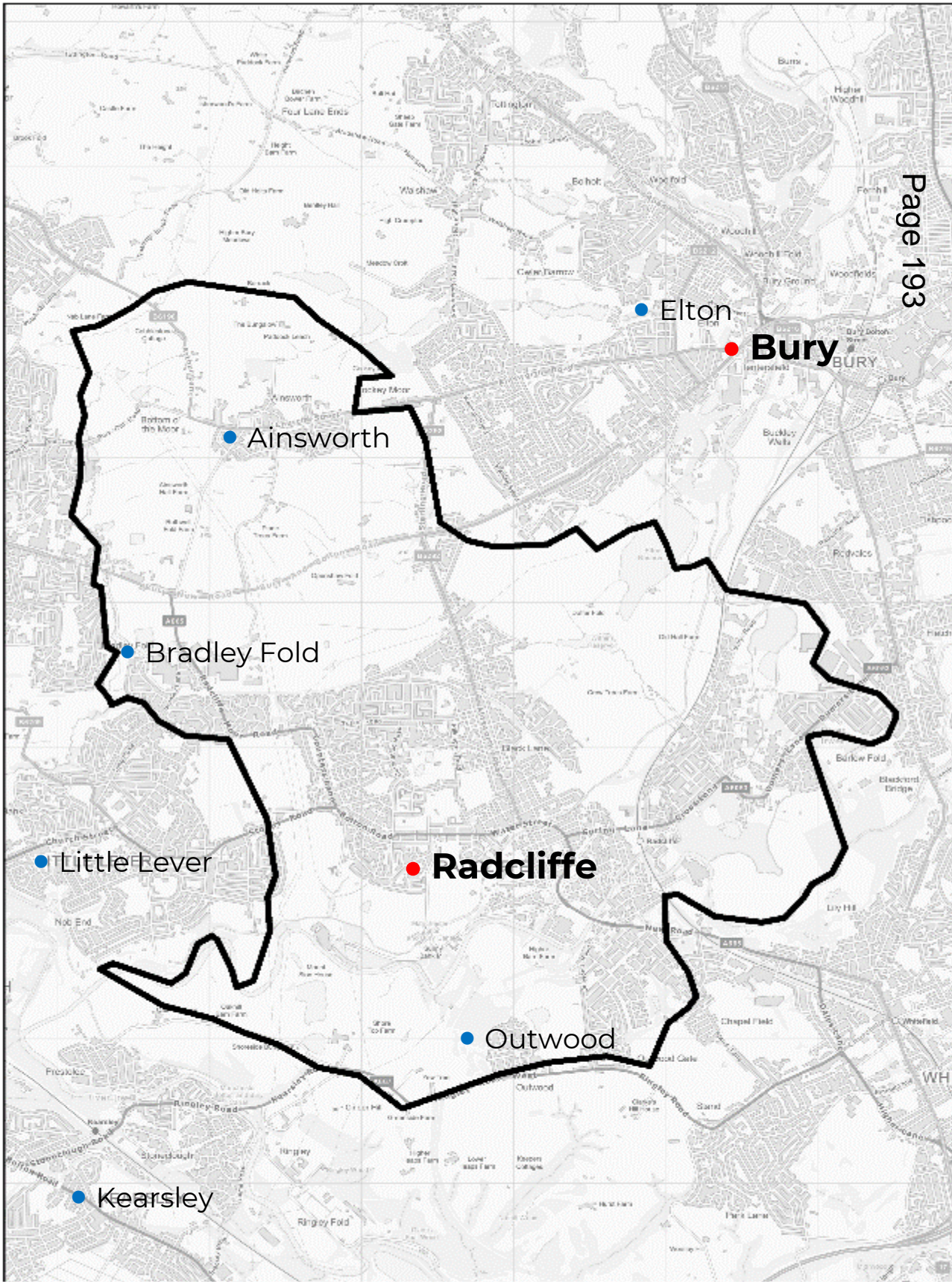


We want to make sure that our Local Transport Strategy meets the needs of our residents, businesses and visitors. The adjacent table provides a summary of the key transport proposals that are currently being developed and implemented in Bury township. We will continue to work with our partners Transport for Greater Manchester to develop an integrated transport system that connects people to opportunities and promotes economic regeneration.

All transport projects and interventions are dependent on available funding. The cost of the transport improvements required to deliver the Local Transport Strategy is in excess of the funding currently available. We will therefore explore a range of sources to fund the proposed projects and interventions in the later stages of the Delivery Plan.

Summary of Key Transport Proposals for Bury Township
Metrolink
Redevelopment of Bury Interchange
Bus
Roll out of bus franchising
Potential Quality Bus Transit route between Bury and Rochdale
Walking, Wheeling & Cycling
Active travel improvements in Bury Town Centre funded through CRSTS
New bridge at Gigg Mills for cyclists and walkers
Elton link from the canal to the town centre including a new river bridge
Fishpool and Pimhole Active Travel Scheme
Investigation of options for further pedestrian and cycle crossing points across the Ring Road safely
Bikeability cycle training
Implement School Streets where appropriate
Highways and Parking
Street lighting column replacement & LED lamp programme 2020-2024
Expansion of publicly available Electric Vehicle Charging Infrastructure (EVCI)
Develop a parking strategy for Bury to meet resident and visitor needs
Preventative highway maintenance
Highway Investment Strategy resurfacing programme

11: RADCLIFFE TOWNSHIP



Township	Wards
Radcliffe	Radcliffe North & Ainsworth, Radcliffe West, Radcliffe East

RADCLIFFE

Radcliffe town centre is the focal point of the Radcliffe township, which largely includes residential communities including settlements at Ainsworth and Outwood. The township also has a proud industrial heritage.

Similar to many former industrial communities, the town continues to feel the ongoing effects of economic restructuring. Traditional employment has declined and the town has some of the highest levels of deprivation across the Borough, with significant challenges in relation to employment, skills and health. In parallel, the growth of convenience and digital retail has put considerable pressure on the high street, which has experienced a sharp decline, impacting on the range and quality of services within Radcliffe town centre. Therefore, Radcliffe is a key local focus for regeneration and growth.

The Places for Everyone Joint Development Plan proposes to allocate a large-scale site at Elton Reservoir for 3,500 homes together with supporting physical and social infrastructure. It is anticipated that this site will be a major boost to social and physical regeneration efforts in Radcliffe.

Bury Council remains committed to prioritising the development of brownfield land and there are a number of sites within Radcliffe which are being brought forward for new housing development.



RADCLIFFE STRATEGIC REGENERATION FRAMEWORK

A Strategic Regeneration Framework (SRF) for Radcliffe has been prepared by the Council. The SRF identifies a clear set of interventions and wider strategies to guide growth and to help deliver the transformational change that is required through regeneration in the town. The Framework focuses on the delivery of a new centrally located Civic Hub alongside plans for the delivery of more than 500 new homes in and around the town centre, a new secondary school, improvements to the Market Hall and a new Enterprise Centre. To help support the delivery of the vision, £20m Levelling up Funding has been secured to deliver the new Civic Hub.

Key development proposals identified in the Strategic Regeneration Framework for Radcliffe include:

Radcliffe Civic Hub - a new Civic Hub will be built in the heart of Radcliffe town centre. It will accommodate a new leisure centre, co-located with a modern library, flexible community space and council workspace, alongside new commercial units at ground floor.

Radcliffe Market, Market Basement and Market Chambers – The Market Basement will be refurbished to create a large community and cultural events space. A new entrance space will be created on the site of the former TSB building. The Market Chambers will be turned into new retail, food and beverage spaces, flexible office and studio space.

Enterprise Centre / Makerspace – the vacated library will be refurbished to support the creation of a new enterprise facility, offering pathways to intensive incubator and accelerator opportunities.

North Block - it is proposed that the buildings currently located off Dale Street and Blackburn Street will be demolished (this excludes the large building located on the corner of Railway Street and Blackburn Street, occupied by Outreach Community and Residential Services). It is currently considered that the area has the opportunity to provide new retail, residential, and commercial space.

Secondary School - a new secondary school will be built on the former Coney Green school site.

Public Realm - the proposals for the town centre will be supported by improved public realm around the Civic Hub.



RADCLIFFE - KEY HOUSING SITES

Bury Council remains committed to prioritising the development of brownfield land. In Radcliffe these include the following sites: .

The Former East Lancashire Paper Mill site

Outline planning permission has been granted for up to 400 homes. It is envisioned that the site will be developed with a majority of family housing and a small number of apartments. A large area of green space will be landscaped and brought into use at the south of the site as a new park near central Radcliffe.

School Street

The proposed development on this site will be around 90 new homes. It is anticipated that these homes will be designed for the needs of families and will be a mix of three-bedroom and four-bedroom houses.

Blackburn Street/Green Street

Proposed development on this site is anticipated to be 132 new homes and around 10,000 square feet of commercial space.

Whittaker Street

This site has now been vacated and will be brought forward for residential development.



PLACES FOR EVERYONE - ELTON RESERVOIR

Elton Reservoir has been identified as a significant site for housing delivery in the *Places for Everyone* Plan.

The proposed development at Elton Reservoir would deliver:

- Approximately 3,500 homes – providing a range of house types and sizes, including a significant amount of much needed affordable homes and specialist accommodation;
- Substantial new transport infrastructure, including new significant highways infrastructure and a new Metrolink stop;
- A local centre with convenience shopping and health facilities;
- Educational facilities, with two new primary schools incorporated within the development; and
- Recreational facilities, including a country park that will provide improved access in and around the reservoir.



RADCLIFFE TRANSPORT ISSUES

Radcliffe is well connected by road with easy access to the M60, M66 and M62. The Metrolink stop is located on the eastern edge of the town centre and provides a direct connection to Bury and Manchester. The Metrolink has a park and ride facility. Radcliffe Bus Station is located within the core of the town centre, providing local bus services to Bury, Bolton and Manchester. There are numerous Public Right of Way and cycle routes within and around the town centre.

A Radcliffe Transport Strategy was developed to support the Strategic Regeneration Framework which identified a number of transport issues and challenges as well as potential interventions to address them. The Radcliffe Transport Strategy has informed this Local Transport Strategy and it also formed the basis of the bid to the City Region Sustainable Transport Fund for active travel improvements in and around Radcliffe.



Summary of transport issues in Radcliffe

- A665 Pilkington Way severs the town centre, creating a barrier to movement from the west of the town centre into the heart of the centre itself.
- Pilkington Way and Spring Lane present a barrier and a poor environment for walking and cycling.
- There are areas of congestion in and around the town at certain times of the day, including on Spring Lane.
- There is a poor sense of arrival into the town centre at key locations and junctions including The Parish of St Thomas and St John's Church at the top of Blackburn Street, Pilkington Way and Dale Street, as well as the junction of Stand Lane and New Road.
- There is a poor arrival experience at Radcliffe Bus Station due to the current segregation of the station from the wider town centre.
- There is a need to better connect the Metrolink stop with the wider town centre, as it currently feels segregated despite being geographically close.
- Existing town centre wayfinding is dated and a sense of arrival is missing at key locations.
- On-street cycle infrastructure feels tokenistic and does not deliver a safe and attractive cycle network.
- There are poor connections to key active travel assets such as the Manchester, Bolton and Bury Canal which need to be improved.
- Large areas of surface car parking create areas of urban voids.

This Local Transport Strategy identifies the investment priorities that we will focus on to improve transport throughout the Borough. But we are not starting from scratch. Bury is one of the ten local authority areas in Greater Manchester already working to deliver the Greater Manchester 2040 Transport Strategy in partnership with Transport for Greater Manchester and the other nine local authorities. This means that we are already working towards the ambition for half of all journeys in Greater Manchester to be made by public transport, walking, wheeling or cycling by 2040. This is called the ‘*Right Mix*’ target. Our Local Transport Strategy will provide more detail on what this means for the Borough and what our local priorities are. Having a Local Transport Strategy will put us in a stronger position to identify and attract the funding we need to deliver schemes that are locally important. It will enable the Council to identify and develop proposals for transport interventions to competitively bid for monies when they become available.

What we and our partners have already done ...

- **On Metrolink:** TfGM has created additional car parking capacity at the tram stop.
- **On bus:** TfGM has introduced cheaper bus fares: there is now a £2 single journey cap (£1 for children) and a £5 AnyBus (£2.50 for children) all day cap for bus journeys throughout Greater Manchester and a weekly cap of £21 (£10.50 for children).
- **On parking:** we have carried out a parking survey in Radcliffe as we know that car parking capacity in Radcliffe is an issue. This survey includes an assessment of locations for potential new car parks.
- **On highways maintenance:** over the last two years we have spent around £1.7 million on resurfacing roads in Radcliffe at the locations shown in the adjacent table.
- **On preventative highways maintenance:** we have invested an additional £356,000 on preventative highway maintenance.
- **On cycling and walking:** we have installed a bike library at Radcliffe Library and secure cycling parking facilities at Radcliffe Metrolink Stop.
- **On road safety:** delivered Bikeability cycle training to school children in years 5, 6 and 7.

Road Name	Extent of road resurfaced
Bolton Road	Wordsworth Avenue - Turf Street
Belgrave Street	Full Length
Houldsworth Street	Full Length
Westminster Avenue	Coronation Road - No.38
Bury Old Road	Boundary - Arthur Lane
Lever Street	Full Length
Alpha Street	Full Length
James Street North	Full Length
Pilkington Way and New Road	Junction with Dale Street - BP Garage
Adelphi Street	Full Length
Meadowcroft	Full Length
Alma Street	Knowles St - Cemetery Road and Adelphi Street - No.235



RADCLIFFE – WHAT WE PROPOSE TO DO:

Metrolink

In partnership with TfGM, we will seek to make significant improvements to the existing Metrolink stop in line with the investment priorities contained in this Strategy. As part of this, we will seek to:

- Provide better crossing facilities to make it safer for pedestrians and cyclists to get to the tram stop along Church Street West;
- Provide better crossing facilities for pedestrian and cyclists on Spring Lane, linking the new secondary school to the tram stop and also linkages to the town centre;
- Improve accessibility to the tram stop, including a ramp to the east side of the stop for pedestrians and cyclists. This would provide a direct route to the East Lancashire Paper Mill housing development;
- Enhance wayfinding from the Metrolink stop into the town centre;
- Install a cycle hub at the stop to support users travelling by bike;
- Explore the potential for a travel hub and sustainable transport modes as part of the existing 'park and ride' facilities

We will continue to work with TfGM to develop proposals for the new Metrolink stop to support the proposed Elton Reservoir development, including a Travel Hub and Park and Ride, the key elements of which could include; secure cycle parking, drop-off pick-up and taxi bays; shared mobility spaces; electric vehicle charging points and parcel lockers.



RADCLIFFE – WHAT WE PROPOSE TO DO:

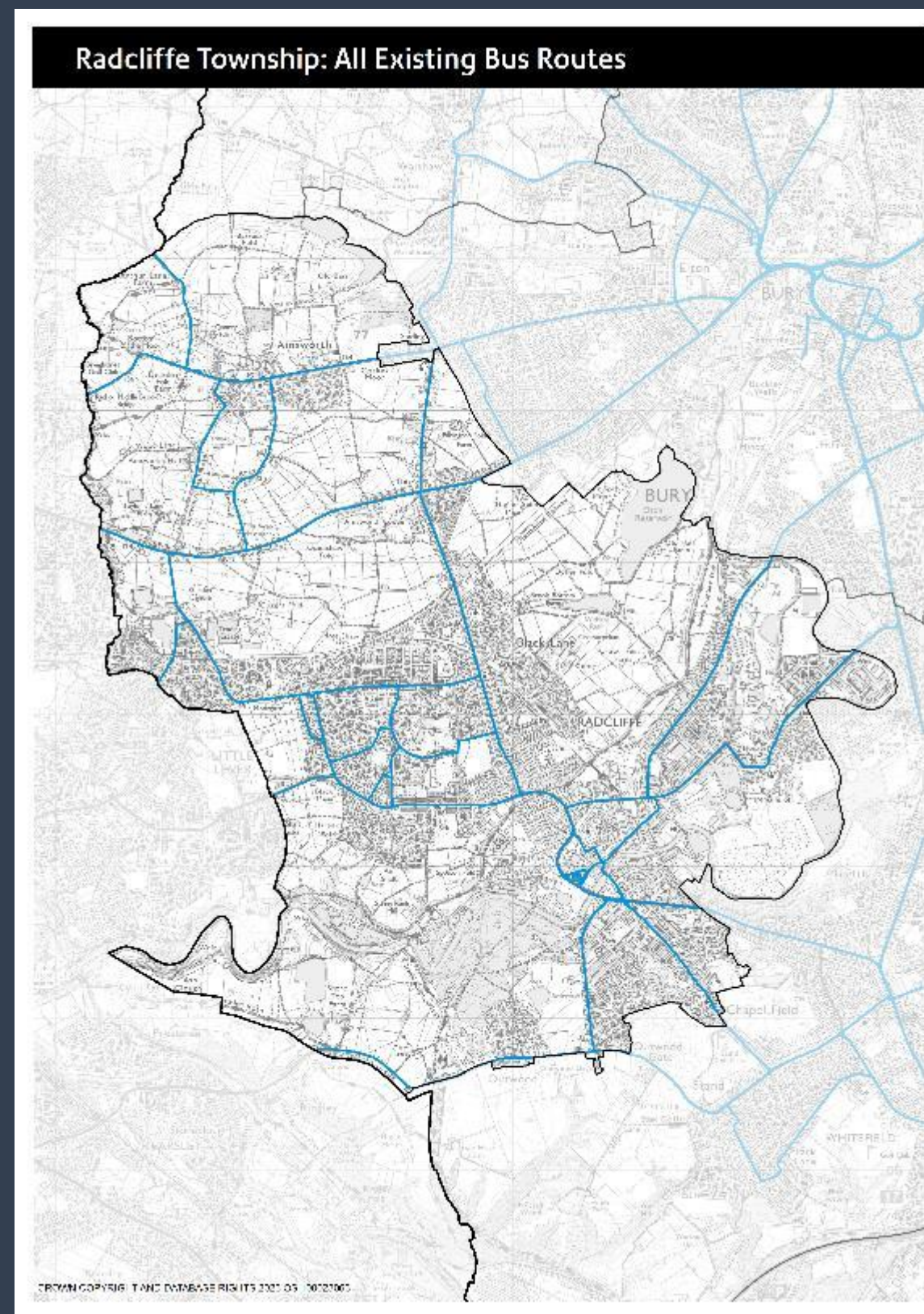
Bus

We will work with Transport for Greater Manchester to secure investment to improve bus services and bus infrastructure in Radcliffe.

Across Greater Manchester, buses are being brought back under local control for the first time since they were de-regulated in 1986 under a system called franchising.

Franchised services will start running in some parts of the Borough from September 2023, including in Radcliffe, and the rest of the Borough from March 2024.

The adjacent plan shows all the existing bus routes that exist in the township but we will seek to identify where additional services and routes may be needed or existing routes strengthened.



RADCLIFFE – WHAT WE PROPOSE TO DO:

Bus

The Greater Manchester's Bus Service Improvement Plan (BSIP) set out TfGM's aim to stabilise and then strengthen bus services and routes to a minimum 'turn up and go' frequency (at least every 10 minutes per hour on Monday to Saturday daytimes) on major routes to form a 'London-style network'.

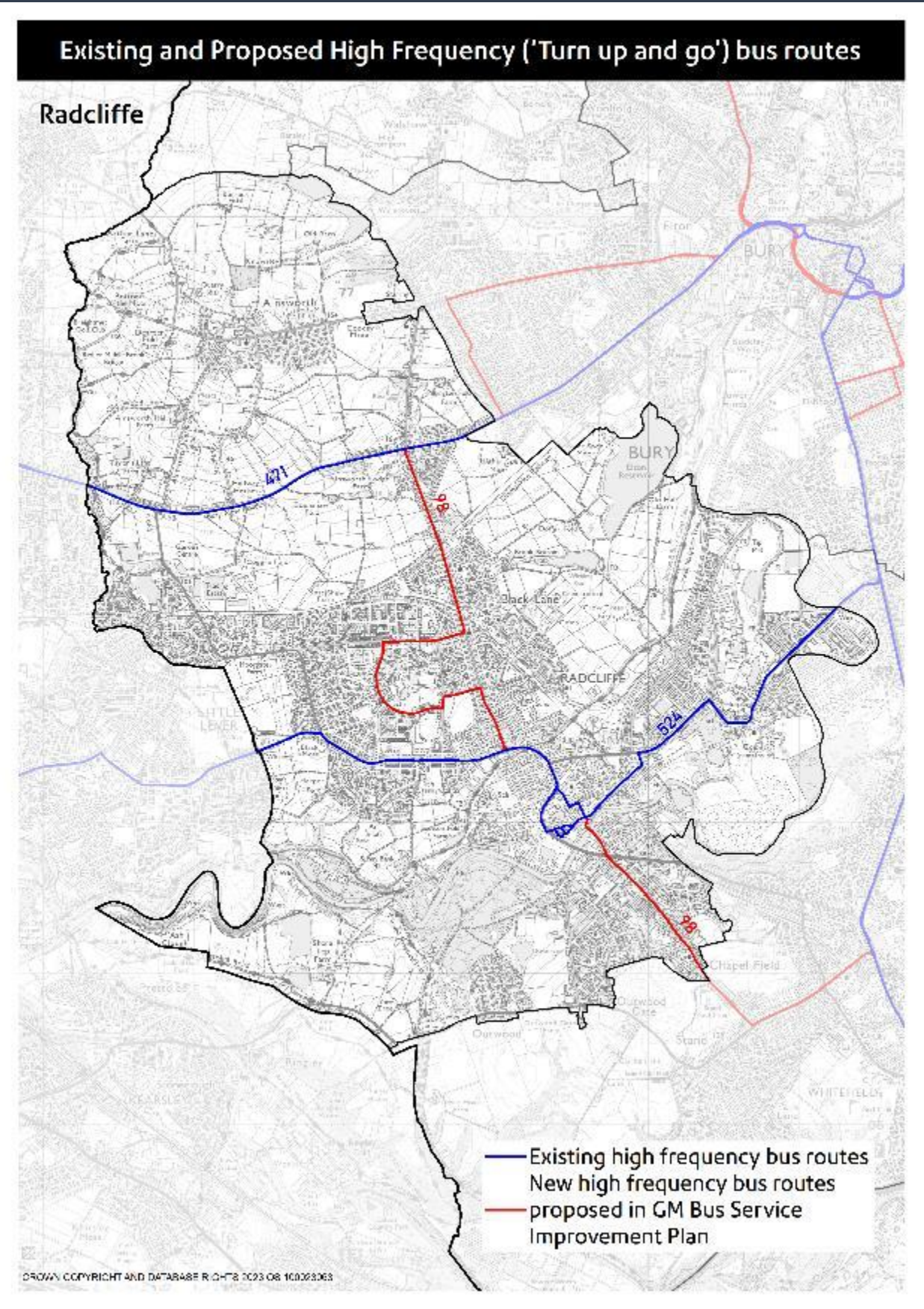
BSIP contains a target for 70 additional routes across the GM bus network to be brought up to a high frequency standard by March 2025, with a particular focus on linking key towns and district centres. The adjacent map shows which bus services and routes in Greater Manchester's proposed high frequency bus network would run through the Radcliffe township.

The table below shows all the services in the Borough that are part of Greater Manchester's proposed high frequency bus route network. A plan of all these routes and services can be found in the bus chapter.

As the adjacent map shows, several of the proposed high frequency network routes are in the Radcliffe township. Some of the routes already benefit from a high frequency service (the blue routes on the map).

These proposed high frequency routes would be an enhancement of the existing service. These high frequency routes would continue to be supported by other routes across the township.

Service	Route
163*	Manchester - Middleton - Heywood
93	Bury - Prestwich - Agecroft - Manchester
97	Bury - Unsworth - Prestwich - Manchester
98	Bury - Radcliffe - Whitefield - Manchester
135*	Bury - Whitefield - Cheetham Hill - Manchester
471*	Rochdale - Bury - Bolton
524*	Bolton - Radcliffe - Bury
472	Bury - Ramsbottom circulars
474	Bury - Ramsbottom circulars
467	Rochdale - Daniel Fold - Bamford - Bury
468	Rochdale - Greave - Bamford - Jericho - Bury
*	Indicates an existing high frequency service



Radcliffe Active Travel Network

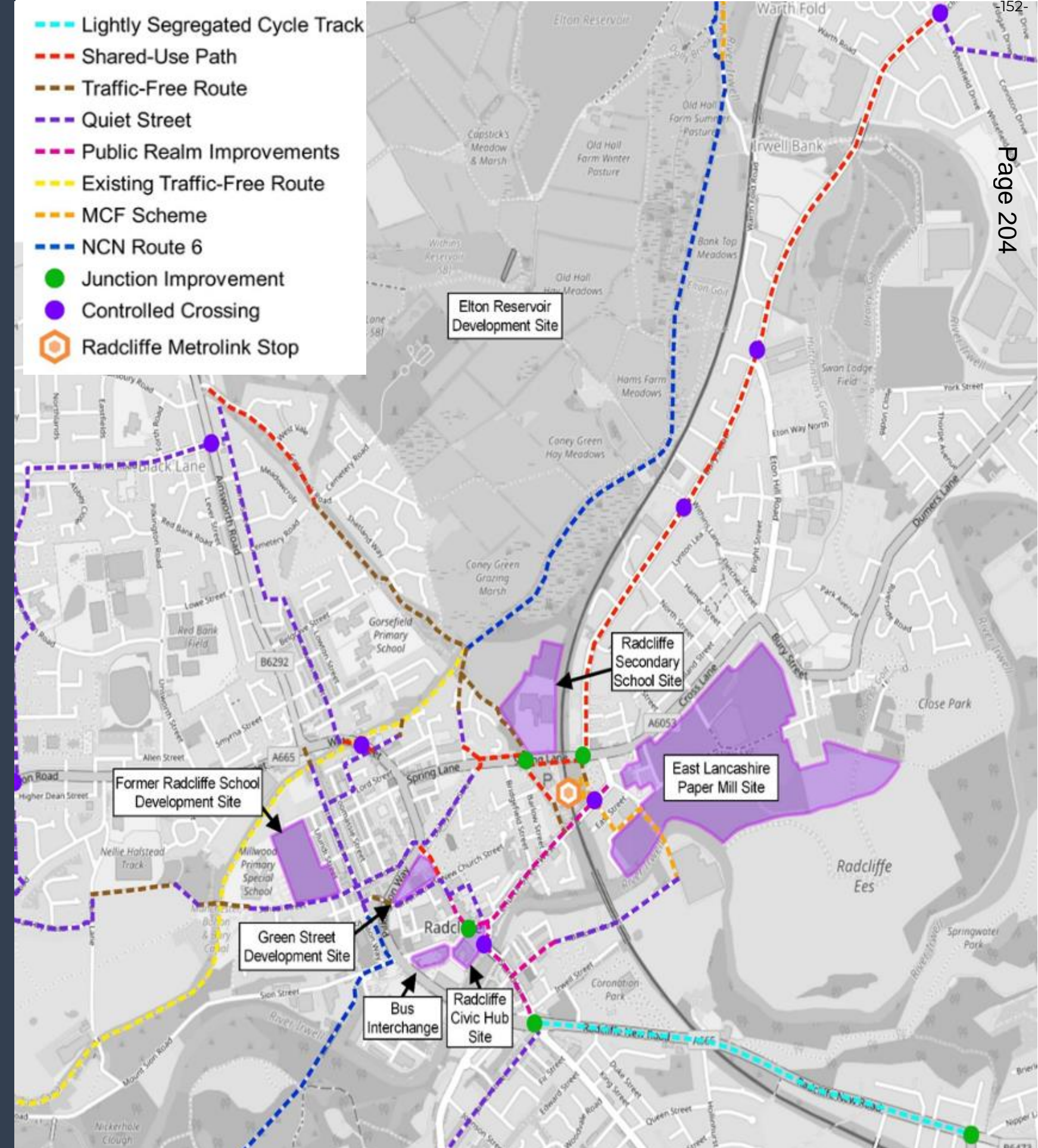
Draft Proposals

Funding Available: £9m CRSTS

£9m of City Region Sustainable Transport Settlement funding has been secured to improve walking and cycling infrastructure in and around Radcliffe town centre.

The draft proposals are still being developed and will be subject to more detailed engagement and consultation later in 2023 but some of the proposed routes that are currently being considered are identified on the adjacent plan. The improvements could include:

- A new signal controlled crossing on Water Street linking to the canal towpath.
- A network of quiet streets linking to the town centre and the banana path.
- Improvements to Radcliffe New Road /Stand Lane junction with segregated cycle crossings.
- A shared use path and signal controlled crossings on Bury Road/Radcliffe Road linking to Manchester Road at Fishpool.
- Widening the Banana Path and improving the lighting.
- A new Cyclops junction at the school access road and shared use paths along Spring Lane from Bury Road to Darbyshire Street.
- Pedestrian/public realm improvements to Church Street West/Dale Street.
- Improvements to the junction of Blackburn Street/Deansgate linking to Civic Hub.
- Lightly segregated cycle tracks on Radcliffe New Road with a signal controlled junction with pedestrian crossings at Dales Lane.

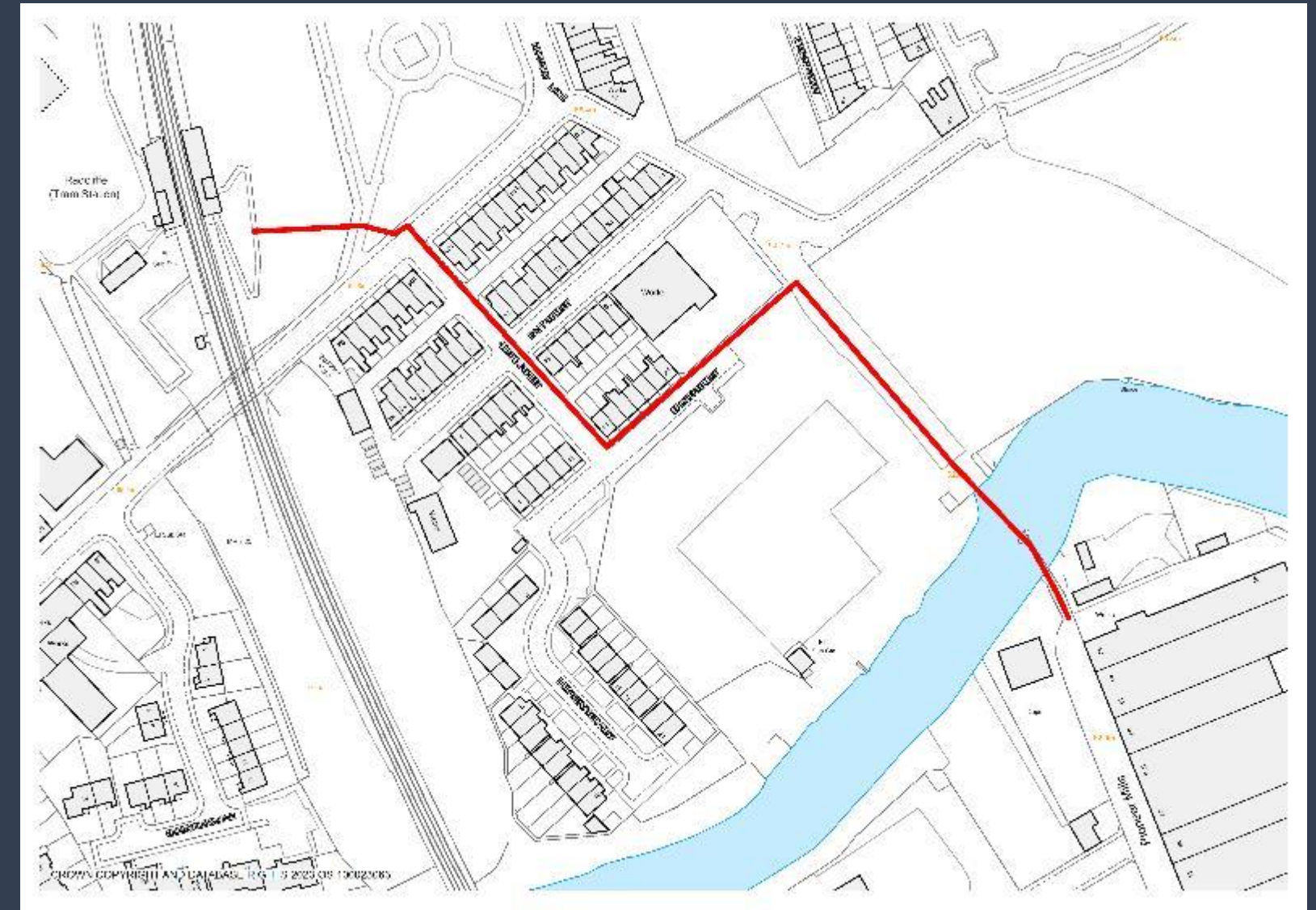


RADCLIFFE – WHAT WE PROPOSE TO DO: Walking, Wheeling and Cycling

As part of our aims to encourage more active travel and improve connectivity across the Borough, we will deliver a new bridge and active travel link from Rectory Lane to Milltown Street. A new crossing to Festival Gardens, across Church Street West to Glebe Street, will also be provided. This crossing will support enhanced active travel connections, particularly from the proposed East Lancashire Paper Mill site into Festival Gardens and the Metrolink stop.



Milltown Street Bridge Visualisation (part of the Radcliffe Central Beeway scheme)



Proposed line of active travel route from East Lancashire Paper Mill site to Radcliffe Metrolink Stop

RADCLIFFE – WHAT WE PROPOSE TO DO:

Highways and Parking

On highways, we propose to:

- Develop a new strategic link road as part of the Elton Reservoir development. This will help to provide a more resilient highway network and permeability within Radcliffe and beyond.
- Upgrade key highway junctions across Radcliffe to allow for improved traffic flows and cater for public transport and active travel movements (e.g. Spring Lane/Blackburn Street junction)
- Deliver a programme of preventative maintenance treatment to stop further deterioration of the road surface such as patching, micro asphalt and surface dressing. Information on which roads will receive surface dressing each year is published on the Council's website.
- Continue the delivery of our Highways Investment Strategy to resurface roads that have gone beyond using any preventative treatment. Information on which roads will be treated each year is published on the Council's website.
- Continue the delivery of our street lighting replacement programme, replacing lighting columns that are coming to the end of their serviceable life and install energy efficient LED lamps.
- Implement a new zebra crossing at Stand Lane (near Clough Street).
- Develop and implement a car parking strategy for Radcliffe that addresses identified parking issues and meets the needs of the town's visitors and residents.
- Increase the number of publicly available chargers, working a supplier to install Electric Vehicle Charging Infrastructure (EVCI) on Council land, with new infrastructure starting to be installed by Autumn 2023.



RADCLIFFE PARKING



CLIENT: BURY COUNCIL

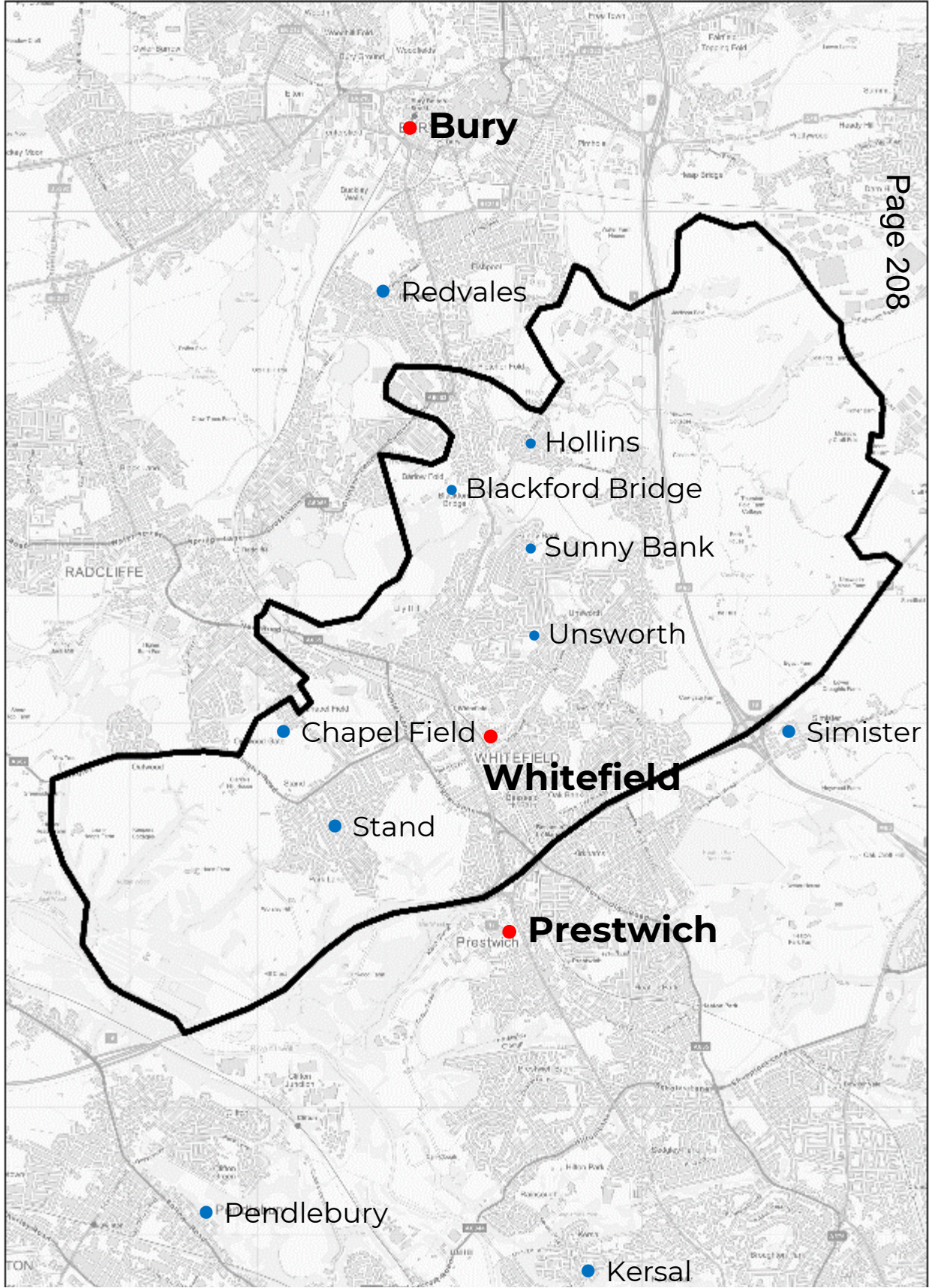
Bury **wsp**
COUNCIL

We want to make sure that our Local Transport Strategy meets the needs of our residents, businesses and visitors. The adjacent table provides a summary of the key transport proposals that are currently being developed and implemented in Radcliffe. These range from significant new infrastructure projects to on-going maintenance of existing infrastructure, which is important.

However, we will continue to work with our partners Transport for Greater Manchester and other key stakeholders to identify further opportunities for projects that will improve Radcliffe’s transport network. This includes identifying funding opportunities that may arise from national and regional initiatives.

Summary of Key Transport Proposals for Radcliffe Township	
Metrolink	Metrolink Stop Improvements at Radcliffe Metrolink Stop
	Development of proposals for a new Metrolink Stop, travel Hub/Park and Ride at Elton Reservoir
Bus	Roll out of bus franchising
	More high frequency bus routes including on the 98 (Bury to Manchester via Radcliffe) and 524 (Bolton to Bury via Radcliffe) routes
Walking, Wheeling and Cycling	Active travel improvements in Radcliffe Town Centre funded through CRSTS
	A new bridge and active travel link from Rectory Lane to Milltown Street,
	A new crossing to Festival Gardens, across Church Street West to Glebe Street
	Bikeability cycle training
	Implement School Streets where appropriate
Highways & Parking	Street lighting column replacement & LED lamp programme 2020-2024
	Expansion of publicly available Electric Vehicle Charging Infrastructure (EVCI)
	Develop proposals for a potential new Link Road as part of the Elton Reservoir development
	Develop a parking strategy for Bury to meet resident and visitor needs
	Road safety improvements: Zebra crossing at Stand Lane
	Preventative highway maintenance
	Highway Investment Strategy resurfacing programme

12: WHITEFIELD



Township	Wards
Whitefield	Unsworth, Besses, Pilkington Park

WHITEFIELD

Whitefield was historically known for its bleach works and weaving industry but has grown to become a desirable place to visit with a variety of shops, bars, restaurants and clothing shops.

Whitefield town centre is the focal point of the township but it also includes other notable areas such as Pilsworth, Hollins, Unsworth, Stand and Besses.

Proposals are currently underway to redevelop the former Wheatfields Centre in Whitefield, which once complete, will deliver high quality, affordable housing in the area.

Whitefield has also been selected to receive support from the Government's High Street Task Force (HSTF). Working with the HSTF, we will develop a Town Centre Plan for Whitefield, which will articulate a clear vision and make short and longer-term recommendations which will help to unlock the town's potential for regeneration.



WHITEFIELD TRANSPORT ISSUES

Whitefield is served by both the Metrolink and bus services that provide good connections to both Bury Town Centre and Manchester City Centre.

Whitefield also benefits from major roads that run north to south between Bury town centre and Manchester, good connections to the M60 Manchester Outer Ring Road as well as east to west links that connect the township to neighbouring areas of Borough such as Radcliffe, Sunnybank, Unsworth and Pilsworth.

Despite the Whitefield township having these good transport connections, there are still issues that need to be addressed to improve the transport offer in the township and to ensure that key development opportunities can be brought forward in a sustainable manner with equal access for all. Local businesses in the centre of Whitefield, for example, experience issues with a lack of parking for customers in the immediate vicinity. Whitefield's transport issues are summarised on the next page.



Summary of transport issues in Whitefield

- Whitefield Metrolink stop currently provides a poor sense of arrival into the town centre and needs to become more of a gateway.
- There is no direct pedestrian access from the Metrolink Park and Ride facility to the Bury-bound platform or for passengers arriving from the Manchester direction.
- There is a poor sense of arrival at Besses O'Th' Barn Tram Stop.
- The quality, layout and function of the Besses O'Th' Barn Tram Stop is sub-standard and in need of improvement. Key issues include the width of the passenger lift, which is unsuitable for users with wheelchairs or pushchairs, and the overall appearance and upkeep of the building.
- The A56/B6198 severs Whitefield town centre and makes it feel dominated by vehicles.
- There are no segregated cycling facilities along the A56 Bury New Road and the existing road markings need to be repainted to make them more visible.
- There are issues with a lack of customer parking in the immediate vicinity for local businesses in Whitefield town centre.
- There is congestion at the A56 Manchester Road/Hollins Brow junction, which causes delay for general traffic and buses.

WHITEFIELD – WHAT WE HAVE ALREADY DONE

This Transport Strategy identifies the investment priorities that we will focus on to improve transport throughout the Borough. But we are not starting from scratch. Bury is one of the ten local authority areas in Greater Manchester already working to deliver the Greater Manchester 2040 Transport Strategy in partnership with Transport for Greater Manchester the other nine local authorities. This means that we are working towards the ambition for half of all journeys in Greater Manchester to be made by public transport, walking, wheeling or cycling by 2040. This is called the ‘*Right Mix*’ target. Our Local Transport Strategy will provide more detail on what this means for the Borough and what our local priorities are. Having a Local Transport Strategy will put us in a stronger position to identify and attract the funding we need to deliver schemes that are locally important. It will enable the Council to identify and develop proposals for transport interventions to competitively bid for monies when they become available.

What we and our partners have already done ...

- **On Metrolink:** TfGM has added more than 120 extra car parking spaces at the Whitefield Park and Ride facility with the addition of a new parking deck , expanding the number of spaces from 208 to 331 spaces in total.
- **On bus:** TfGM has introduced cheaper bus fares: there is now a £2 single journey cap (£1 for children) and a £5 AnyBus (£2.50 for children) all day cap for bus journeys throughout Greater Manchester and a weekly cap of £21 (£10.50 for children).
- **On cycling and walking:** TfGM has installed cycle parking stands at the Whitefield tram stop and at Besses O'Th' Barn.
- **On highway maintenance:** Over the last two years we have spent around £700,000 on resurfacing roads in Whitefield, at the locations shown in the adjacent table.
- **On preventative highway maintenance:** We have invested an additional £315,000 on preventative highway maintenance.
- **On road safety:** We have installed pedestrian refuges at Hollins Lane, Unsworth and we have delivered a 20mph school zone at Rufford Drive, and a 20mph zone along with enhancements to existing traffic calming at Stanley Road. Interactive safety signs have also been installed at Thatch Leach Lane and Sunnybank Road. We have also delivered Bikeability cycle training to school children in years 5, 6 and 7.



Road Name	Extent of road resurfaced
Oak Lane	Full Length
Thatch Leach Lane	Full Length
Sunny Bank Road	Burndale Drive - Ajax Drive
Randale Drive	Sunnybank Road - Chadderton Drive
West Avenue	Full Length

WHITEFIELD – WHAT WE PROPOSE TO DO:

Metrolink

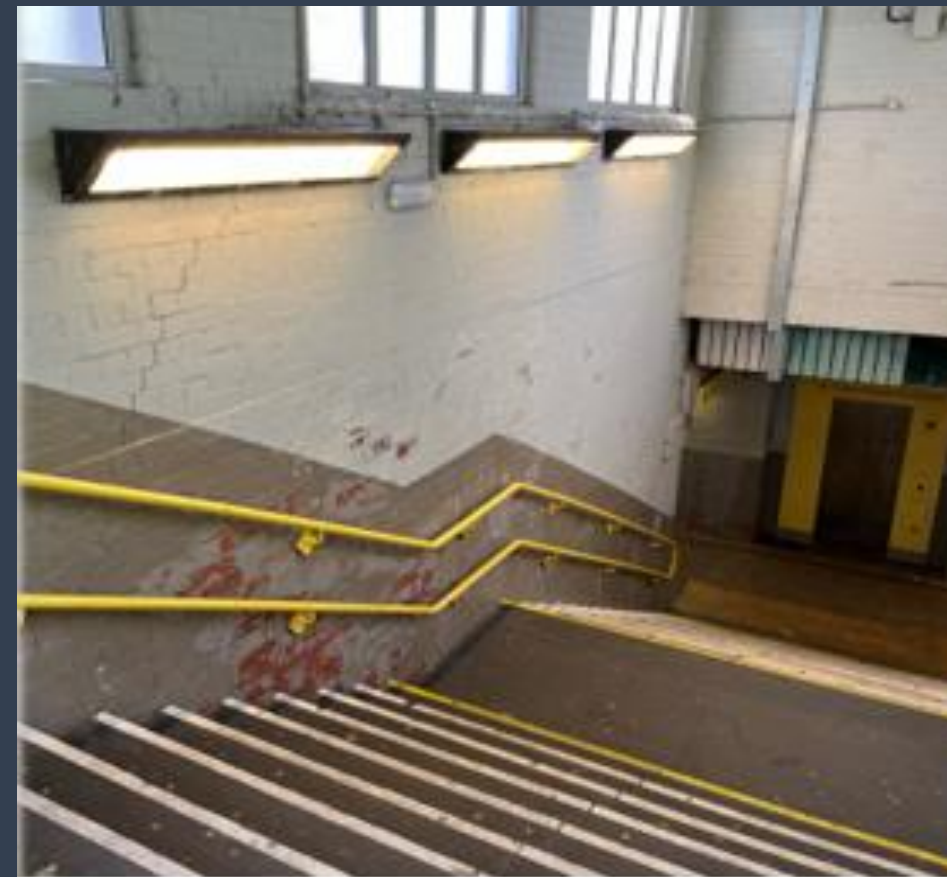
In partnership with TfGM, we will seek to make significant improvements to the existing Metrolink stop in line with the investment priorities contained in this Strategy. As part of this:

At Whitefield Metrolink Stop we will seek to:

- Provide better crossing facilities to make it safer for pedestrians and cyclists to get to the tram stop, potentially on Stanley Road and across the A56 Bury New Road.
- Install steps along the desire lines an alternative route into and out of the stop.
- Enhance wayfinding from the Metrolink stop into the town centre.
- Install a cycle hub at the Metrolink stop to support users travelling by bike.
- Create an at grade crossing over the Metrolink line to provide an alternative access to the eastern platform.

On Metrolink at the Besses O’Th’ Barn Tram Stop we will seek to:

- Upgrade the design and quality of the Metrolink building. The most cost effective and beneficial solution would be to rebuild the entire Metrolink stop with facilities that would make it accessible to all users.
- Upgrade cycle parking facilities to a travel hub to support sustainable journeys to and from the stop.



WHITEFIELD - WHAT WE PROPOSE TO DO:

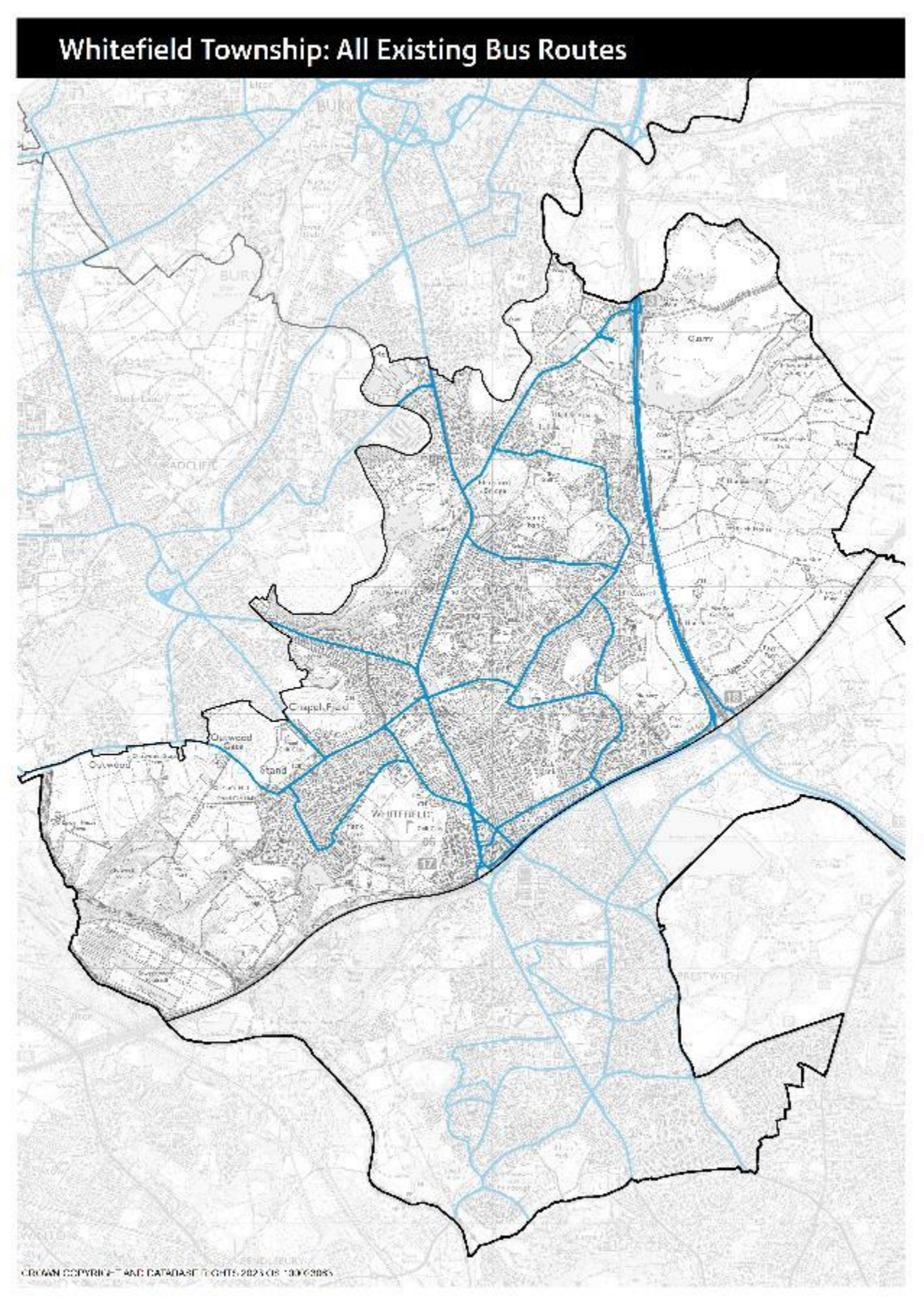
Bus

We will work with Transport for Greater Manchester to secure investment to improve bus services and bus infrastructure in Whitefield.

Across Greater Manchester, buses are being brought back under local control for the first time since they were de-regulated in 1986 under a system called franchising.

Franchised services will start running in some parts of the Borough from September 2023, including in Whitefield, and the rest of the Borough from March 2024.

The adjacent plan shows all the existing bus routes that exist in the township but we will seek to identify where additional services and routes may be needed or existing routes strengthened.



WHITEFIELD - WHAT WE PROPOSE TO DO:

Bus

The Greater Manchester's Bus Service Improvement Plan (BSIP) set out TfGM's aim to stabilise and then strengthen bus services and routes to a minimum 'turn up and go' frequency (at least every 10 minutes per hour on Monday to Saturday daytimes) on major routes to form a 'London-style network'.

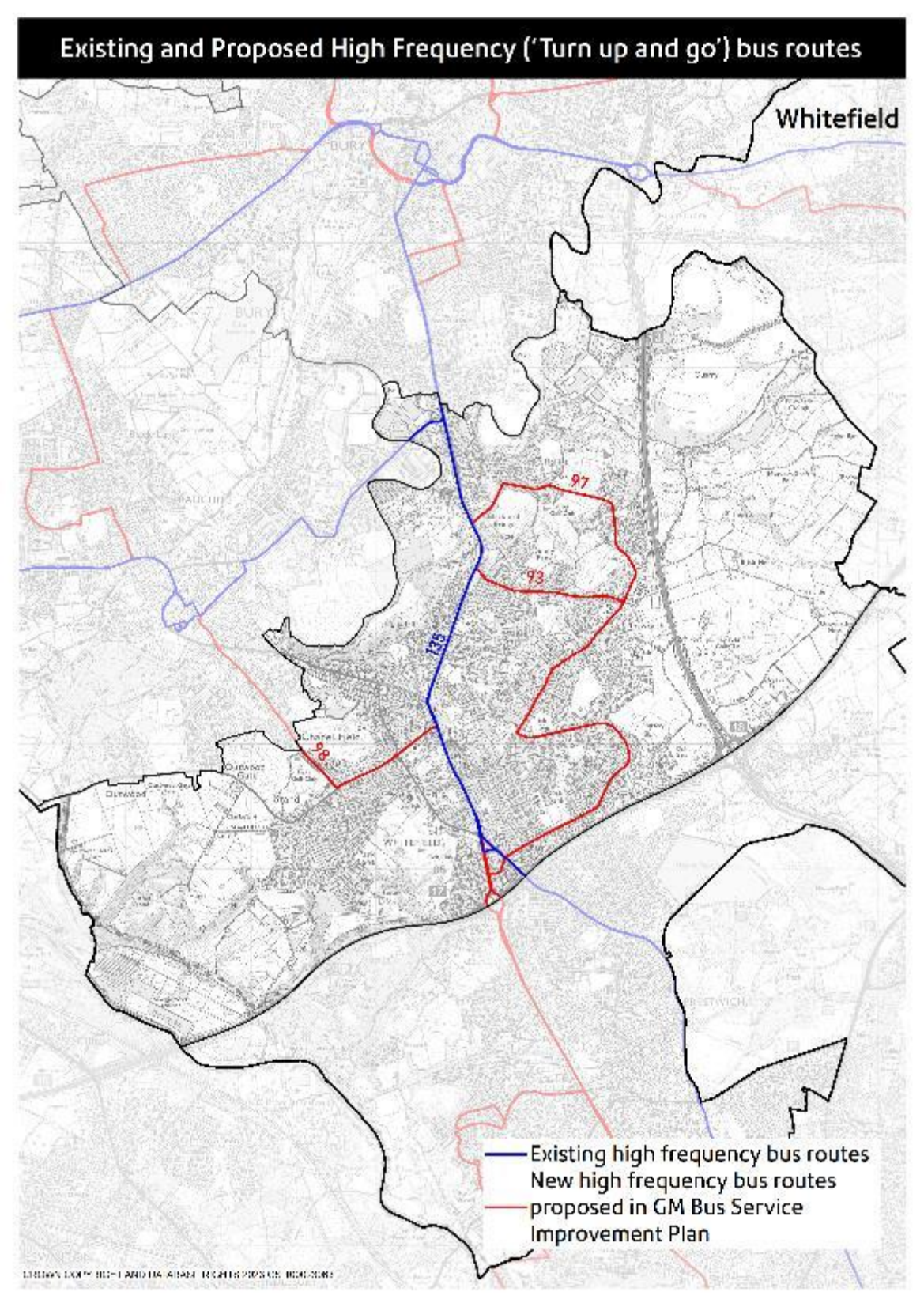
BSIP contains a target for 70 additional routes across the GM bus network to be brought up to a high frequency standard by March 2025, with a particular focus on linking key towns and district centres. The adjacent map shows which bus services and routes in Greater Manchester's proposed high frequency bus network would run through the Whitefield township.

The table below shows all the services in the Borough that are part of Greater Manchester's proposed high frequency bus route network. A plan of all these routes and services can be found in the bus chapter.

As the adjacent map shows, several of the proposed high frequency network routes are in the Whitefield township. Some of the routes already benefit from a high frequency service (the blue routes on the map).

These proposed high frequency routes would be an enhancement of the existing service. These high frequency routes would continue to be supported by other routes across the township.

Service	Route
163*	Manchester - Middleton - Heywood
93	Bury - Prestwich - Agecroft - Manchester
97	Bury - Unsworth - Prestwich - Manchester
98	Bury - Radcliffe - Whitefield - Manchester
135*	Bury - Whitefield - Cheetham Hill - Manchester
471*	Rochdale - Bury - Bolton
524*	Bolton - Radcliffe - Bury
472	Bury - Ramsbottom circulars
474	Bury - Ramsbottom circulars
467	Rochdale - Daniel Fold - Bamford - Bury
468	Rochdale - Greave - Bamford - Jericho - Bury
*	Indicates an existing high frequency service



WHITEFIELD - WHAT WE PROPOSE TO DO

Walking, Wheeling and Cycling

We would like to review the main walking, wheeling and cycling routes into and around Whitefield and identify interventions to bring the existing network up to current standards to and expand the network with new infrastructure and will seek funding to do this.

The A56 Bury New Road and the M60 motorway are both major barriers to walking and cycling in Whitefield in terms of crossing points, safety, noise and air pollution. There is some provision for cyclists on the A56, but this is not continuous and the number of good crossing points is limited.

Proposals are being developed for a walking and cycling route under the M60 at Parrenthorn, and we will seek funding to deliver them.



WHITEFIELD - WHAT WE PROPOSE TO DO: Highways and Parking

On Highways, we propose to:

- Continue to work with National Highways to help deliver improvements to Junction 18 of the M60 to facilitate smoother flows of traffic along the connecting motorways.
- Deliver a programme of preventative maintenance treatment to stop further deterioration of the road surface such as patching, micro asphalt and surface dressing. Information on which roads will receive surface dressing each year is published on the Council's website.
- Continue the delivery of our Highways Investment Strategy to resurface roads that have gone beyond using any preventative treatment. Information on which roads will be treated each year is published on the Council's website.
- Continue the delivery of our street lighting replacement programme, replacing lighting columns that are coming to the end of their serviceable life and install energy efficient LED lamps.
- Increase the number of publicly available chargers, working a supplier to install Electric Vehicle Charging Infrastructure (EVCI) on Council land, with new infrastructure starting to be installed by Autumn 2023.

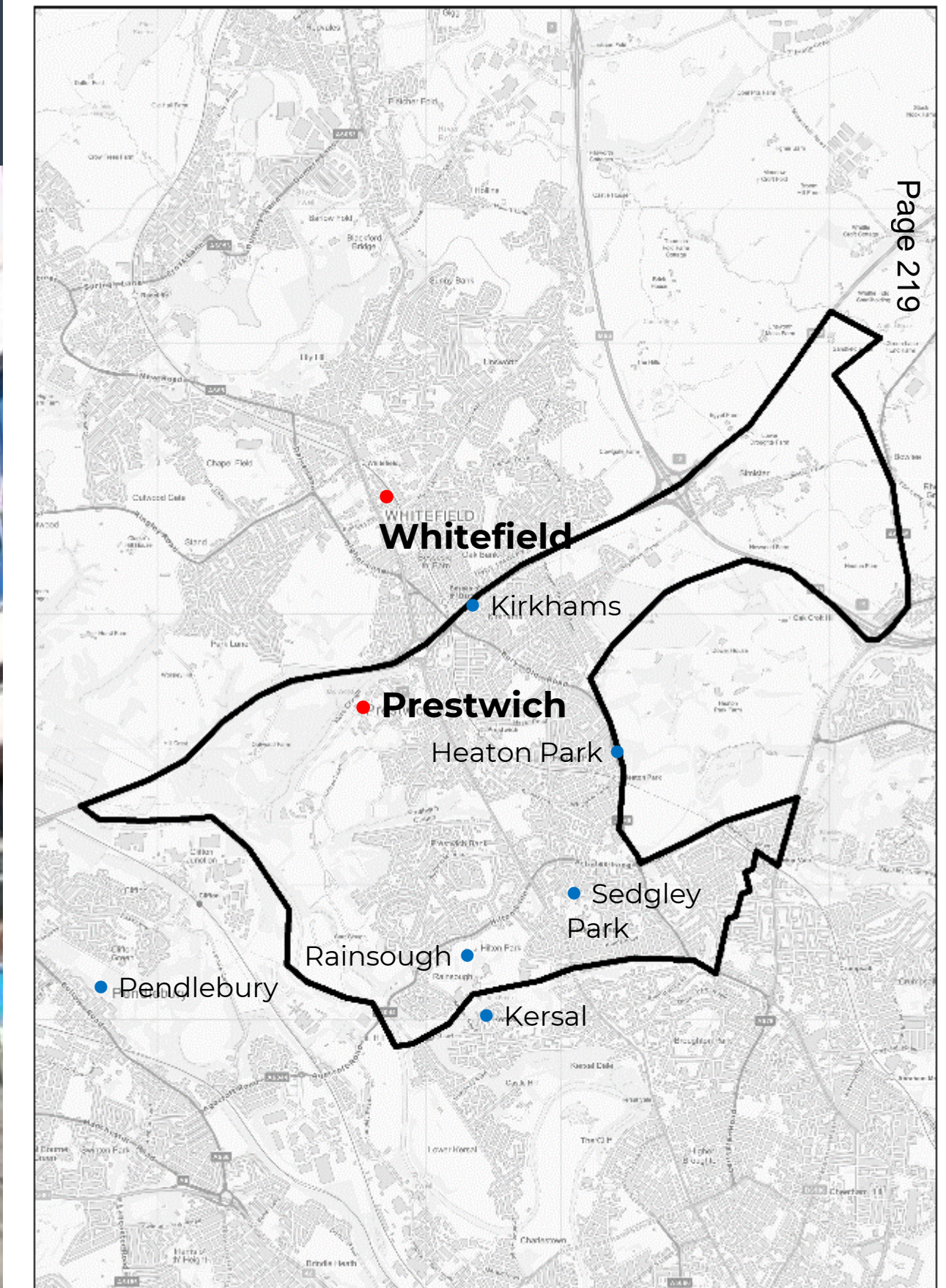


We want to make sure that our Local Transport Strategy meets the needs of our residents, businesses and visitors. The adjacent table provides a summary of the key transport proposals that are currently being developed and implemented in Whitefield. These range from significant new infrastructure projects to on-going maintenance of existing infrastructure, which is important.

However, we will continue to work with our partners Transport for Greater Manchester and other key stakeholders to identify further opportunities for projects that will improve Whitefield’s transport network. This includes identifying funding opportunities that may arise from national and regional initiatives.

Summary of Key Transport Proposals for Whitefield Township
Metrolink
Improvements at Whitefield Metrolink Stop
Bus
Roll out of bus franchising
More high frequency bus routes including on the 135 (Bury to Manchester via Whitefield)
Walking, Wheeling and Cycling
Active travel improvements in Whitefield Town Centre
Bikeability cycle training
Implementation of School Streets where appropriate
Highways and Parking
Street lighting column replacement & LED lamp programme 2020-2024
Expansion of publicly available Electric Vehicle Charging Infrastructure (EVCI)
Preventative highway maintenance
Highway Investment Strategy resurfacing programme

13: PRESTWICH



Township	Wards
Prestwich	Holyrood, St Mary's, Sedgley

PRESTWICH

Prestwich town centre is the focal point of the township, which also includes other significant areas such as Simister, Philips Park, Sedgley Park and Rainsough.

In general, Prestwich is a thriving town with independent bars, shops, restaurants and cafes and is home to more than 35,000 people. The local housing market is booming, with residents attracted by the green spaces, tram connectivity and local amenities. However, the town centre is currently out-dated with aged public buildings and large surface car parks.

In recent years, the town has received major investment through the A56 Prestwich High Street Regeneration, which has resulted in significant improvements to the environment for all users of Prestwich and has helped attract further investment into the centre.

In July 2009, a *Town Centre Development Strategy: Love Prestwich Village* was adopted which aimed to strengthen Prestwich as a community hub and support revitalised shopping and leisure facilities in the town.

Following Bury Council's purchase of the Longfield Centre, the Council and Muse have entered into a joint venture to create a new beating heart for Prestwich Village and work is underway to shape the proposals. The ambition of this partnership is to create new spaces to help people and businesses thrive, with a mix of high-quality homes and family-friendly spaces, as well as a new community hub that promotes health and wellbeing.

The Council is committed to these regeneration plans which will redevelop the 1970s Longfield Shopping Centre into a modern public services hub, support sustainable modes of transport, such as walking, cycling and electric vehicles, alongside the provision of traditional car-parking capacity, and provide around 230 new homes.

As part of the new centre, there is also potential to develop creative workspace, using the soft-infrastructure and connectivity as key attractors for start-up and small businesses, and to create flexible outdoor spaces to support community activities and enhance the environment.



PRESTWICH TOWN CENTRE MASTERPLAN

Your Prestwich is an ambitious £100m + project that will transform Prestwich Village and cement Prestwich as one of the best places to live in the north-west. The draft masterplan plan shows some early thoughts for regenerating Prestwich Village and includes:

A Community Hub

- Promoting health and wellbeing and providing opportunities for a new library, spaces for community events, clubs, art and culture, and the provision of key local services.
- An opportunity for a new Prestwich Health Centre, subject to discussions with the NHS.

A people-first place

- Moving parking out of the village core and into a new decked car park off Fairfax Road in a sustainable transport hub with electric vehicle charging points and cycle storage.
- Pedestrian friendly safe crossing spaces and residential streets.

Homes for all

- A mix of homes to help meet the fast-rising demand for quality housing in the village, from affordable homes, to first-time buyers, growing families and downsizers.

Outdoor and green spaces

- Green spaces throughout, with the opportunity to connect surrounding green spaces, such as Prestwich Clough, Prestwich Forest Park and Heaton Park, to the village centre

Village Square

- A new village heart with family-friendly, social places to meet.

Spaces for independent businesses

- Complementing the high street with new spaces for independent businesses and a diverse retail, leisure and food and drink offer.

A sense of arrival

- An opportunity to introduce landscaping which connects with the green spaces in the village.



PRESTWICH TRANSPORT ISSUES

Prestwich is served by the Metrolink and highway routes that pass north to south between Bury town centre and Manchester. There are bus connections to Manchester, Bury and Salford.

A56 Bury New Road performs the important strategic role of allowing vehicular access between Manchester city centre, the M60 orbital motorway and the north of Greater Manchester.

Prestwich has a compact centre meaning that amenities are within short walking distances of each other.

Although some parts of Prestwich have good road and public transport connections, there are some areas such as Simister and Rainsough/Carr Clough, where connectivity is poor and public transport is limited, with bus services having declined over recent years. Heywood Old Road has also seen a significant reduction in bus services over recent years.

The A56 Bury New Road and the A576 Bury Old Road are also very busy, being main routes into Manchester city centre and providing direct access to the motorway network. As such, they suffer from congestion and delay, particularly if there is an incident on the motorway.

These and the other transport issues that are summarised on the next page all need to be addressed if we are to provide Prestwich with a genuinely integrated transport network and to ensure that key development opportunities can be realised.



Summary of transport issues in Prestwich

- The link between Prestwich Metrolink stop and the wider town centre is unattractive.
- Wayfinding and legibility around Prestwich Village to key destinations in the town is poor and in need of improvement.
- There is some cycle provision along the A56 through Prestwich Village in the form of on road advisory cycling lanes, this is not reflected across the rest of the town.
- The M60 causes severance for pedestrians and cyclists and M60 Junction 17 is intimidating for pedestrians and cyclists.
- Whittaker Lane can be difficult for buses to negotiate due to its narrow width in part and vehicles parking on-street.
- There is a poor sense of arrival at both Prestwich and Heaton Park tram stops.
- Both Prestwich and Heaton Park Metrolink stops are in need of refurbishment and modernisation to improve safety, provide disabled access and a better quality of design.
- Bowker Vale Metrolink Stop is in need of improvement to address issues such as poor lighting and the length of the path between the Metrolink platform and Windsor Road.
- Connectivity from the outer parts of the Prestwich township such as Simister and Rainsough/Carr Clough is poor with these areas having experienced significant reductions in bus services over recent years.
- The A56 Bury New Road and the A576 Bury Old Road are very busy main roads and often experience congestion and delay, particularly if there is an incident on the motorway.

PRESTWICH – WHAT WE HAVE ALREADY DONE

This Transport Strategy identifies the investment priorities that we will focus on to improve transport throughout the Borough. But we are not starting from scratch. Bury is one of the ten local authority areas in Greater Manchester already working to deliver the Greater Manchester 2040 Transport Strategy in partnership with Transport for Greater Manchester the other nine local authorities. This means that we are working towards the ambition for half of all journeys in Greater Manchester to be made by public transport, walking, wheeling or cycling by 2040. This is called the ‘*Right Mix*’ target. Our Local Transport Strategy will provide more detail on what this means for the Borough and what our local priorities are. Having a Local Transport Strategy will put us in a stronger position to identify and attract the funding we need to deliver schemes that are locally important. It will enable the Council to identify and develop proposals for transport interventions to competitively bid for monies when they become available.

What we and our partners have already done ...

- **On bus:** TfGM has introduced cheaper bus fares: there is now a £2 single journey cap (£1 for children) and a £5 AnyBus (£2.50 for children) all day cap for bus journeys throughout Greater Manchester and a weekly cap of £21 (£10.50 for children).
- **On cycling and walking:** TfGM has installed cycle parking stands at Prestwich and Heaton Park tram stops.
- **On highways maintenance:** Over the last two years we have spent approximately £800,000 on resurfacing roads in Prestwich at locations shown in the adjacent tables.
- **On preventative highways maintenance:** we have invested an additional £295,000 on preventative highway maintenance.
- **On road safety:** We have provided Bikeability training to children in years 5, 6 and 7.
- **On electric vehicles:** we have introduced an e-car club at the Fairfax Road car park in Prestwich in partnership with TfGM and Enterprise as part of a pilot project. The scheme helps to give people the flexibility to choose not to own a car or to try out a green transport alternative and can help those who cannot afford their own car.



Road Name	Extent of road resurfaced
Park Road	Sheepfoot Lane - Castle Hill Road
Sandgate Road	M60 Bridge - Mount Road
Sheepfoot Lane	Junction of Middleton Road - Approx 145m West
Glebelands Road	Full Length and Roundabout
Sandy Meade	Butterstile Road to bend
Ravensway	From Bury Old Road - No.11
Hastings Road	Full Length
Heywood Road	Hampden Road to Scholes Lane
Hillcrest Road	Full Length



PRESTWICH – WHAT WE PROPOSE TO DO:

Metrolink

In partnership with TfGM, we will seek to make significant improvements to the existing Metrolink stop in line with the investment priorities contained in this Strategy. As part of this:

At Prestwich Metrolink Stop we will seek to:

- Provide better crossing facilities to make it safer for pedestrians and cyclists to get to the tram stop.
- Refurbish and modernise the tram stop.
- Enhance wayfinding from the Metrolink stop around Prestwich village to key destinations in the town centre.
- Develop proposals for a Travel Hub and sustainable transport modes as part of the regeneration plans for Prestwich town centre.

At Heaton Park Metrolink Stop we will seek to:

- Refurbish and modernise the tram stop.
- Provide better crossing facilities to make it safer for pedestrians and cyclists to get to the tram stop.
- Improve access onto the platform for users with mobility impairments. Improving access onto the platform would also help to increase passenger throughflow when events are taking place at Heaton Park.
- Install a cycle hub at the Metrolink stop to support users travelling by bike.



PRESTWICH – WHAT WE PROPOSE TO DO:

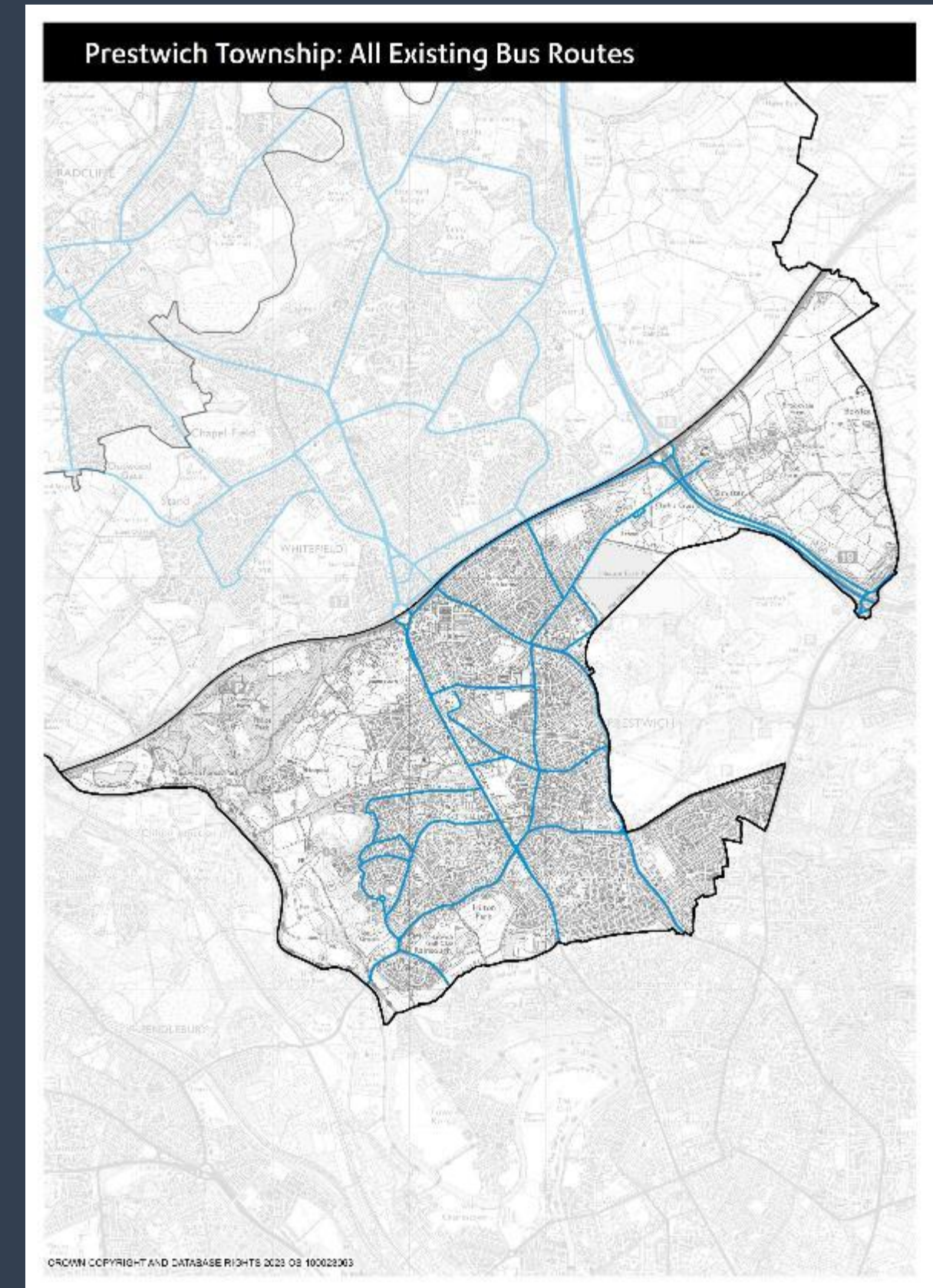
Bus

We will work with Transport for Greater Manchester to secure investment to improve bus services and bus infrastructure in Prestwich.

Across Greater Manchester, buses are being brought back under local control for the first time since they were de-regulated in 1986 under a system called franchising.

Franchised services will start running in some parts of the Borough from September 2023 and in the entire Borough from March 2024.

The adjacent plan shows all the existing bus routes that operate in the township but we will seek to identify where additional services and routes may be needed or existing routes strengthened.



PRESTWICH- WHAT WE PROPOSE TO DO:

Bus

The Greater Manchester's Bus Service Improvement Plan (BSIP) set out TfGM's aim to stabilise and then strengthen bus services and routes to a minimum 'turn up and go' frequency (at least every 10 minutes per hour on Monday to Saturday daytimes) on major routes to form a 'London-style network'.

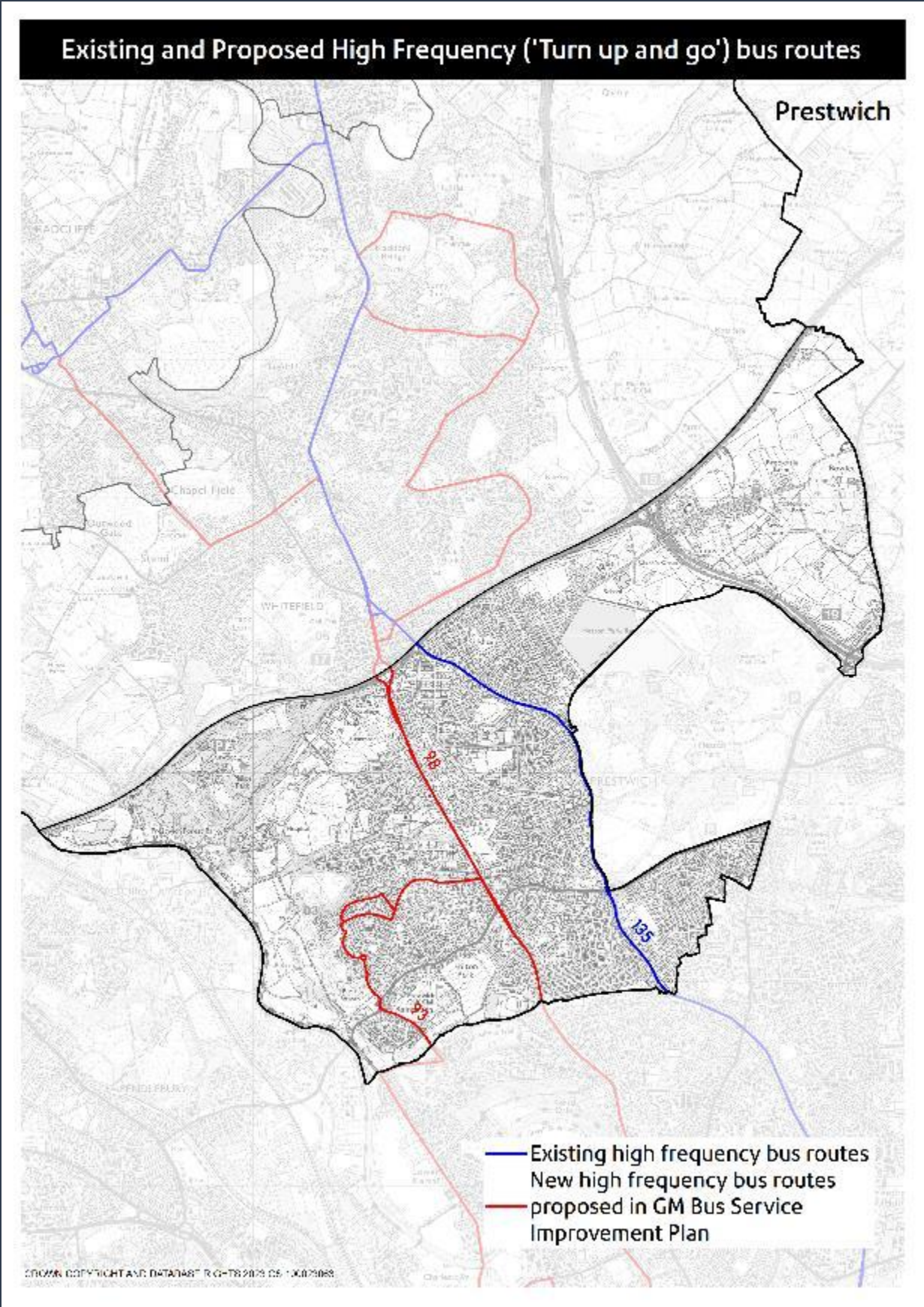
BSIP contains a target for 70 additional routes across the GM bus network to be brought up to a high frequency standard by March 2025, with a particular focus on linking key towns and district centres. The adjacent map shows which bus services and routes in Greater Manchester's proposed high frequency bus network would run through the Prestwich township.

The table below shows all the services in the Borough that are part of Greater Manchester's proposed high frequency bus route network. A plan of all these routes and services can be found in the bus chapter.

As the adjacent map shows, several of the proposed high frequency network routes are in the Prestwich township. Some of the routes already benefit from a high frequency service (the blue routes on the map).

These proposed high frequency routes would be an enhancement of the existing service. These would not be the only bus services in Prestwich township.

Service	Route
163*	Manchester - Middleton - Heywood
93	Bury - Prestwich - Agecroft - Manchester
97	Bury - Unsworth - Prestwich - Manchester
98	Bury - Radcliffe - Whitefield - Manchester
135*	Bury - Whitefield - Cheetham Hill - Manchester
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524*	Bolton - Radcliffe - Bury
472	Bury - Ramsbottom circulars
474	Bury - Ramsbottom circulars
467	Rochdale - Daniel Fold - Bamford - Bury
468	Rochdale - Greave - Bamford - Jericho - Bury
*	Indicates an existing high frequency service



PRESTWICH - WHAT WE PROPOSE TO DO: Walking, Wheeling and Cycling

The A56 and M60 present significant barriers to walking and cycling in respect of crossings, safety, noise and air pollution. Whilst in recent years pedestrian crossings on the High Street have been improved there is still more that can be done. The proposed redevelopment of the Longfield centre may offer further opportunities to improve the walking and cycling environment. Funding such as the CRSTS will be sought to deliver improvements.

Using funding from our 2021/22 Active Travel Capability funding award, we have commissioned a review of the main walking, wheeling and cycling routes into Prestwich town centre from surrounding residential areas. The starting point for the review was the Bee Network proposed by Transport for Greater Manchester in 2019 and revised in the 2020 Greater Manchester Local Cycling and Walking Investment Plan, supplemented by additional local knowledge. The review will result in a revised route network and will propose interventions to bring the existing network to current design standards.

Proposals are also being developed for a walking and cycling route under the M60 at Parrenthorn, and we will seek funding to deliver them.



PRESTWICH - WHAT WE PROPOSE TO DO: Highways and Parking

On Highways, we propose to:

- Continue to work with National Highways to help deliver improvements to Junction 18 of the M60 to facilitate smoother flows of traffic along the connecting motorways.
- Deliver a programme of preventative maintenance treatment to stop further deterioration of the road surface such as patching, micro asphalt and surface dressing. Information on which roads will receive surface dressing each year is published on the Council's website.
- Continue the delivery of our Highways Investment Strategy to resurface roads that have gone beyond using any preventative treatment. Information on which roads will be treated each year is published on the Council's website.
- Continue the delivery of our street lighting replacement programme, replacing lighting columns that are coming to the end of their serviceable life and install energy efficient LED lamps.
- Implement safer routes to schools/school streets initiatives at Sedgley Park Primary.
- Implement a 20mph zone and traffic calming measures in the Park Road and Windsor Road areas.
- Increase the number of publicly available chargers, working a supplier to install Electric Vehicle Charging Infrastructure (EVCI) on Council land, with new infrastructure starting to be installed by Autumn 2023.



We want to make sure that our Local Transport Strategy meets the needs of our residents, businesses and visitors. The adjacent table provides a summary of the key transport proposals that are currently being developed and implemented in Prestwich. These range from significant new infrastructure projects to on-going maintenance of existing infrastructure, which is important.

However, we will continue to work with our partners Transport for Greater Manchester and other key stakeholders to identify further opportunities for projects that will improve Prestwich's transport network. This includes identifying funding opportunities that may arise from national and regional initiatives.

Summary of Key Transport Proposals for Prestwich Township
Metrolink
Improvements at Prestwich Metrolink Stop
Improvements at Heaton Park Metrolink Stop
Bus
Roll out of bus franchising
More high frequency bus routes including on the 93 &97 (Bury to Manchester via Prestwich)
Walking, Wheeling and Cycling
Active travel improvements in Prestwich Town Centre
Bikeability cycle training
Implementation of School Streets where appropriate
Highways and Parking
Street lighting column replacement & LED lamp programme 2020-2024
Expansion of publicly available Electric Vehicle Charging Infrastructure (EVCI)
Preventative highway maintenance
Highway Investment Strategy resurfacing programme
Develop a parking strategy for Prestwich to meet resident and visitor needs

Northern Gateway



Bury
COUNCIL



ROCHDALE
BOROUGH COUNCIL

GMCA

GREATER
MANCHESTER
COMBINED
AUTHORITY

ATOM VALLEY – NORTHERN GATEWAY

Greater Manchester's ambition is to deliver sustainable and inclusive growth to address issues of deprivation, worklessness and inequalities in employment opportunities.

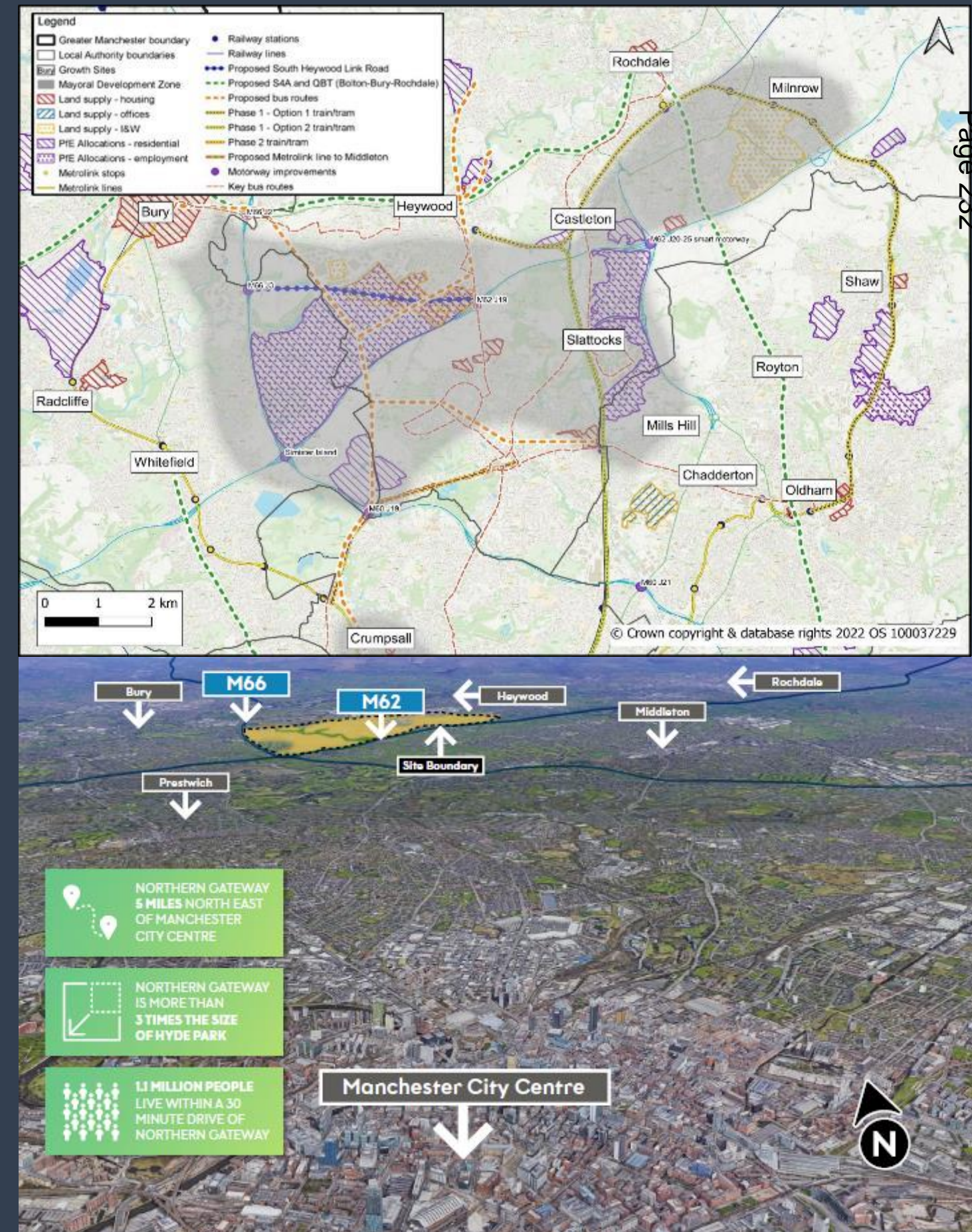
This is a particular issue in the north of the conurbation and there are aspirations to address the economic imbalance that exists within Greater Manchester.

The wider Greater Manchester Strategy seeks to grow the economy and identifies a number of Growth Locations to help achieve this. One of these is the North-East Growth Location, which transcends across Bury, Rochdale and Oldham. The area has been branded as *Atom Valley*.

The growth opportunities within Atom Valley are of regional and national significance and the area has been given added status within Greater Manchester as a Mayoral Development Zone (MDZ).

The Atom Valley MDZ has been created to articulate the importance of bringing the sites forward in a sustainable manner such that it delivers the ambition to secure inclusive growth, thereby benefiting existing residents, which will then benefit the wider Atom Valley Growth Location, the wider conurbation and beyond.

Atom Valley comprises three key sites: Northern Gateway (the largest of the sites); Stakehill; and Kingsway. Together, these three sites propose to deliver 20,000 new jobs and 7,000 new homes.



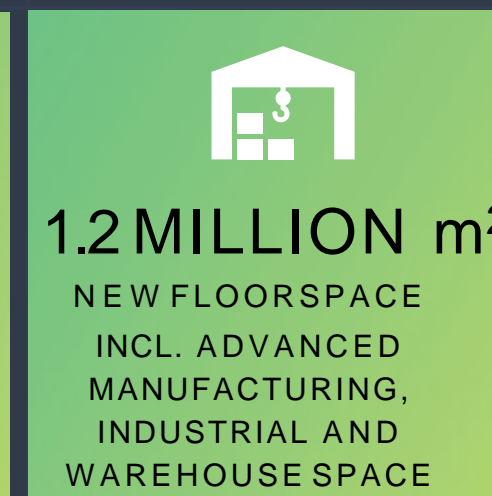
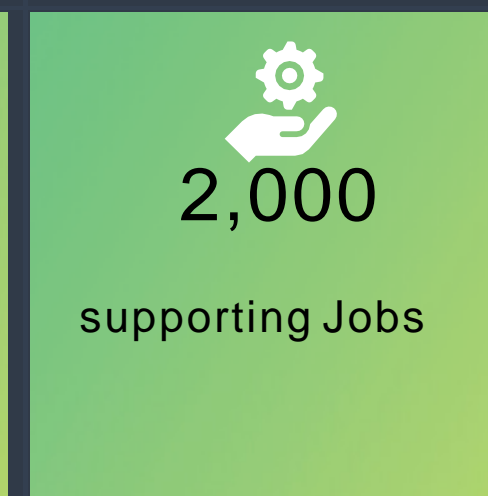
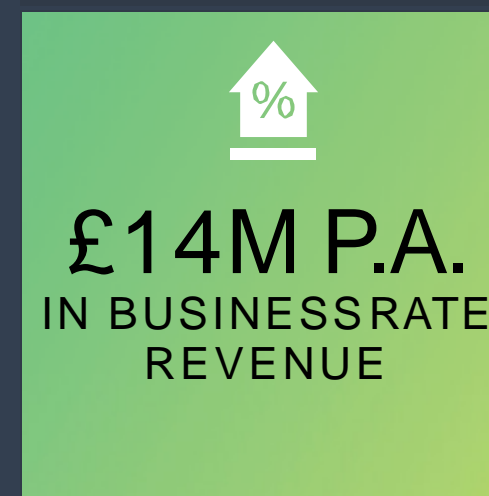
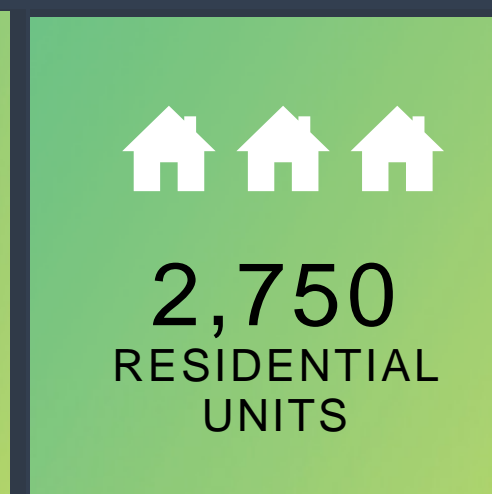
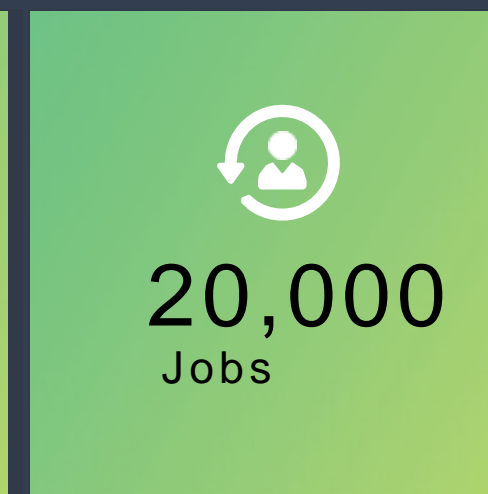
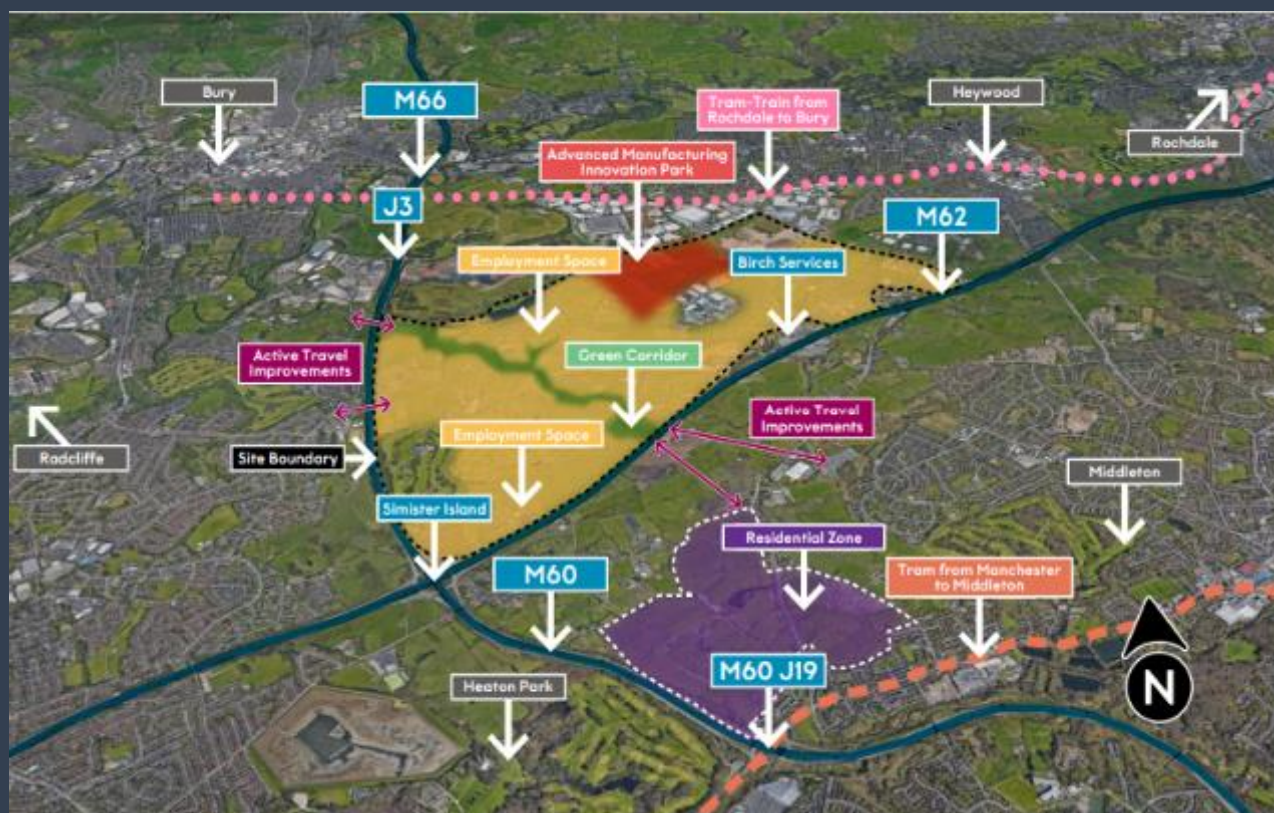
NORTHERN GATEWAY

Northern Gateway is the most significant proposal in the north of the Greater Manchester conurbation and is Bury's largest strategic allocation in the Places for Everyone Plan.

The site is positioned in a strategically important intersection around the M60, M62 and M66 motorways. It represents a highly accessible opportunity for growth in Greater Manchester, with wider potential benefits on a regional and national level.

The area is made up of two key allocations which fall within Bury and Rochdale and will deliver around 1.2M square metres of employment land and around 2,750 new homes (of which 1,550 are in Bury) .

A key priority for Bury Council is to ensure that Bury residents can access Northern Gateway and the potential new jobs.

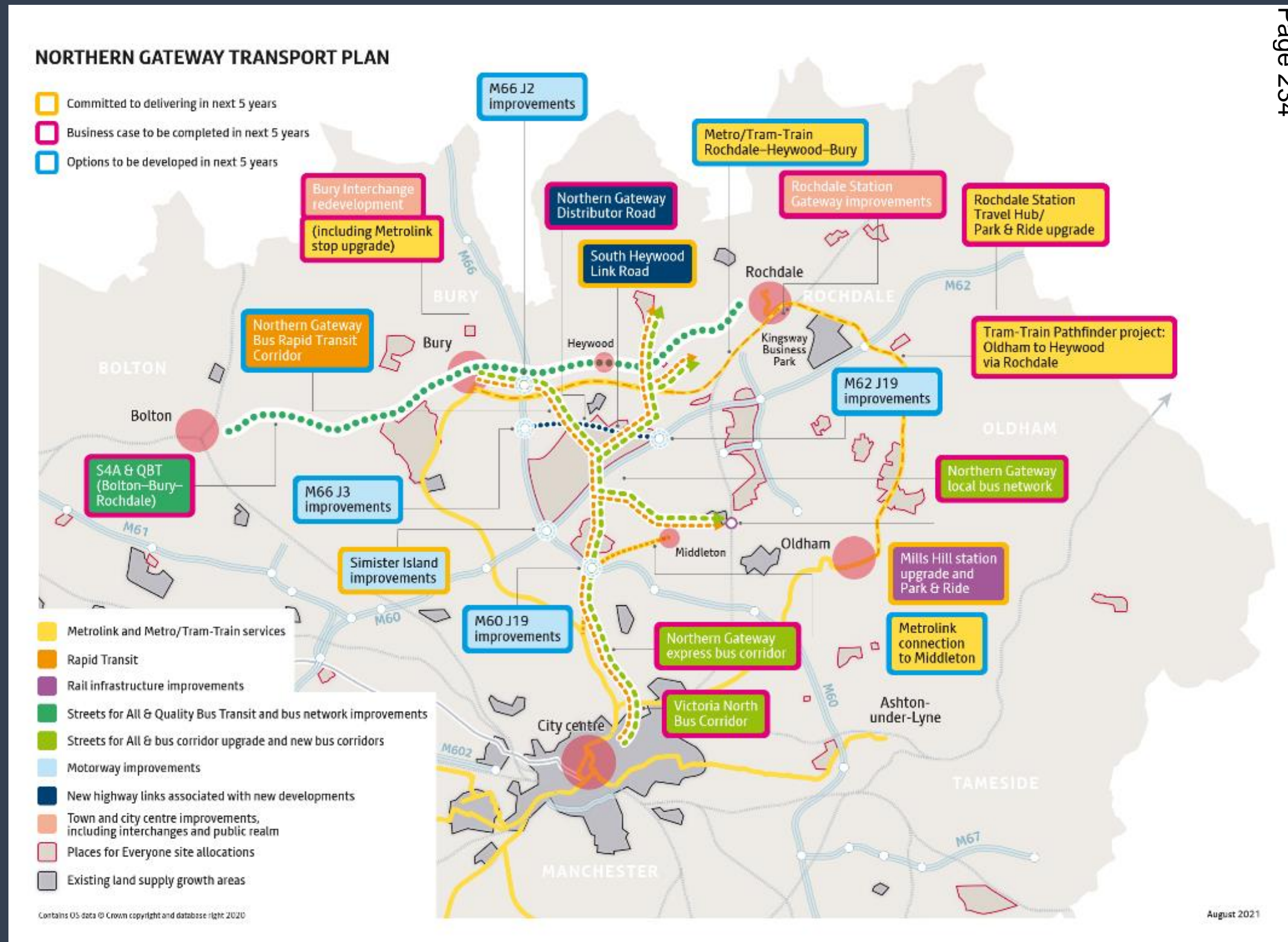


A more detailed Northern Gateway Transport Strategy will support the site as it moves forward and this will provide more information around the key strategic transport interventions that are proposed to support this important site.

Key Proposals

- Major investment on the motorways at M62 and M66 (Junctions 2 and 3).
- Light rail links between Bury and Rochdale, which could be linked into the site via other transport connections;
- New and amended bus services in and around the site;
- Active travel routes to facilitate cycling and walking to and within the site; and
- Improvements to the existing local highway network.

Key schemes from the Transport Strategy are reflected in the adjacent map and interventions that affect Bury Council have been included within this Local Transport Strategy, including junction improvements for the M66.



CHAPTER 17

SUMMARY AND NEXT STEPS



SUMMARY AND NEXT STEPS

This draft Local Transport Strategy sets out how Bury Council plans to meet its ambitions to develop a genuinely integrated transport network that will support a healthy, green, connected and thriving Borough.

The draft Local Transport Strategy aligns with the Greater Manchester Transport Strategy 2040, including the aspiration for half of all journeys to be made by active and sustainable transport modes by 2040, and the delivery of a joined-up London-style transport system - *the Bee Network*.

The transport vision set out in this draft Local Transport Strategy for Bury is to create an attractive, well-connected Borough that supports economic growth and helps to reduce deprivation. By 2040, the Borough will be connected by a modern and efficient transport network, including comprehensive, affordable, high quality and attractive sustainable transport links.

The Transport Strategy will support our ambitions for sustainable growth and development over the next 20 years, as well as helping to tackle issues around air quality as the country moves away from polluting vehicles.

We will be carrying out a 3-month period of public consultation and stakeholder engagement during April, May and June 2023 on this draft Strategy. The Council's website will be used as the main point of contact for the consultation, with drop-in events to be held in the townships in June.

We will use the feedback we receive to help produce the final version of the Local Transport Strategy, which the Council will formally adopt and publish later this year.



LOCAL TRANSPORT STRATEGY

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Classification:
Open

Decision Type:
Key

Report to:	Cabinet	Date: 15 March 2023
Subject:	Whitefield – Appointment of consultants and consultation process to create a vision for investment into the town centre	
Report of:	Leader and Cabinet Member for Strategic Growth & Skills	

Summary

Whitefield was approved to be the selected town in the borough to receive support (by way of a visit and stakeholder engagement) from the High Streets Task Force by Cabinet on 9th March 2022. In advance of the visit scheduled for June 2023, the Council is being supported by Planit-IE to consider how the benefits of the High Street Task Force can be maximised and developed into a broader Whitefield Town Centre Plan. This report provides an update on progress and recommends the appointment of Planit-IE to deliver a phased programme of consultation ahead of the visit.

Recommendation(s)

That Cabinet:

- Approves the appointment of Planit-IE to undertake stakeholder consultation exercises and the production of a plan identifying short and medium-term investment opportunities and a high-level appraisal of long-term opportunities for Whitefield, prior to the visit from the High Streets Task Force.
- Approves the ability for the Council to retain Planit-IE to undertake work to provide more detail to the long-term investment opportunities.

Reasons for recommendation(s)

The reasons for this recommendation are set out in the report below.

Alternative options considered and rejected

No other options were considered/were applicable.

Report Author and Contact Details:

Name: Sarah Porru

Position: Assistant Director (Regeneration Delivery)

Department: Business, Growth & Infrastructure

E-mail: S.Porru@bury.gov.uk

1.0 Background

- 1.1 In early 2022, the High Streets Task Force (HSTF) selected Bury as one of 68 local authorities to receive support. At Cabinet in March 2022, Whitefield was selected and approved as the town/high street in Bury to receive support from the HSTF.
- 1.2 Whitefield was selected as significant work and expertise had already been focused on the planning and regeneration of other key centres on the Borough.

2.0 The High Streets Task Force (HSTF)

- 2.1 The HSTF was set up in 2019 as part of the Government's Plan for the high street. Run by the Institute of Place Management on behalf of government, the HSTF brings together a range of organisations that specialise in repositioning, reinventing, rebranding, and restructuring places.
- 2.2 The HSTF will schedule (during June 2023) an 'Unlocking your Place Potential' visit to Whitefield which will consist of;
 - Review of desk-based research into the performance and perceptions of the area.
 - Three-hour workshop led by a HSTF expert, with key stakeholders to examine Whitefield's plans, challenges and feedback, to identify next steps.
 - 45-minute town centre site tour with the expert who will conduct a snapshot place analysis to complement the insight generated from the workshop.
 - Post-visit report, produced by the HSTF expert, which identifies key strengths and challenges.
- 2.3 Liaison with members of the HSTF and leads from the other local authorities has demonstrated that the most successful HSTF visits come from a clear and focussed vision or project, where a large amount of relevant information has been provided to the HSTF delegates in advance of the visit and local community and voluntary group structures are well established to drive forward the recommendations.
- 2.4 As well as the immediate high street, Bury Council will be working with the HSTF to also consider the wider aspects of the town where possible e.g. housing, land availability etc that can then feed into a town centre plan for Whitefield.

3.0 Whitefield Town Centre Plan

- 3.1 There is a Council ambition to develop a 'Town Centre Plan' for Whitefield, influenced by local stakeholders and residents, which identifies wider issues and opportunities, as well as possible town centre improvement proposals.
- 3.2 Planit-IE have been approached via the Constellia Framework as experts in this area of work. It has been determined that they are very well placed to outline additional wrap around support for the HSTF project to enable the development of a wider Whitefield Town Centre Plan and in advance of the HSTF visit. The plan will be community led and will include proposals relating to public realm, place marketing, place making and community

empowerment. Appointing Planit-IE to lead on the creation and enablement of a stakeholder group will ensure a shared vision, build community cohesion, and maximise the benefits from the HSTF visit.

- 3.3 A second project phase is also being considered which would see Planit-IE continue to support the newly formed group to build on the findings and report from the HSTF to produce a wider 'Town Centre Plan' for Whitefield. Planit-IE would also be retained to build capacity of the group to deliver some of the interventions.
- 3.4 The Whitefield Town Centre Plan will be primarily (but not strictly) focussed on the Bury New Road, from just south of the junction between Bury New Road, Bury Old Road, and Higher Lane and the junction of Radcliffe New Road and Bury New Road. However, the plan could also consider sites outside the immediate centre.
- 3.5 There are several challenges, as well as opportunities that need considering that will help shape the development of a town centre plan:

Transport related challenges and opportunities:

- Travel, including domination of the road through the centre of the town that currently does not lend itself to the promotion of active travel, safe cycling etc.
- Public transport, including improvements to the Metrolink tram stop and surrounding area noting that the Park and Ride scheme has been extended.
- Ease of parking in the town centre.

The Council's draft Transport Strategy will help with consideration of the above.

Land and property related challenges and opportunities:

- Whitefield Library and Pinfold Day Care Centre sites on Pinfold Lane are listed on the Council's Accelerated Land Disposal Programme.
- The Uplands where the Council is currently supporting health partners bring forward the site for redevelopment.
- The former Town Hall site which is a key privately-owned site in the town that has been a stalled site for several years.
- Future options around the Fire and Police Station sites.
- Identification of other sites in the town with the potential for development

4.0 Issues

- 4.1 The HSTF visit does not contribute funding and there is only a limited amount of funding allocated for Whitefield of £51,000: £49,000 UK Shared Prosperity Fund (UKSPF), matched by £2,000 from the Council. This has

been ringfenced from Bury's allocation under the UKSPF Communities & Place intervention priority.

- 4.2 Due to funding constraints, the Whitefield Town Centre Plan will be a two-stage process. Phase 1 will include analysis of the town centre, along with short-term and medium-term delivery proposals alongside a high-level appraisal of long-term proposals. Phase 2 will be a separate commission, which builds on Phase 1 and will go into more detail on longer-term delivery aims. There is currently no funding secured for a Phase 2.
- 4.3 Bury Council has a low-level of land ownership in Whitefield compared to other parts of the borough, so medium to large-scale opportunities may be limited.

5.0 Resources

- 5.1 Management of Planit-IE, the HSTF visit, and subsequent work (including Phase 2) will have significant resource implications within the Business, Growth & Infrastructure (BGI) department. There is no allocation for staff time within the Council or UKSPF funding adding further pressure to BGI's capacity.
- 5.2 Whilst BGI is committed to the development of the Whitefield Town Centre Plan the plans are at an early stage. Once the key interventions and activities have been identified there will need to be a process of designing and developing potential projects.

6.0 Stakeholder Consultation

- 6.1 Initial engagement sessions are planned for March 2023, including a ward councillor briefing session and an initial engagement session with members of Whitefield's business group, community groups and politicians. In May 2023 second stage of wider consultation will commence after initial options for the town centre have been developed. The HSTF visit will feed into the second stage of engagement.

7.0 Conclusion

- 7.1 The recommendations contained at the beginning of this report will enable the Council to work towards the delivery of the HSTF project and the development of a community shaped and influenced Town Centre Plan.

Links with the Corporate Priorities:

The Whitefield Plan will deliver a range of short, medium and longer terms interventions that will enhance the town centre for the benefit of all its residents, local businesses and visitors.

The preparation of the town plan is consistent with the 2030 'Let's Do It' Strategy, particularly in terms of driving economic growth and inclusion.

Equality Impact and Considerations:

There are no negative impacts on equality.

Environmental Impact and Considerations:

The proposals for the Whitefield Town Centre Plan are to be decided. All proposals will, however, align with the Council's other strategic documentation, including that pertaining to carbon reduction/neutrality.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Adequate funding is not available and/or secured to progress to further development and delivery of the Whitefield Town Centre Plan.	The Council is committed to sourcing and securing additional sources of funding where this is identified, including the option of placing the proposals and funding requirements on future pipeline requests that may come from Greater Manchester Combined Authority or other.
Adequate resources are not available within the BGI department to manage the further development of the Whitefield Town Centre Plan.	BGI is committed to looking at options to ensure delivery of the proposals and overall plan.
Local stakeholders do not engage in the work of Planit-IE and/or the HSTF visit.	The Whitefield Community Hub Manager has been approached and is now engaged in the work to ensure local interest is secured and continual engagement.

Legal Implications:

The recommendation to appoint Planit-IE follows a compliant procurement procedure. Planit-IE are an approved supplier under the Constellia neutral vendor Framework. The contract itself will be with Constellia. This arrangement will provide tangible benefits in terms of the quality control and value for money that Constellia offer with their good knowledge of the market and the commercial leverage the Framework Contract with their suppliers gives them.

Financial Implications:

There is funding from the UKSPF of £49,000 with an additional contribution of £2,000 from the Council to support this initial piece of work. However, there is no funding within the Capital Programme for further developments which may be proposed following the consultation process and the visit from the High Streets Task Force. A further report with resource implications will need to be brought forward to Cabinet at a later date detailing any proposals as a consequence of these two pieces of work.

Background papers:

High Streets Task Force Support for Bury Cabinet Report 9th March 2022 - <https://councildecisions.bury.gov.uk/documents/s30367/High%20Streets%20Task%20Force%20Support%20for%20Bury.pdf>

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

Term	Meaning
HSTF	High Street Task Force – provides advice for towns regarding repositioning, reinventing, rebranding, and restructuring places.
UK Shared Prosperity Funding (UKSPF)	A key funding source that is supporting the Government’s Levelling Up agenda.



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 March 2023
Subject:	Ramsbottom Town Centre Plan – update, issues and resources	
Report of:	Leader and Cabinet Member for Strategic Growth & Skills	

Summary

Further to the approval by Cabinet of the Ramsbottom Town Centre Plan on 9th March 2022, this report provides an update on progress made with several of the proposals contained within it where early external funding opportunities have been identified and secured.

In line with the above, it seeks approval for the appointment of consultants to undertake feasibility work for the proposed enterprise centre; an acknowledgement of the current work being undertaken to prepare a tender specification for two public space projects; and; a need for Legal to provide information on the legal position of Square Street to temporarily continue to be used as pedestrianised outdoor space for the businesses whilst a permanent arrangement as per the proposal in the plan is being worked through.

All of the proposals being developed to date will be subject to further engagement and consultation with stakeholders before being implemented.

This report also highlights the issues arising regarding future delivery of the Ramsbottom Town Centre Plan in terms of funding, timescales and capacity. The previous Cabinet report acknowledged that proposals will be brought forward and developed as funding is identified and secured.

Recommendation(s)

That Cabinet:

- Notes the progress made with the Ramsbottom Town Centre Plan.
- Approves the appointment of Focus Consultants to undertake a feasibility study and consultation process on the proposed enterprise centre for Ramsbottom Market Chambers and Ramsbottom Civic Hall buildings.
- Notes the work being undertaken to prepare a tender specification to appoint consultants to undertake feasibilities on two public space proposals.
- Notes the requirement for Legal Services and the Highways Department to provide information on options for the continued use of Square Street as pedestrianised outdoor space whilst the permanent arrangement as per the Ramsbottom Town Centre Plan is being considered.

- Accepts that the delivery of the Ramsbottom Town Centre Plan will be subject to further funding being secured.

Reasons for recommendation(s)

To enable several proposals contained in the Ramsbottom Town Centre Plan to be developed where external funding has been secured.

Alternative options considered and rejected

No other options were considered/were applicable.

Report Author and Contact Details:

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1.0 Background

- 1.1 The Ramsbottom Town Centre Plan (hereafter known as 'the plan') approved by Cabinet on 9th March 2022 sets out a series of high-level proposals and concepts that look to enhance the town centre for residents, businesses and visitors in the short, medium and long-term. This includes creating quality workspace, as well as identifying opportunities for improvements to the built environment, public realm, active travel and infrastructure to facilitate the continued growth of the town's successful events programme.
- 1.2 The plan identifies a number of proposals and opportunities for intervention to meet the aim of the vision that in summary includes:
 - Creation of a new public square (events space) and other public spaces.
 - Improved public realm to better connect streets and spaces.
 - Active Travel opportunities to improve strategic pedestrian and cycle links to valuable green assets e.g. Nuttall Park.
 - A new enterprise centre to create quality managed and flexible workspace for SME businesses, new business start-ups and including a community space.
 - A car parking strategy which will aim to find a better balance for all users of the town centre.

2.0 Progress to date

2.1 Business Project (B1): New Enterprise Centre

- 2.1.1 The secured Evergreen Surplus Grant funding (administered by Greater Manchester Combined Authority [GMCA]) is being used to progress feasibility proposals for the creation of a new enterprise centre in the heart

of the town centre. The two buildings in scope are Ramsbottom Market Chambers and Ramsbottom Civic Hall.

- 2.1.2 Bury Council has identified via a procurement framework, Focus Consultants to undertake a feasibility study that will also include market feasibility (soft market testing) and digital opportunities. It is expected that the commission will be complete by the end March 2023. This will result in a piece of work that will enable the Council to consider the best option for the new enterprise centre, but further funding will need to be identified and secured to progress the design plans, obtain planning permission and undertaking of the necessary capital works.

2.2 Public Space Projects (PS1): New Public Square and (PS3): Square Street

- 2.2.1 UK Shared Prosperity Funding (UKSPF) administered by GMCA as the lead authority for the funding has been secured under the Communities and Place intervention priority. This funding will be used to procure a firm of consultants to undertake feasibility, design work and consultation for two of the public open space and realm proposals.
- 2.2.2 The new public square will enable the creation of a new public space/flexi space in the heart of the community that will be able to host events, including the Saturday market. This is located just off King Street and Prince Street (opposite Ramsbottom Kitchen Company).
- 2.2.3 The funding for both feasibilities has been profiled to be spent from April 2023 to March 2024 but it is anticipated that work on the brief will commence as soon as possible and likely to be complete before March 2024. It should be noted that no funding has been identified for implementation of the designs at this stage.

2.3 Active Travel Projects

- 2.3.1 In the region of £2.3 million will be available to help deliver the active travel proposals and connectivity elements in Ramsbottom, as part of a wider Greater Manchester scheme where funding has been secured from the City Regional Sustainable Transport Settlement (CRSTS).
- 2.3.2 Following on from surveying and assessment work, a Strategic Outline Business Case (SOBC) has been developed for the borough-wide schemes and it is expected that by May 2023 at the latest that Transport for Greater Manchester will approve the SOBC and GMCA will note approval and enable the capital funding to be drawn down. Work will then commence to progress to detailed design.
- 2.3.3 Post SOBC approval, the Ramsbottom traffic modelling programme will be used to assess various impacts of the wider plan including the parking strategy, public realm initiatives etc.

2.3.4 The CRSTS funding will not be able to deliver the full spectrum of the projects that have been identified for Ramsbottom and priority projects will need to be agreed. The Council's Strategic Transport Group will consider the proposals in the strategic context of the Borough-Wide Transport Strategy and the plan itself. Further funding will be identified and secured as the plans are developed in more detail.

2.4 Car Parking Strategy

2.4.1 The Council has received from the appointed consultants a draft parking strategy and its Transport Team are in the process of considering the document in the context of the borough-wide transport strategy.

3.0 Issues

3.1 Public Space Project (PS3): Square Street

3.1.1 Square Street is currently closed on a temporary basis by a licence issued originally under Coronavirus legislation (The Business & Planning Act 2020) to support local businesses on the street continue to trade during Covid and effectively allowed the extension of their business to the outdoor area i.e. tables and chairs onto the highway to take into account of Covid restrictions and social distancing. This was then extended under the Business and Planning Act (Pavement Licence) (Coronavirus) (Amendment) Regulations 2022 and the licences granted on Square Street are due to expire on 16th April 2023. It is understood that this cannot be extended any further. And as such the highway is scheduled to reopen to traffic on 16th April 2023

3.1.2 The temporary licence as explained in the paragraph above is not able to be extended under the existing arrangement due to the temporary Covid legislation coming to an end. Any future road closures will possibly require the use of a more permanent arrangement such as a stopping up order.

3.1.3 Opportunities to continue with a temporary arrangement are being explored with both Legal Services and the Highways Department and it is hoped that a solution can be reached which will allow the road closure to remain in place whilst the public realm design work and consultation takes place, as per the proposal in the plan. However, it is unknown at this stage what the options are and how quickly they could be implemented, alongside what capacity the Highways Department have to deliver the work required. As previously explained, this could result in the road being reopened to traffic in the short-term on 16th April 2023.

3.1.4 All affected businesses have been informed and some are in favour of the road being reopened to traffic.

3.1.5 The commissioning of the public realm design work is scheduled for delivery during Year 2 (2023/24) of the UKSPF programme. Whilst there is a desire to start to progress this, there are significant interdependencies with the development of other key Council strategies and programmes i.e. Active

Travel, the Borough-Wide Transport Strategy and Ramsbottom Parking Strategy that will require very careful consideration. A brief is currently being developed that will set out these interdependencies for further discussion before the invitation to tender document for the public realm design work is drawn up.

- 3.1.6 The UKSPF is for the feasibility and consultation on the public realm improvements only. Capital funding for delivery of capital works is still to be identified and secured. Additional work is required to identify future funding opportunities.

3.2 Business Project (B1): New Enterprise Centre

- 3.2.1 The Evergreen funding is for the feasibility study only. Further funding will need to be identified and secured for the capital works required. Additional work is required to identify future funding opportunities.

3.3 Resources

- 3.3.1 Management of the above projects will have significant resource implications within the Business, Growth & Infrastructure (BGI) department. There is no allocation for staff time within the Evergreen funding allocation or the UKSPF funding adding further pressure to BGI's capacity.
- 3.3.2 Whilst BGI is committed to the delivery of the plan, it must be accepted that there will be a significant period of time prior to delivery of the proposals mentioned within this report and the other proposals in the plan to consider further funding opportunities and staffing resources.

4.0 Governance

- 4.1 As per the Cabinet report 9th March 2022, there will need to be good robust governance and leadership in place to ensure a successful transition from the proposals in the plan through to detailed design and implementation. The Council will be looking to involve the local community and local businesses as part of any governance arrangements.
- 4.2 It is the intention to create a dedicated Ramsbottom Programme Management Office (PMO) i.e. a group of officers, relevant to the size of the programme. This group will provide the oversight and monitor the proposed projects, including having a delivery role in line with available resources. This will sit within the Economic Development and Projects Service area, which will work across a range of public and private sectors as stakeholders to help provide a co-ordinated approach to project implementation. The PMO will feed into the Council's Regeneration Board.
- 4.3 It is the intention to also utilise any existing Ramsbottom Town Centre groups and the community hubs to support delivery, given the finite Council resources.

7.0 Conclusion

- 7.1 The recommendations contained at the beginning of this report will enable the Council to undertake feasibility work and other outline work to progress towards detailed design and implementation of some of the key proposals of the plan that have secured funding. However, it must importantly acknowledge that there are several important and unavoidable interdependencies that must be considered that will affect the timescales for delivery, as well as the time needed to identify and secure further funding and resources to progress to delivery.

Links with the Corporate Priorities:

The Ramsbottom Town Centre Plan will deliver a range of short, medium and longer terms interventions that will enhance the town centre for the benefit of all its residents, local businesses and visitors.

The preparation of the town plan is consistent with the 2030 'Let's Do It' Strategy, particularly in terms of driving economic growth and inclusion.

Equality Impact and Considerations:

There are no negative impacts on equality and there is a positive impact recorded.

Environmental Impact and Considerations:

The Ramsbottom Town Centre Plan includes proposals for enhanced and new active travel links into and across the town centre, which will help provide an alternative to the use of vehicles.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Adequate funding is not available and/or secured to progress to the delivery of the proposals outlined in this report, alongside the remaining proposals contained within the plan.	The Council is committed to sourcing and securing additional sources of funding where this is identified, including the option of placing the proposals and funding requirements on future pipeline requests that may come from GMCA or other.
Adequate resources are not available within the BGI department to manage the delivery of the proposals outlined in this report, alongside the remaining proposals contained within the plan.	BGI is committed to looking at options to ensure delivery of the proposals and overall plan.

There is not an immediate solution for continuing the temporary licence arrangement on Square Street.	BGI is committed to working with Legal Services and the Highways Department to consider all options.
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Legal Implications:

The recommendation to appoint Focus Consultants follows a compliant procurement procedure. Focus Consultants were successful in a mini-competition conducted under the NGS SBS Framework – Lot 10 Multidisciplinary Team and Ancillary Services.

Financial Implications:

The Council's Capital Programme includes £270k for the preliminary work required on the town plan and market chambers, it does not include a budget to carry out any works as a result of these plans. The sourcing of external grant funding through Evergreen, UK Shared Prosperity Fund and CRSTS and any other sources will be pursued further once the plans are further developed. Further reports will be brought to Cabinet at that time

Background papers:

Ramsbottom Town Centre Plan Cabinet report 9th March 2022 - <https://councildecisions.bury.gov.uk/documents/s30372/Ramsbottom%20Town%20Centre%20Plan.pdf>

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

Term	Meaning
City Region Sustainable Transport Settlement (CRSTS)	A funding source that will help to transform local and strategic connectivity, making it easier to travel sustainably, affordably and quickly, improving access to employment and enhancing quality of life.
Evergreen funding	A funding source that will support development projects that contribute towards the local economy.
UK Shared Prosperity Funding (UKSPF)	A key funding source that is supporting the Government's Levelling Up agenda.
Strategic Outline Business Case (SOBC)	A business case that represents the final deliverables for a project. The document is

Term	Meaning
	used to demonstrate the case for investment in a project to deliver strategic transport improvements.
PMO	Programme Management Office – a group of officers.



Classification: Open	Decision Type: Key
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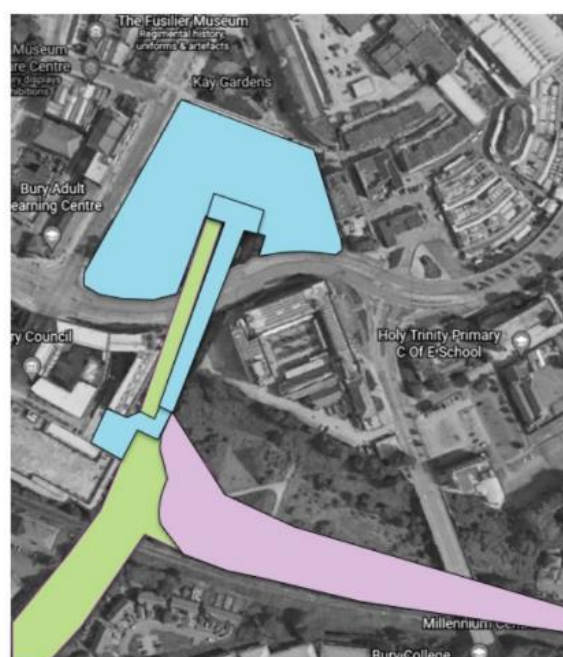
Report to:	Cabinet	Date: 15 March 2023
Subject:	Proposed Disposal of Pyramid Park	
Report of	Cabinet Member for Housing Services Cabinet Member for Strategic Growth and Skills	

1 Summary

- 1.1 Pyramid Park is a long-term disused council owned brownfield site located within the Bury East ward. It is less than 500 metres from Bury College on the fringe of the town centre.
- 1.2 The site occupies a prominent location within Bury town centre and has excellent access to the town's key facilities and amenities. To the north and south of the site are two campuses of Bury College. The site is bounded to the west by the line of the Metrolink, which is expected to be co-located within a part of the site boundary at a future date. The wider area known as 'Townside' comprises a health centre, offices and a Premier Inn hotel. Residential uses lie to the east of the site with some Six Town Housing (STH) and Irwell Valley Housing Association (IVHA) social housing properties, with Townfields Close located to the easterly end.
- 1.3 Pyramid Park extends to around 3 hectares (7.4 acres) and was formerly a railway station and sidings before being reclaimed as a public open space in the 1970's. In the interim it was used as a public park before being transferred to the Council's Property Services team in 2010/11 as part of the wider plans to develop the site. The site has recently been added to the Council's Accelerated Land Disposal Programme (ALDP), which is our process for disposing of surplus land. In recent years it has been used informally by residents as an 'urban park' with some low levels of anti-social behaviour. The site's excellent location in relation to transport infrastructure and the town centre makes it a key development opportunity and as such is recognised for an appropriate housing development site in Bury's Town Centre Masterplan 2022.
- 1.4 In January 2023 Cabinet approved the disposal of Townfields Close which is situated to the easterly end of Pyramid Park via the Registered Provider framework. It was suggested that should Brownfield Land Release Funding (BLRF) become available, both land assets should be included in the bid, which if successful will also benefit from remediation works.

- 1.5 Pyramid Park is allocated for development in Bury's Unitary Development Plan (UDP) for commercial/education use, however the proposal for residential development at Pyramid Park comes from the Bury Town Centre Masterplan – Zone H: Southern Gateway and this is considered a material consideration in planning terms.
- 1.6 Bury's Town Centre Masterplan 2022, identifies the site for a mix of community/intergenerational use and with this in mind, a high quality apartment and housing scheme is proposed, subject to masterplanning the area, capacity proving and planning policy discussions which are ongoing. The new development will take access from Market Street with an improved access road to the main site, whilst the easterly end (Townfield's) accessed from Townfield's Close.
- 1.7 If approved (and subject to a successful Brownfield Land Release funding award), the housing development of circa 100 units will be complemented by a 'at grade' ground level pedestrian access to the Bury interchange project.
- 1.8 Further long term travel aspirations include a tram/train link to Heywood and beyond with proposals for a new tram stop located at Pyramid Park. The partnership approach with TfGM and Bury College will see improved connectivity to and from the area, improving 'travel to learn' experience of students, with improved pedestrian/cycle access to the town centre. Residents on the site and nearby will also benefit from proximity to the proposed tram stop and improved pedestrian pathway to the main interchange in the town centre, thereby minimising car usage.

A map showing the proposed TfGM requirements is shown below.



- 1.9 Bury's Housing Strategy 2022 identified a growing need for suitable housing to attract and retain younger adults as well as improved housing offer for older people. The strategy refers to the need to cater for Bury's young residents seeking independence (16-25) young professionals (26-39) who might be interested in purchasing or renting a town-centre apartment. It is expected the wider scheme will target this age group as well as people looking to settle in Bury (26-45) who could be interested in purchasing house or apartment. It is expected those young people leaving care and local key workers may be attracted to this scheme.
- 1.10 The vision for the site is to attract a younger cohort of residents to the area with the older people's provision at the easterly end of the site within Townfields close to create a mixed intergenerational scheme. The Bury Town Centre Masterplan identifies Pyramid Park as a suitable location for meeting the needs of both groups, given its location close to services, access to public transport and town centre offer. The target group will enable the site to be sustainable complementing the existing biodiversity on the site and is expected to create a pleasant public realm.
- 1.11 The transport vision set out in the draft Local Transport Strategy for Bury is to create an attractive, well-connected Borough where people aspire to live, work and visit. By 2040, the Borough will be connected by a modern and efficient transport network, including comprehensive, affordable, high quality and attractive sustainable transport links. The Pyramid Park site is expected to co-locate housing with improved pedestrian access to the site for a future tram stop. The scheme offers potential to become an exemplar project for how the Council will meet its ambitions to develop a genuine integrated transport network that will support a healthy, green, connected and thriving Borough. Given the proposed connectivity to public transport in the vicinity, car parking within the site can feasibly be minimised, enabling the biodiversity and green spaces to be preserved and enhanced.
- 1.12 A RICS red book valuation is currently being undertaken and will inform the viability gap and will inform the level of brownfield land funding subsidy required to secure development. As the grant is to unlock the site for housing, it is expected there will be no requirement to repay the grant by way of an overage payment should values change at the point of disposal.
- 1.13 Subject to site investigations and access, c.100 properties can be provided on the westerly land which will be confirmed via capacity proving and confirmation of TfGM's requirements. The 100 units is in addition to the 35 being delivered on the easterly part of the site (approved at Cabinet in January 2023).

- 1.14 The site's status of 'Special Biological Interest' is being reviewed to understand the net development area with careful consideration for how the land can accommodate both housing and transport provision without prejudicing recognised protected species on the site. Site investigations are currently taking place to determine the full extent of constraints and suitability for a housing scheme. The loss of public open space will be considered at the appropriate time and referenced in Section 12.
- 1.15 Cabinet approval to dispose of the site (once remediated) is needed for the BLRF bid to provide assurance the site can be disposed of for housing. Previous cabinet reports on the Accelerated Land Disposal Programme in 2020 and 2021 did not specifically reference Pyramid Park, therefore approval is being sought to ensure Cabinet can formally endorse the proposal and disposal can take place once all works have been completed.

2.0 Overview

- 2.1 BLRF2 is a three year programme, offering up to £180 million of capital grant funding between 2022 - 2025, available to all English local authorities to support the release of council-owned brownfield land for housing.
- 2.2 In January 2023 Brownfield land Release funding was announced. The funding (if successful) will enable the larger site area to be progressed in tandem with Townfields Close and for the two pieces of land to be jointly remediated as part of a single procurement exercise. The deadline for funding bids is 31st March 2023.
- 2.3 The latest round of funding is available to 'unlock' challenged sites which would not otherwise come forwards without public subsidy. The funding is available to undertake the following:
- Site levelling, groundworks, demolition, remediation.
 - Provision of small-scale infrastructure.
 - Highways works or other access challenges.
 - Addressing environmental constraints
 - External works, substructure and piling
 - Asbestos removal
 - Sewer diversions
- 2.4 The above constraints are recognised as typical constraints preventing brownfield sites coming forwards. Following these works, sites must be released to a developer/delivery partner for housing by March 2027. This

timescale will allow a full procurement exercise and detailed consideration of planning policy.

- 2.5 The fund is administered through the 'One Public Estate' programme, a partnership between Cabinet Office, the Department for Levelling Up, Housing and Communities and the Local Government Association. Locally, the LGA team supported by GMCA are managing the bids.

Having discussed a shortlist of sites with the funder it is evident the Pyramid Park site meets the funding criteria. It is recognised the site constraints and access issues will need to be remedied to de-risk the site prior to disposal. However funding will be subject to a rigorous assessment of viability, delivery risks and whether a benefit cost ratio of 1 or above can be achieved. Based on previous assessments of site constraints and assumed abnormal costs associated with its former use as a railway station, the site is deemed to have viability gap which necessitates public subsidy. Work is ongoing to clarify the scale of the viability gap which will determine the funding amount. The bid documentation is broadly based on HMT Green book business case principles and is expected to form part of a competitive process.

- 2.6 At this stage it is estimated that a bid of c. £1m-1.5m will be made to help prepare the land for disposal and thus secure a capital receipt for housing during 2024-26 helping to progress the town centre housing vision.
- 2.7 Whilst a previous cabinet approval exists for Townfields Close from January 2023, approval is now sought for the eventual disposal of the remainder, larger land on Pyramid Park.
- 2.8 The finalised bid is required to be signed off by the Council's Chief Executive or S.151 officer. A letter to James Daly MP informing them of Bury's intention to bid has also been sent, which was a key requirement of the bid.
- 2.9 This report seeks approval to dispose of Pyramid Park for the delivery of a high-quality housing scheme subject to site investigations, viability and funding availability.

3.0 Recommendation(s)

That Cabinet;

- 3.1 Approve the proposals for the disposal Pyramid Park as set out within this report, to expedite delivery of the priorities within the Housing Strategy and Town Centre Masterplan.
- 3.2 Delegate the finalised terms of the procurement exercise and disposal to the Council's Section 151 Officer, Head of Law & Democratic Services and Executive Director of Place in consultation with the Director of Housing and Cabinet Member for Housing Services.

- 3.3 Note that a further report will come to Cabinet should a successful funding award be made. The report will set out the proposed disposal method and planning strategy.

Reasons for recommendation(s)

- 3.4 Support Bury's Brownfield Release funding bid by approving the site for housing development, providing funders with confidence the site has the necessary approval for disposal.
- 3.5 Facilitate the Councils 'brownfield first' approach to housing delivery and reduce liability for holding long-term disused sites.
- 3.6 To facilitate delivery of the Housing Strategy 2021 and wider Town Centre Masterplan which details the need for high quality aspirational homes.
- 3.7 Attract and retain young adults and young professionals to Bury.
- 3.8 Unlock a key opportunity site for the town centre
- 3.9 Promote innovation and ensure that the Council meets the obligations of the best value requirements of s123 of the Local Government Act 1972.
- 3.10 Create wider social, environmental and financial benefits including additional council tax revenue.

4.0 Alternative options considered and rejected

- 4.1 Do nothing: Bury has high levels of need for housing in general and both young and older people specifically require town centre housing provision. This is a brownfield site deemed suitable for housing in an area of high demand, to do nothing would not be an option.
- 4.2 Remediate the site for office/educational. There is currently low demand for stand-alone office development post-Covid and there are sites with stronger characteristics for this type of use in and around the town centre. In addition, there is no capital funds available to remediate the land for this use.

5.0 Site location

Figure 1



6.0 Proposed Development

- 6.1 Based on existing masterplanning and initial discussions with TfGM, the site has capacity for circa 100 homes on the north westerly site area and 35 homes on the easterly Townfields Close end of the site. The exact tenure mix of the new north westerly development is subject to development appraisal work taking place but is likely to offer 25% affordable homes policy. The percentage mix of tenure will be agreed during the procurement stage. It should be noted, the Council's preference is for social rent where possible.
- 6.2 Where possible, the new homes would be built to 'Future Homes Standards', incorporating low carbon technologies, energy efficient heating systems to reduce fuel bills, natural sustainable drainage and nesting bricks to side elevations to encourage wildlife, offering significant benefits to residents, the Council and the environment.
- 6.3 The proposition is that all affordable properties would be owned and managed by a registered provider but the Council would retain 100% nomination rights to all social/affordable rent homes in perpetuity. Generally, the Council would only be entitled to 100% nomination rights on all first lets and 50% thereafter.

7.0 Housing Need & Intelligence

- 7.1 The Council is currently facing significant financial challenge alongside an increased demand for services. At present, around £22 million of the adult social care budget is spent on a range of services and support for older people and those with cognitive, physical or sensory care needs.
- 7.2 Similarly Bury's young care leavers require suitable housing accommodation and the housing strategy recognised the need 'to expand the routes through

which we support people to access a suitable permanent homes' and those younger adults seeking additional independence in a supportive environment. Working with Bury College and the council's children and young people service we would seek to identify young care leavers to benefit from this scheme. A focus on prioritising protected groups is indeed a requirement of the BLRF bid in order to evidence innovation in tackling known housing needs.

- 7.3 The Housing Needs and Demand Assessment (HN&DA) for Bury reveals that its population is increasing; from 191,841 in 2020 to 198,241 in 2030; representing a 5.6% increase.
- 7.4 There is estimated to be a marked increase in the number and proportion of older residents in the borough. The number of 65+ residents stood at 35,225 in 2020 but will increase by 5,126 by 2030 (up by 14.6%) and by 8,410 by 2037 (up by 23.9%). The Housing Strategy recognises that this age group can be attracted to apartment schemes such as this, which in turn will release larger family homes for families.
- 7.5 The HN&DA Bury township profile identifies a need of the following types of affordable dwellings:
- one bedroom flats
 - two or three bedroom flats
 - one or two bedroom bungalows
- 7.6 Bury's Let's Do It 2030 Strategy identifies a key housing priority as "Building houses that are homes"
- 7.7 A key focus of the Housing Strategy is to address the shortfall in housing provision for younger adults and older people and increase options for specialist groups, to drive better quality outcomes for individuals and wider communities.
- 7.8 The proposed disposal at Pyramid Park to develop a multi generational housing scheme would deliver a significant element of the identified shortfall, complement wider regeneration plans and help both cohorts live independently in a sustainable location.

8.0 Next Steps

- 8.1 If approved, the council will have the necessary approval to support the Brownfield Land Release Funding bid, giving confidence to funders that the site has been formally approved for disposal for housing use.
- 8.2 Senior officers and key stakeholders will finalise the bid. The decision date is expected to be in the Summer 2023, with grant funding agreements signed in September/October 23. Should Bury be successful it will develop a procurement brief, setting out the Council's requirements and desired outcomes for Pyramid Park, including future housing mix and tenure. Further

survey work may be needed along with joint masterplanning exercise with TfGM to determine extent of remediation works, access requirements and finalise the proposed scale of the housing scheme.

8.3 Subject to successful funding, the disposal will be managed in a way that;

- enables an increased and improved housing offer for younger adults (18 - 25), young professionals (26-39) and adults aged 26-45 looking to settled in Bury and older people (over 65).
- delivers outcomes in Bury Town Centre Masterplan.
- complies with Brownfield Land Release Funding outputs

8.4 A procurement strategy will be developed to assess against a range of performance criteria and quantitative and qualitative assessments, including previous experience and expertise of developing and delivering schemes of this nature The successful provider(s) will work with the Council to deliver the proposed scheme.

8.5 A project plan with risk register, key milestones and timelines will be established to monitor progress, enabling the Council to take control and accelerate delivery.

9.0 Links with the Corporate Priorities:

9.1 This proposal contributes towards meeting the Council's priorities across a range of policy areas including increasing the supply of affordable housing to meet the current and future housing needs of younger adults and older people.

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

10. Equality Impact and Considerations:

10.1 This proposal demonstrates a positive impact on people with protected characteristics. It recognises the specific housing needs of care leavers and older people including and seeks to ensure an affordable rental tenure and house types across the site to meet the needs of residents.

10.2 The redevelopment of this site will result in the regeneration of a key location in the town centre, which will help improve the local environment by reducing opportunity for anti-social behaviour. The development will also provide much needed affordable homes for a range of people.

11. Environmental Impact and Considerations:

11.1 The new homes would have low carbon design, including the installation of energy efficiency measures to reduce fuel bills and cut carbon emissions.

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

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The scheme doesn't attract any external funding	A review of delivery risks will take place and disposal strategy revisited at that stage.
The Council fails to achieve best value for the land in accordance with s123 of the Local Government Act 1972	Disposal of the land through the Chest and Registered Provider Partnership Framework would ensure that best value is achieved.

12. Legal Implications:

- 12.1 A full site due diligence exercise is currently being undertaken, the results of which will be fed into the tender exercise.
- 12.2 A public open space notice process will need to be undertaken prior to disposal. The notice pursuant to s123 (2A) of the Local Government Act 1972 will allow Members of the public to object to the disposal of the open land. The Council will give consideration to any objection received to the proposed disposal within 28 days of the publication of the notice.
- 12.3 Approval to dispose of this land has not previously been agreed for this purpose. The Council must ensure that it meets the obligations of the best value requirements of s123 of the Local Government Act 1972 a RCIS Red book valuation will be commissioned to ensure that the Council obtains best value for the land as set out in the body of the report. Detailed legal advice will be provided at all stages.

13.0 Financial Implications:

- 13.1 This scheme will enable the construction of aspirational apartment and housing scheme, affordable homes aimed at younger adults, adults looking to settle in Bury and older people. The remediation activity funded via Brownfield Land Release Funding will improve the value of the land, derisk the site to potential investors and maximise the land value at the point of disposal.
- 13.2 On the basis of compliance with the government's programme and dependent upon the wider delivery of housing supply, the development proposals have the potential to generate additional council tax revenue and New Homes Bonus payments. However, this is reliant upon the Council achieving the minimum threshold for new housing developments.
- 13.3 A RICS red book valuation is required on this site in order to calculate the viability gap. This will also be used to benchmark future offers at the point of

disposal to a third party developer/RP. There is an anticipated capital receipt included within the 2023/24 schedule for the disposal of this site in quarter 4 of 2023/24 with a medium risk level in terms of value and/or deliverability within the timeframe and therefore, the timing of a bid and delivery of the works is critical if this is to be achieved.

- 13.4 A further report will be required for Cabinet should a successful funding award be made, which will cover the proposed disposal method and planning strategy.

Report Author and Contact Details

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Appendices:

N/A

Background papers:

N/A

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

Term	Meaning
The Chest	The Northwest e-portal for procurement where local authorities (and some other public bodies) advertise some of their tenders.
Registered Provider (RP)	Also known as a housing association.
Housing Needs and Demand Assessment (HN&DA)	Data available on Bury's townships
BLRF	Brownfield Land Release Funding
OPE	One Public Estate
LGA	Local Government Association
STH	Six Town Housing
IVHA	Irwell Valley Housing Association
UDP	Unitary Development Plan

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Classification:
Open

Decision Type:
Key

Report to:	Cabinet	Date: 15 March 2023
Subject:	Adult Social Care Provider Fee Uplifts 2023/24	
Report of	Cabinet Member for Adult Care, Health, and Wellbeing	

Summary

1. This report details the fee engagement process including timelines and proposed recommendations for the fee proposal to contracted providers of adult social care services for the period 2023/24

Recommendation(s)

2. Residential Care 2023/24 Fee Proposal

The Council proposes to increase the weekly fees paid per person to providers for the provision of Older Adults Residential Care as shown below:

Older Adults Residential Care

Rate type	Weekly Fee Rate 2022/23	% Uplift	Increase (£)	Weekly Fee Rate 2023/24
Real Living Wage	£562.90	12.4%	£69.80	£632.70
Standard	£548.90	12.4%	£68.06	£616.96

Older Adults Residential Dementia

Rate type	Weekly Fee Rate 2022/23	% Uplift	Increase (£)	Weekly Fee Rate 2023/24
Real Living Wage	£577.90	14.7%	£84.95	£662.85
Standard	£563.40	14.7%	£82.82	£646.22

Older Adults General Nursing

Rate type	Weekly Fee Rate 2022/23	% Uplift	Increase (£)	Weekly Fee Rate 2023/24
Real Living Wage	£612.90	14.7%	£90.10	£703.00
Standard	£598.40	14.7%	£87.96	£686.36

Older Adults Nursing Dementia

Rate type	Weekly Fee Rate 2022/23	% Uplift	Increase (£)	Weekly Fee Rate 2023/24
Real Living Wage	£657.90	14.7%	£96.71	£754.61
Standard	£643.40	14.7%	£94.58	£737.98

Adults Residential Care MH/LD/PD

Rate type	Weekly Fee Rate 2022/23	% Uplift	Increase (£)	Weekly Fee Rate 2023/24
Real Living Wage	£562.90	12.4%	£69.80	£632.70
Standard	£548.90	12.4%	£68.06	£616.96

3 Care at Home 2023/24 Fee Proposal

- 3.1 In 22/23, with the introduction of the Controcc system, the Council were able to introduce payment on actual contact time. This is in line with the care at home contract and resulted in an in-year uplift being made available to those providers meeting specific Key Performance Indicators. This continues in the 23/24 fee proposal. The Council proposes to increase the hourly fees paid per person to providers for the provision of Care at Home as shown below:

Care at Home (Framework)

Rate type	Hourly Fee Rate 2022/23	% Uplift	Increase (£)	Hourly Fee Rate 2023/24
Standard	£17.86	14.7%	£2.63	£20.49
KPI compliant	£21.00	14.7%	£3.18	£24.18

4 Supported Living 2023/24 Fee Proposal

- 4.1 The Council proposes that where we pay an hourly rate for Supported Living services, it will be no more than the uplifted rate outlined below. Please note this rate will not be applicable where services have been commissioned on block arrangement/via a competitive tender:

Supported Living Waking Hours

Rate type	Hourly Fee Rate 2022/23	% Uplift	Increase (£)	Hourly Fee Rate 2023/24
Real Living Wage	£17.69	12.4%	£2.19	£19.88
Standard	£17.40	12.4%	£2.16	£19.56

Supported Living Sleep-in rate

Rate type	Hourly Fee Rate 2022/23	% Uplift	Increase (£)	Hourly Fee Rate 2023/24
Real Living Wage	£10.64	12.4%	£1.32	£11.96
Standard	£10.37	12.4%	£1.29	£11.66

5. Direct Payments 2023/24 Fees Proposal

- 5.1 The Council proposes to increase the hourly rate paid per person to a personal assistant for those in receipt of Direct Payments as shown below. The Direct Payment rate already allowed the payment of the Real Living Wage and so there is only one rate proposed:

Direct Payments (Personal Assistants)

Rate type	Hourly Fee Rate 2022/23	% Uplift	Increase (£)	Hourly Fee Rate 2023/24
Real Living Wage	£11.37	12.4%	£1.41	£12.78

6. Shared Lives

- 6.1 Shared Lives provision is an area of development and focus for the Council over the coming 12 months and will likely result in a redesign of the funding bands. Shared Lives rates have not been uplifted in over 5 years so current proposal is:

Rate type	Session Fee Rate 2022/23	% Uplift	Increase (£)	Hourly Fee Rate 2023/24
Day Support	£10.00	100%	£10.00	£20.00

Reasons for recommendation(s)

7. The Council is required to carry out a provider fee engagement process and has done so for year 23/24. The uplifts are within budget and look to drive the provider market to meet needs now and going forward, while ensuring provider sustainability in light of current pressures. The recommended fee rates also support providers to pay their staff the Real Living Wage and move towards the Fair Cost of Care.

Alternative options considered and rejected

8. Fee uplifts are one of the levers available to the Local Authority to help direct the market to meet the needs of Bury residents both now and in the future. There is increasing demand for more complex provision including dementia and nursing services and to support people to live well at home; hence the further increases in these areas. Failure to do so could have resulted in a lack of capacity and sufficiency of care for people with those needs.
9. A reduced budget for fee uplifts would have resulted in the ongoing sustainability of the Adult Social Care market being severely impacted and Bury's position as a Real Living Wage paying authority compromised.
-

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Position: Strategic Lead Integrated Commissioning

Department: One Commissioning Organisation

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Background

1. Introduction

1.1 The Council is undertaking a fee engagement process with contracted providers of adult social care services in order to define both the fee proposals for 2023/24 and determine the final fee recommendations.

1.2 The Community Commissioning Team usually reviews fee rates on an annual basis. It is recommended that the fee arrangements proposed this year are also for one year only 1st April 2023 – 31st March 2024. This report provides recommendations for the payment of fees in relation to the following service areas:

- Older Adults Residential Care
- Adults Mental Health (MH)/Learning Disabilities (LD)/Physical Disabilities (PD) Residential Care
- Care at Home
- Supported Living
- Direct Payment
- Shared Lives

Not covered by this report:

- Out of Borough Services where we pay the host authority agreed annual rate.

2. Real Living Wage

2.1 This year the Council will come to the end of its phased approach to implementation of the Real Living Wage in commissioned adult Social Care Providers. Following a period of co-production alongside Care Providers in 2021, a funding model was developed that would see providers receive an increase allowing them to pay their staff an enhanced hourly rate. Their achievement of paying their staff the full Real living Wage would be phased in with the full Real Living Wage having to be paid by April 2023. This has resulted in two different fee rates being proposed for each provider sector.

2.2 For clarity; providers had to sign a contract variation to commit to paying the Real Living Wage by April 2023. Those that have will be paid the higher rate, those that have not signed up will get the lower rate.

3. Fee Proposal

3.1 In response to the above, and feedback from providers the following option is proposed:

- 3.1.1 Continue with the development of a tiered fee model specifically within Care Homes in order to support the strategic direction of Bury and future market development. Four years ago, a dementia premium was introduced in Bury for the first time and three years ago a nursing dementia premium. This year those premiums will be increased further.
- 3.1.2 Allow the premium, currently eligible for Residential Dementia and Nursing Dementia providers, to be paid for those customers with other complex needs that require a higher level of intensive support. This will encourage providers to accept more complex referrals often with higher acuity. Criteria for this will be developed alongside Operational colleagues and providers.
- 3.1.3 This will continue to form the basis of care home fee setting in the future with areas of development such as Dementia, complex needs and nursing care receiving higher level increases. It is a common complaint that there is little reason for Providers to expand into those areas where we are seeing and continue to expect increased demand when there is little differentiation between the fee levels.
- 3.1.4 During the 2023/24 provider fee setting process health colleagues were updated with regards to the timeline and requirements of provider fee setting and when the 2023/24 fee modelling had been finalised the full suite of proposed provider fees was shared with health colleagues

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Day Support	£10.00	100%	£10.00	£20.00

9. Fair Cost of Care

- 9.1 The Community Commissioning Team has this year completed a Fair Cost of Care Exercise in response to requirements from the DHSC.
- 9.2 The Market Sustainability and Fair Cost of Care Fund was designed to address the impact of the government's aim to allow more people who fund their own care to pay the lower rate that Councils can access from 2023, as well as under investment in care.
- 9.3 The Government expected "local authorities will carry out activities such as":
- Conducting a cost of care exercise to determine sustainable rates and how close they are to paying those rates.
 - Engage with local providers to improve data on costs and number of self-funders, to assist them in understanding the impact of reform on the market (in particular 65+ residential care, but also domiciliary care).

- Strengthen capacity to plan for and execute greater market oversight and improved market management, ensuring markets are positioned to deliver on reform ambitions.
- Use funding to increase fees, as appropriate to local circumstances. This funding should not be used to fund core pressures (for which authorities are reminded they can use the social care grant, improved Better Care Fund, and Social Care Precept).

9.4 Fair Cost of Care, alongside other charging reforms has been delayed and specific funding has now been rolled into Adult Social Care Market and Sustainability Improvement Fund rather than be offered as a separate funding stream. The requirement to achieve the fair cost of care has also been moved to “work towards” the fair cost of care. Despite these changes, the local authority have still had to submit the following:

- A cost of care exercise (a survey of 65+ residential and nursing care and 18+ homecare which determines a sustainable fee rate for different settings, incorporating local costs such as pay and travel time and provides for an appropriate return on capital and operations), which they will also need to publish.
- A provisional market sustainability plan setting out strategy for the next 3 years (2022-25) and how authorities will move towards the sustainable fee rate identified in the cost of care exercise, as well as strategic planning for local need in the wider area, taking into consideration the role of new models of care (including housing).

9.5 The move towards a fair cost of care will result in a need to significantly uplift fees. The amount allocated to Bury, and now included in Adult Social Care Market and Sustainability Improvement Fund, does not consider the level of our current fee rates. If the Council is substantially below the fair cost of care under analysis and the funding from the government does not meet the impact, the Council will have to cover any shortfall.

9.6 The fees offered this year 23/24 are larger uplifts than previous years. Not only is this absolutely required to ensure a sustainable market following the impact of COVID, staffing crises and inflationary pressure but it should also meet the requirements of moving us towards the fair cost of care.

10 Fee Engagement Process 2023-24

10.1 The Council undertakes an annual fee engagement process with contracted providers, in line with good practice and statutory legislation, which states that when setting and reviewing fee costs, Councils should have due regard to the actual costs of providing care and other local factors, along with a responsibility for managing the local care market.

10.2 Following feedback from Providers on previous years engagement, it was agreed that formal meetings would not be set up until after the budget available for provider fees had been set. There was a feeling that positive discussions would take place and then the budget available was set and if it was lower than anticipated it only caused disappointment and disillusionment from providers.

10.3 Fee Engagement Groups for each service area were established, while feedback on current

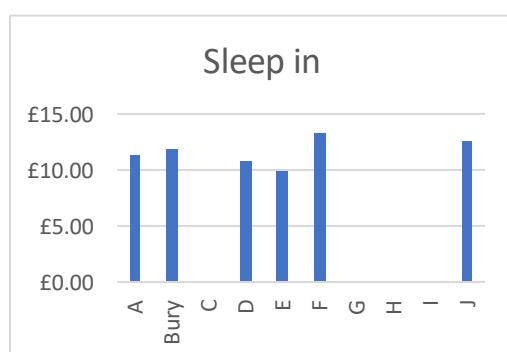
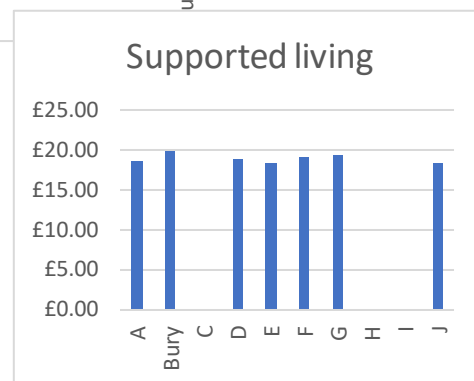
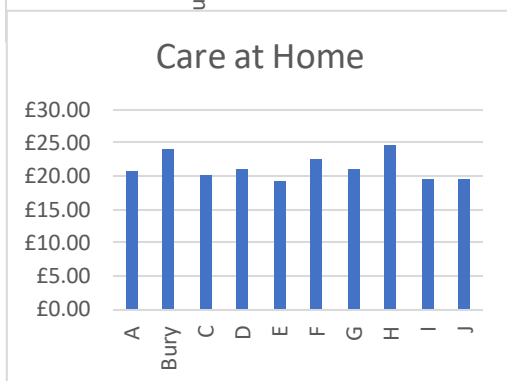
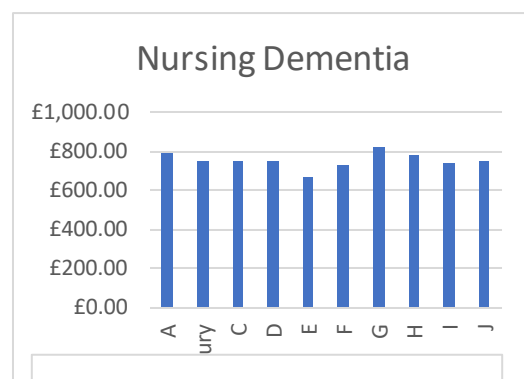
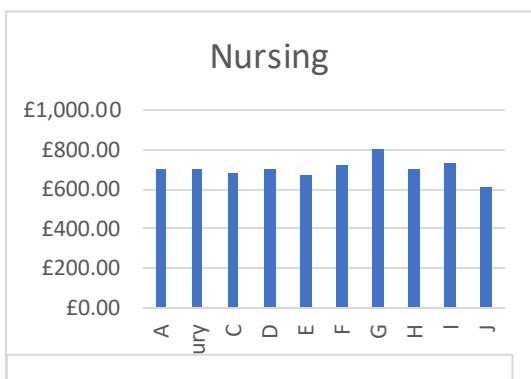
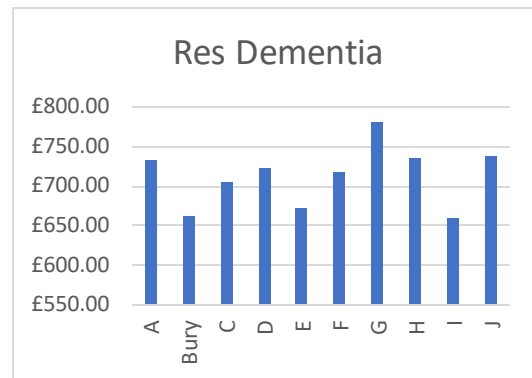
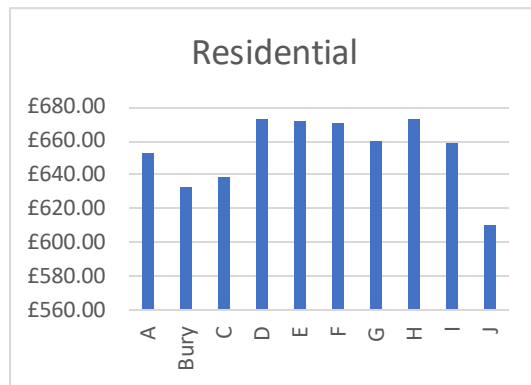
pressures was also sought from providers. These Fee engagement groups were well attended by each sector and will now transition into ongoing Strategic Engagement Groups.

11 Cost Pressures

- 11.1 It is acknowledged that all providers of social care are facing the following national cost pressures over the next 12 months:
- National Living Wage (9.7% increase)
 - Inflation
 - CQC Registration
 - Energy Prices
 - Known and un-known COVID pressures including insurance increases/PPE costs etc
- 11.2 As shown above one of the cost pressures facing providers is the 9.7% increase in the National Living Wage (NLW) from £9.50 per hour in 2022/23 for workers over the age of 25 to £10.42 per hour from April 2023. This increase has been captured for all care providers in the staffing element of their fee uplift.
- 11.3 It is evident that many providers of social care pay the majority of employees, at or near to the minimum wage and as employee costs equate to a large proportion of expenditure for social care providers, the mandatory requirement to increase pay to those employees that are paid the minimum wage will result in a cost pressure.
- 11.4 There will also be an expectation from those employees that are paid close to the minimum wage that the differential will continue to be maintained or there will be a real risk that the profession will become less attractive to existing or potential employees and providers will struggle to recruit either sufficient numbers or caliber of people.
- 11.5 The UK's main inflation measure as of February 2023, was 10.1%. This, alongside the rising energy prices is putting more pressure on the ongoing viability of all Adult Social Care Providers.

12 Benchmarking AGMA Council Fee Rates

- 12.1 Another issue to consider when setting fee rates is that of fee rates paid in neighbouring authorities, to ensure that the Council pays comparable rates to others, which creates an element of stability to the wider market across Greater Manchester (GM). The bar charts below clearly demonstrate that even with the level of fee uplift proposed in this paper, when compared to other GM Authorities it is keeping us in step with many of our partners.



13 Consultation – Provider Feedback

13.1 Provider responses to the cost and operational pressure forms have been collated. Pressures were broadly similar across providers with the main themes being:

- Energy costs
- Inflation

- Retention and recruitment concerns
- Potential increasing PPE/cleaning costs and those associated with the COVID pandemic.
- Increased in Insurance costs
- NLW and RLW uplifts
- Increased CQC costs
- Reduced occupancy and capacity with care homes and care at home providers.

Appendices

1. See attached

Links with the Corporate Priorities:

2. The uplifts will support providers of Adult Social Care; working and based locally to remain sustainable. It also encourages enterprise within the provider market by encouraging development of services to meet the growing needs of the people of Bury.

Equality Impact and Considerations:

3. Available upon request.

Environmental Impact and Considerations:

4. An environmental impact assessment has not been undertaken for the scheme, as there are no implications or carbon impact of this decision.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Uplifts are insufficient to maintain the sustainability and viability of care providers.	Fee proposals were established as part of engagement exercise with providers. Council Commissioning team allocate each care provider their own contract manager who will continue to work with, support and monitor risk to individual provider sustainability.

Legal Implications:

Section 5 of the Care Act 2014 places a duty on local authorities to promote the efficient and effective operation of a market in services for meeting care and support needs, with a view to ensuring services are diverse, sustainable, and high quality for the local population, including those who pay for their own care. Section 4.31 of the Care and Support Statutory Guidance states, “*When commissioning services, local authorities should assure themselves and have evidence that contract terms, conditions and fee levels for care and support services are appropriate to provide the delivery of the agreed care packages with agreed quality of care. This should support and promote the*

wellbeing of people who receive care and support and allow for the service provider's ability to meet statutory obligations to pay at least the minimum wage and provide effective training and development of staff".

"It should also allow retention of staff commensurate with delivering services to the agreed quality and encourage innovation and improvement. Local authorities should have regard to guidance on minimum fee levels necessary to provide this assurance, taking account of the local economic environment. This assurance should understand that reasonable fee levels allow for a reasonable rate of return by independent providers that is sufficient to allow the overall pool of efficient providers to remain sustainable in the long term".

The Council is required to have due regard in ensuring the sustainability of the market, in addition to facilitating the development of their Local Adult care market so that it meets the care and support needs of people in their area. A sustainable market allows for the sufficient supply of services, investment, innovation, and choice for people to choose care and a sufficient workforce supply.

The Care Act 2014 also places a duty on local authorities to assure themselves that fee levels are appropriate to provide the agreed quality of care and enable providers to effectively support people who have care needs as well as the ability to invest in staff development, innovation and improvement. In meeting these requirements, the Council has considered a detailed report and undertaken a comprehensive consultation process as set out at paragraphs 13 and 14 of this Cabinet report.

Financial Implications:

The Council was awarded formal Real Living Wage accreditation in November 2021. Based on current client activity levels and recognising the Council is moving from a phased RLW rate of £9.70 in 2022/2023 to the RLW of £10.90 in April 2023 the total cost impact of the proposed provider fee uplift is circa £6.8m, £5.6m of this is attributable to funding the real living wage, the balance being general inflationary pressures.

The £6.8m cost impact of the 2023/24 provider fee uplift on the Councils OCO directorate Care in the Community budget is fully funded, within the 2023/24 budget approved at Council on the 22nd February.

As part of the monthly budget monitoring process Finance, Commissioners and Social work teams will triangulate and rigorously track the expenditure linked to the Care in the Community budget ensuring that all expenditure aligns to the funding provided to meet the requirements of the provider fee uplifts set out in this report. Any financial risks/pressures identified will be highlighted to the Director of Adult Social Services as part of the monthly budget monitoring cycle whereby an action plan will be deployed to mitigate any financial risks/ pressures.

Background papers:

N/A.

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

Term	Meaning

For Reference Only :

Provider Fee Setting 2022/23 Report [Q:\Expenditure\CWB Summary Revenue Monitor 2022-23\Provider Fee Setting 2022-23\Provider Fees Report\SC8 Provider Fees 22-23 report_Final.doc](#)

FCoC Working Paper [\\P_Oakley\Useful\FCoC\FCoC Scenario 7\FCO NWFL Benchmarking_Bury_Sc7_V1.xlsx](#)

	2022/23	2023/24	% Uplift
Agreed Phased Rate for 22/23	£9.70	£10.90	12.4%
Real Living Wage	£9.90	£10.90	10.1%
National Living Wage	£9.50	£10.42	9.7%

Service Setting				2022/23 Fee (£)	Proposed Fee Uplift % (To amend uplift % select from drop down box in individual cell below)	Uplift Value (£)	Proposed 2023/24 Fee (£)	FCoC				Activity (Hours/Client Numbers)	Annual Cost Impact of 23/24 Fee Uplift (£)	
								FCoC Rate (£)	Uplift Required to reach FCoC Rate	LowerQuartile	Upper Quartile			
Domicillary Care				Provider is signed up to paying the RLW (Contractually Compliant)	21.00	14.70%	3.18	24.18	22.73	8.26%	20.45	25.75	1,383	238,458
				Provider is not signed up to paying the RLW (Not Contractually Compliant)	17.86	14.70%	2.63	20.49	22.73	27.29%	20.45	25.75	11,099	1,580,109
Care Homes	Residential	65+ care home places without nursing	Provider is signed up to paying the RLW	562.90	12.40%	69.80	632.70	775.48	37.77%	639.71	1095.83	206	779,695	
			Provider is not signed up to paying the RLW	548.90	12.40%	68.06	616.96	775.48	41.28%	639.71	1095.83	32	118,105	
		65+ care home places without nursing - Dementia	Provider is signed up to paying the RLW	577.90	14.70%	84.95	662.85	791.80	37.01%	665.29	1143.62	139	640,308	
			Provider is not signed up to paying the RLW	563.40	14.70%	82.82	646.22	791.80	40.54%	665.29	1143.62	7	31,437	
		Adults Residential Care MH/LD/PD	Provider is signed up to paying the RLW	562.90	12.40%	69.80	632.70	775.48	37.77%	639.71	1095.83	50	189,246	
			Provider is not signed up to paying the RLW	548.40	12.40%	68.56	616.96	775.48	41.41%	639.71	1095.83	19	70,125	
	Nursing	65+ care home places with nursing	Provider is signed up to paying the RLW	612.90	14.70%	90.10	703.00	819.52	33.71%	623.20	1096.35	45	219,849	
			Provider is not signed up to paying the RLW	598.40	14.70%	87.96	686.36	819.52	36.95%	623.20	1096.35	0	0	
		65+ care home places with nursing - Dementia	Provider is signed up to paying the RLW	657.90	14.70%	96.71	754.61	889.98	35.28%	690.49	1173.89	37	194,036	
			Provider is not signed up to paying the RLW	643.40	14.70%	94.58	737.98	889.98	38.32%	690.49	1173.89	0	0	
Supported Living		Waking Hours	Provider is signed up to paying the RLW	17.69	12.40%	2.19	19.88	N/A	N/A	N/A	N/A	11,400	1,355,997	
			Provider is not signed up to paying the RLW	17.40	12.40%	2.16	19.56	N/A	N/A	N/A	N/A	623	72,863	
		Sleep In	Provider is signed up to paying the RLW	10.64	12.40%	1.32	11.96	N/A	N/A	N/A	N/A	2,654.60	189,918	
			Provider is not signed up to paying the RLW	10.37	12.40%	1.29	11.66	N/A	N/A	N/A	N/A	63.00	4,393	
Direct Payments				11.37	12.40%	1.41	12.78	N/A	N/A	N/A	N/A	8010	612,377	
Shared Lives		Day Support - Band 1** Fee = 2 hour session	10.00	100.00%	10.00	20.00	N/A	N/A	N/A	N/A	26	13,556		
Total Cost Impact													6,310,474	
Safety Net for Service Setting Activity Demographic Growth													479,215	
Total Cost Impact													6,789,689	

Funding The Total Cost Impact	
Real Living Wage Growth - Built into Council MTFS	5,645,689
Care in the Community Inflationary Growth - Built into Council MTFS	1,144,000
Total Funding	6,789,689
(Surplus)/Deficit	-479,215

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 March 2023
Subject:	Market Sustainability Plan 2023/24	
Report of	Cabinet Member for Adult Care, Health, and Wellbeing	

Summary

1. In December 2021 the government announced its white paper; [People at the Heart of Care](#), which outlined an ambitious reform of social care. As part of this, and wider charging reform, the government launched the policy paper; [Market Sustainability and Fair Cost of Care](#).

As part of the policy paper, Local Authorities were to be given access to a Fair Cost of Care Fund to support the implementation of charging reforms. The funding would help support Local Authorities to ensure compliance with Section 5 of the Care Act 2014 which outlines a local authority's duty to "promote the efficient and effective operation of the care and support market".

As a condition of receiving the grant funding Bury Council was to carry out a Fair Cost of Care Exercise with Care at Home providers and Older People Care Homes. It was then to produce a number of annexes including:

- A Market Sustainability Plan (MSP), setting out our local strategy for the next 3 years and demonstrating how we intend to achieve a fair cost of care.

A draft MSP was required for submission in November 2022, which was completed, with a final version this time with increased engagement with the provider market, due for submission on 31st March 2023.

These reforms were delayed as part of the Government's Autumn Statement and the Fair Cost of Care Fund was rolled into the Adult Social Care Market and Sustainability Improvement Fund. The requirement to achieve the fair cost of care has also been moved to "work towards" the fair cost of care. Despite these changes, the local authority must still submit a final Market Sustainability Plan by 31st March 2023.

This report shares the Market Sustainability Plan that has been developed alongside Care at Home Providers and Older People Care Homes and looks for approval to submit to the Department of Health and Social Care.

Recommendation(s)

2. To review the content of the Market Sustainability Plan (Appendix A) and approve for submission to the Department of Health and Social Care.

Reasons for recommendation(s)

3. The Council was required to conduct a Fair Cost of Care Exercise which it has completed. It is now required to submit a final Market Sustainability Plan.

Alternative options considered and rejected

5. Alternatives were not considered as we are required to submit the MSP.

Report Author and Contact Details:

Name: Matthew Logan
Position: Strategic Lead Integrated Commissioning
Department: One Commissioning Organisation
E-mail: m.logan@bury.gov.uk

Background

1. Introduction

- 1.1 In December 2021 the government announced its white paper; [People at the Heart of Care](#), which outlines an ambitious reform of social care. As part of this, and wider charging reform, the government launched the policy paper; [Market Sustainability and Fair Cost of Care](#).
- 1.2 As part of the policy paper, Local Authorities were to be given access to a Fair Cost of Care Fund to support the implementation of charging reforms. The funding would help support Local Authorities to ensure compliance with Section 5 of the Care Act 2014 which outlines a local authority's duty to "promote the efficient and effective operation of the care and support market".
- 1.3 As a condition of receiving the grant funding Bury Council was to carry out a Fair Cost of Care Exercise with Care at Home providers and Older People Care Homes. It was then to produce a number of annexes including:
 - 1.3.1 A Cost of Care Exercise delivered by surveying residential and nursing care home providers and care at home providers to determine a sustainable fee rate
 - 1.3.2 A Cost of Care Report setting out how the Council arrived at the cost of care estimates presented in the Cost of Care Exercise.
 - 1.3.3 A provisional Market Sustainability Plan (MSP), setting out our local strategy for the next 3 years and demonstrating how we intended to move towards a sustainable fee rate
- 1.4 The Cost of Care Exercises, Cost of Care Report and a provisional version of Annex C were submitted on 16th November 2022 following sign off by Executive Director required to be submitted by 16th November 2022.
- 1.5 These reforms were delayed as part of the Government's Autumn Statement and the Fair Cost of Care Fund was rolled into the Adult Social Care Market and Sustainability Improvement Fund. The requirement to achieve the fair cost of care has also been moved to "work towards"

the fair cost of care. Despite these changes, the local authority must still submit a final Market Sustainability Plan by 31st March 2023.

2. Bury Council's Fair Cost of Care Exercise

- 2.1 Bury Council launched its Fair Cost of Care Exercise on 27th May 2022 with Care Home providers completing their submissions via an online Fair Cost of Care tool. Care at Home providers completed their submissions via a Domiciliary cost of care calculator tool /spreadsheet developed by [ARCC HR Business Solutions \(arcc-hr.co.uk\)](http://arcc-hr.co.uk)
- 2.2 The deadline for providers to submit their completed toolkit was 1st August 2022. Support and encouragement were given to providers via:
- Regular guidance sent out via Community Commissioning Team
 - Care Home Provider Forums
 - Weekly bulletin
 - Drop-in support sessions for providers
 - One to one support sessions offered.
 - Discussion included in site visits by members of the Community Commissioning Team
 - Direct contact to specific providers from the Strategic Lead encouraging uptake.
- 2.3 Out of 28 in scope care homes, 10 (39%) providers submitted returns. Those 10 providers who did submit equated to 38% of beds commissioned by Bury Council. Out of 25 in scope Domiciliary Care providers, just 4 (16%) providers submitted returns. Those providers who did submit equated to 34% of Domiciliary care hours commissioned by Bury Council.
- 2.4 The response rate is disappointing given the level of promotion, guidance and support offered by the local authority but in discussion with neighbouring authorities this return rate does not appear to be an outlier.

3. Fair Cost of Care Calculations

- 3.1 All provider returns were reviewed in detail on a line -by-line basis and where further clarification, or detail was required the provider was contacted.
- 3.2 The four Fair Cost of Care estimates for Care Homes are summarised in Table 1 below.

Table 1

Median £ Per Resident Per Week			
65+ care home places without nursing	65+ care home places without nursing, enhanced needs	65+ care home places with nursing ¹	65+ care home places with nursing, enhanced needs ²
£775.48	£791.80	£1,028.71	£1,099.17

1 The Care home with Nursing Fair Cost of Care Estimates **have not** been adjusted to exclude the Funded Nursing Care (£209.19)

2 The Care home with Nursing Fair Cost of Care Estimates **have not** been adjusted to exclude the Funded Nursing Care (£209.19)

- 3.3 The information submitted by providers via the Domiciliary cost of care calculator tool /spreadsheet was the source data for deriving the figures in Table 2.

3.4 **Table 2**

Cost Type	Domicillary Care
Total Careworker Costs	£16.49
Direct care	£10.18
Travel time	£1.98
Mileage	£0.57
All Other Careworker staffing cost lines	£3.76
Total Business Costs	£5.18
Back office staff	£3.66
IT (hardware, software CRM, ECM)	£0.18
Central/head office recharges	£0.13
All Other Business Costs lines	£1.22
Sub-Total Excluding Return on Operations	£21.66
Return on Operations	£1.07
Total Benchmark Rate	£22.73

4 Market Sustainability Plan

- 4.1 Following completion of the Cost of Care Exercise and submission of the cost of care reports and draft MSP, work began to engage providers on the final version.
- 4.2 Engagement with Older People Care Home Providers and Care at Home providers on the final MSP took place via:
- Group Engagement meeting
 - Sharing of draft with providers for written feedback
 - One to one engagement meeting
- 4.3 The final version of the MSP presented for sign off by Cabinet is Appendix A.

Appendices

Appendix A

5. See attached

Links with the Corporate Priorities:

Please summarise how this links to the Let's Do It Strategy.

6. The MSP has been developed alongside Local Providers and the recommendations within will allow them to be enterprising, ensuring their sustainability of development of their service to meet the needs of the people of Bury now and in the future.

Equality Impact and Considerations:

7. Available on request.

Environmental Impact and Considerations:

8. An environmental impact assessment has not been undertaken for the scheme, as there are no implications or carbon impact of this decision.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
MSP is not enacted following approval resulting in failure of providers.	Elements of the MSP are already being enacted and form part of overarching workplan of the Community Commissioning Team.

Legal Implications:

9. Section 5 of the Care Act 2014 places a duty on local authorities to promote the efficient and effective operation of a market in services for meeting care and support needs, with a view to ensuring services are diverse, sustainable, and high quality for the local population, including those who pay for their own care. The Council has complied with the guidance set out in Section 4.31 of the Care and Support Statutory Guidance for Local Authorities.
10. The Council is required to have due regard in ensuring the sustainability of the market, in addition to facilitating the development of their Local Adult care market so that it meets the care and support needs of people in their area. A sustainable market allows for the sufficient supply of services, investment, innovation and choice for people to choose care and a sufficient workforce supply.
11. The Care Act 2014 also places a duty on local authorities to assure themselves that fee levels are appropriate to provide the agreed quality of care and enable providers to effectively support people who have care needs as well as the ability to invest in staff development, innovation and improvement. In meeting these requirements, the Council has considered a detailed report and undertaken a comprehensive consultation process as set out at paragraphs, 2 and 3 of this report, and paragraphs 13 and 14 of the Adult social Care provider fees Cabinet report. The outcomes to the consultation were fully evaluated and form the basis of the proposed submission.

Financial Implications:

12. It is important to highlight that the results of the fair cost of care exercise set out in Table 1 of this report are estimates based on a data set with a number of limitations which are set out below.

- **Low Provider Response Rate** - The low provider response rate increases the risk on the reliability of the data with regards to potentially skewed costing results and invalid inferences, therefore raising the question of the validity of the Cost of Care estimates
- **Provider Representation**- The low provider response rate has by definition not allowed for a representative response from the local care provider market and therefore until a broader provider response is obtained the Cost of Care estimate for the local care provider market cannot be considered representative of the actual average.
- **Affordability** -The total cost impact of the fair cost of care exercise will lead to increased Care fees and consequently without an equivalent increase in financial support for Councils' this will lead to a significant funding gap between current rates and the fair cost of care rates and therefore add pressure to already strained financial resources.
- **Impact of extraordinary costs in 2021/22 during the COVID pandemic** - There is a risk that providers have been unable to distinguish between 'one off/extraordinary' Covid related activity and 'business as usual' activity in their provider submissions and therefore data used to derive Fair Cost of Care estimates may be overstated.
- **Regional Variation**- During the undertaking of the fair cost of care exercise, localities across Greater Manchester and the North-West have engaged in collaborative discussion to inform our approaches to the treatment of cost items and interpretation of fair cost of care guidance. This work has highlighted a variation in costs above what would be expected or that can be explained through local differences. This adds to concerns regarding the overall quality and representativeness of the cost information received through the exercise.

10.0 In light of the above limitations Bury Councils move towards a fair cost of care will be a phased approach and the phasing will be aligned to the funding received from central government, namely the Adult Social Care Market and Sustainability Improvement Fund

Background papers:

N/A

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

Term	Meaning

Annex C: market sustainability plan template

Section 1: Assessment of the current sustainability of local care markets

a) Assessment of current sustainability of the 65+ care home market

Bury has 28 care homes that support customers over the age of 65. Of the 1300 care home beds, the Council commissions 546 (42%). The remainder are largely self-funders, with a small amount of other authority placements and vacancies. The number of self-funders varies greatly between homes with some evenly split and others populated by majority self-funders.

The breakdown of placement types available from the 28 care homes is detailed below:

Placement Type	Number of Places	% Split
Residential	712	55%
Dementia Residential	292	22%
Nursing	192	15%
Dementia Nursing	101	8%

Of those places there are currently 53 vacancies with only 12 for nursing and none for nursing dementia. This has necessitated the need for customers with more complex nursing and dementia needs to either have extended stays in the boroughs Intermediate Care and Discharge to Assess facilities awaiting a suitable vacancy, thus impacting system flow, or having to move out of borough. Relying on such a small number of providers to support our most complex customers poses a risk to the Council.

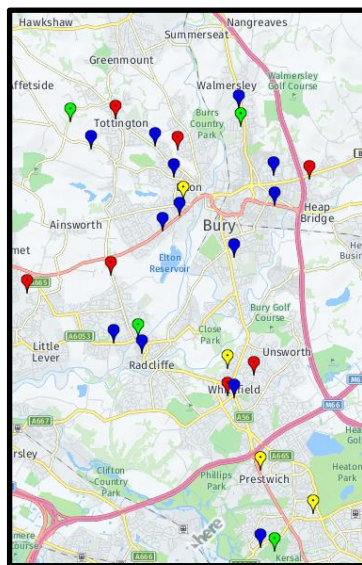
The demand for permanent, long-term care remains high, especially for customers with complex needs and the recent finalisation of the Bury Market Position Statements makes it clear to providers that while the demand for complex and nursing needs is increasing, there will be less call for standard residential placements. Bury, like others, are focusing on supporting people to live well at home through person centred, strengths-based support and this reduces the need for standard residential care.

Bury is currently working extensively with several providers around quality concerns. Compared to the national average of 79%; Bury has 76% of care homes rated **Good** or **Outstanding**. Two homes are currently rated **Inadequate** with two of those providing nursing care. Intensive work is being carried out with each of these homes to support them back to compliance, but the sudden inability to place at these homes further reduced the availability of in-borough provision for Bury customers.

In the last financial year, the number of residential placements out of borough was 166 and the number of nursing placements out of borough was 78. Although some people choose to move out of borough to be closer to family, unfortunately, the majority are due to lack of suitable provision in the Bury area.

Despite Bury's relatively small size compared to neighbouring authorities there remain variations in service availability between its individual neighbourhoods.

The following map highlights where existing care home provision is located:



Key:

Red: residential
Blue: dementia residential
Yellow: nursing
Green: dementia nursing

Please note: the care homes have been colour coded into the highest level of care on offer.

While the north and south of the borough enjoy most of the provision, the centre and east of Bury lack care homes of all types. This reliance on such a small number of providers again poses a risk to those neighbourhoods and the ability for the Council to support customers to stay in their neighbourhood of choice, should they require long term care.

Few homes in Bury are owned and operated by national providers with the majority being smaller organisations including several where they are single home services. Only 18% of the homes have over 60 beds with the majority (68%) being between 50 and 20 beds.

Bury have worked hard over the last few years to establish a tiered based fee system that ensured customers with the most complex needs, and those homes that supported them, were funded at a higher level. We are entering the final year of our phased roll out of being a Real Living Wage (RLW) authority with those providers committed to paying the full RLW by April 2023 receiving an increased fee rate to mitigate the cost. Current rates and proposed 23/24 rates are:

Service	22/23 Standard	22/23 RLW	23/24 Standard	23/24 RLW
Residential	£548.40	£562.90	£616.96	£632.70
Residential Dementia	£563.40	£577.90	£646.22	£662.85
Nursing	£598.40	£612.90	£686.36	£703.00
Nursing Dementia	£643.40	£657.90	£737.98	£754.61

While great strides have been made to improve the Council's fee offer to care home providers including between 7.8% and 14.5% uplifts to care homes for the financial year 22/23; only a small number of homes accept the standard rate. Third party tops ups are often required for placements and can range for £50 to £300 per week and this gap in funding is reflected in the cost of care analysis.

Indeed, providers have fed back that fee levels impact on the ability and ambition to offer services that meet the needs of customers with more complex needs. Feedback is that the difference in rate is insufficient to justify the struggle to recruit nursing staff, the investment and additional governance it would take to change from residential dementia to a nursing dementia service for example.

For care homes, the increased cost of utilities, food, supplies and even insurance is and will put them under even more financial strain and the cost of care exercise has failed to capture this as costings used were pre cost of living crisis. We have engaged separately with providers with examples of 100% increases in energy contracts being common. We

have taken these pressures into account, alongside the results of the cost of care exercise when setting our 23/24 fee rates.

Alongside the cost-of-living crisis, the recruitment and retention of workforce remains a significant challenge, impacting on the quality, the sustainability and resilience of the care home market. Bury's work alongside providers to become Real Living Wage compliant, funding of the Bury Workforce Hub providing expert advice and support to providers on recruitment and the implementation of the GM Adult Social Care Workforce Strategy will support this but with increased competition from other sectors this remains one of the most substantial risks. While Bury providers currently show 95% of current staff available, it is the total number of staff employed compared to twelve months ago that raises concern with providers having to utilise more and more expensive agency staff to manage the day to day running of their services.

b) Assessment of current sustainability of the 18+ domiciliary care market

Approximately 900 Bury customers are supported by 28 contracted care at home providers delivering over 11,000 hours of care per week. Bury have 10 main providers who cover the 5 neighbourhoods with two providers working in each to mitigate travel time and costs. The remaining are either commissioned as back up providers or on a spot purchase basis.

In the last 12 months; 2 providers have handed back all their care packages due to insufficient staffing and associated costs with delivering the service, while a number of individual packages have been handed back primarily due to staffing availability.

Workforce recruitment and retention is the principal challenge for our care at home providers. Recruiting staff in a market where competition not only comes from other care providers, but from hospitality and retail sectors has exacerbated the staff issues that were already being suffered. Bury uplifted its care at home rate to allow providers to work towards paying their staff the full Real Living Wage in April 2023 but these salary levels are now being matched and beaten in other areas of the market. Recent dialogue with providers has indicated a number of leavers from the sector were due to the level of pay when considering the cost of living/rise in energy and fuel costs.

The Council retendered its care at home contract in June 2021 and in April 2022 introduced payment on actual contact time. With a standard rate of £17.86 and an enhanced rate of £21.00 per hour for those providers meeting minimum contractual requirements this was an attempt to ensure staff could continue being paid the Real Living Wage, travel time was sufficiently funded and any other potential losses that moving away from payment on commissioned time were mitigated. The enhanced rate performs positively compared to neighboring authorities.

Commissioned home care is primarily provided by local and small providers with a small number of national providers under contract. The interest in the tender and number of applicants did suggest an appetite to work in Bury but the number of providers means that the share of the available market is limited for new entrants.

The contract was only awarded to those providers rated **Good** and above by CQC and all commissioned care at home providers remain at those level 12 months into the new contract. However, feedback from customers does indicate that where issues do arise it is often due to time of visits.

Section 2: Assessment of the impact of future market changes (including funding reform) over the next 1-3 years, for each of the service markets

Demand

Our analysis shows that in the next 3 years Bury will need a further 14 nursing and dementia care beds in the borough. There are currently only 4 nursing dementia care homes in the borough and there is little appetite from providers to build brand new provision, so work is required with current providers to develop their services to meet future need. Coupled with the ongoing work to reduce the need for standard residential care, including investment in extra care schemes, assistive technology and enhanced care at home services, the care home market in Bury will shift to supporting only those with the highest complexity of need in permanent, 24-hour settings. Reducing the need for traditional care services by offering alternative such as assistive technology will see the care home and care at home market change.

Workforce availability

As detailed previously, the recruitment and retention of staff into care at home and care home settings will play a major role in the makeup of the care market in the next several years. In care homes, long standing problems have been exacerbated by the pandemic including the strain to maintain services during that period and mandatory vaccination requirement which resulted in a number of staff leaving the sector. For care at home providers, the increased costs to the staff of actually carrying out their role including fuel costs and competition from other sectors has only worsened their struggles with recruitment and retention.

Beyond that, the continued view of social care as a career being less attractive and less prestigious than one in the NHS and other sectors, compounded by the lack of equity in pay between those in social care compared to the NHS and now the cost-of-living crisis are pushing staff to look out of adult social care for higher wages. The ASC Market Sustainability and Improvement Fund allocations do not support the development of the market with the offer of increased staff wages and improving the standing of social care careers, only that providers do not exit the market due to insufficient levels of funding to pay for the actual cost of delivering the service.

Recruitment of permanent nursing staff also poses a risk to the ability of the providers to meet the future market changes. Demand for services supporting complex, nursing customers is increasing and the ability of homes to retain nursing staff is compromised, while those homes who would look to move into nursing care due to the decrease in demand of residential are put off by the lack of available staffing, limited increase in fee rate and more intensive governance. Indeed this has caused one home to step down its nursing unit and revert to offering only residential care, despite the increased demand for nursing care.

Section 18 (3)

The Council has established a task group to review the impact of the phased implementation of Section 18(3) of the Care Act (2014) and despite the delayed implementation we continue to develop plans to meet the changes it brings. Work is ongoing to establish the number of self-funders in care homes as the commencement of Section 18 (3) will not only impact on the Council, but on Provider sustainability as well.

For those homes whose sustainability relies on them operating a business model where they support a high number of self-funders at fee rates over and above Council rates there is real risk to their ongoing viability. This makes the need for robust assessment of the fair cost of care, and ongoing dialogue with providers, especially over the next couple of years, essential. This will be supported by the introduction of the Council's suite of Market Position Statements and re-establishment of Strategic Engagement Groups to treat them as live documents and support ongoing dialogue with provider partners.

Cost of living crisis

Finally, the impact of the cost-of-living crisis on providers cannot be underestimated as it affects the cost of providing their services through increased food, utilities, insurance and overall running costs; but also, the staff that work there. As stated previously, the FCOC exercise does not capture these current and upcoming risks hence the need to continue an ongoing dialogue with our providers.

If Bury Council was required to move to the fair cost of care estimates presented in Annex B this will lead to significantly increased Care Home and Domiciliary Care fees resulting in a total cost to the council of £6.2m, as a consequence, without an equivalent increase in financial support this will lead to a significant funding gap between current rates and the fair cost of care rates and therefore add pressure to already strained Council financial resources.

Section 3: Plans for each market to address sustainability issues identified, including how fair cost of care funding will be used to address these issues over the next 1 to 3 years

Note: As part of these plans local authorities should also demonstrate how they complement other strategic documents, such as, but not limited to their Market Position Statements and demonstrate how they have worked with local providers to develop the plans in this section.

(a) 65+ care homes market

Fair Cost of Care (FCOC)

The level of engagement from our care homes was disappointing, and feedback has ranged from a reticence to share that level of detail, to a lack of confidence in the difference it will make. This has however still resulted in the FCOC exercise providing us with improved intelligence in costs incurred by providers. We plan to revisit the results alongside our providers over the coming years via our Operational Provider Groups and Strategic Provide Engagement Groups to show the benefit in engaging with the process and that the results lead to real change in the commission of care home services.

While not yet fully formed, we are proposing a phased implementation of the fair cost of care that will mean by 2024/25, subject to funding being made available, we pay the full rate plus any inflationary uplifts incurred in the time up then.

We also plan to:

- Review current funding tiers to ensure they best reflect the different needs of a growing set of complex customers.
- Repeat fee setting exercise to inform FCOC each year

Workforce

Bury will work alongside the market to tackle workforce challenges by:

- Proposal to invite care sector providers to be part of the Health and care workforce development group.
- Fund the Bury Workforce Hub to support providers with their recruitment and retention practices.
- Bury will provided enhanced rates from April 2023 to support care homes to pay their staff at least the full Real Living Wage.

Meeting future need

- Re-establish the Provider Strategic Engagement groups, alongside health partners and market leaders to jointly agree plans for the future, aligned to our emerging commissioning strategies
- Recently published Market Position Statements and keep under review via provider

engagement groups.

Improved quality

- Review and implement robust quality assurance strategy and process developed alongside other stakeholders including health colleagues, customers and providers.
- Review and refresh operational provider forums to offer specialist advice and training opportunities for providers
- Support the roll out of falls and frailty tools to all care homes including training at no cost to providers

(b) 18+ domiciliary care market

Fair Cost of Care

The return rate for care at home providers was disappointing. Feedback from providers who did not submit once again referenced the lack of trust in sharing the level of information having any impact on funding levels, and the pressures at the time of submission required. It is clear we must proactively work to improve relationships with providers. This will be done by:

- Establishing a care at home specific strategic engagement group with market leaders and reintroducing face to face meetings.

Subject to sufficient funding the initial plan is to work towards the fair cost of care for care at home providers, inclusive of any inflationary uplifts by April 2024. Given the low level of return, we will also look to strengthen dialogue on FCOC, leading to early repeat of the exercise to improve engagement

Workforce

Bury will work alongside the market to tackle workforce challenges by:

- Health and care workforce development group will be expanded to include our care sector providers.
- Fund the Bury Workforce Hub to support providers with their recruitment and retention practices.
- Bury will provide enhanced rates from April 2023 to allow all care at homes to pay their staff at least the full Real Living Wage.
- Provide an in year (22/23) uplift to those KPI compliant care at home providers to combat increased costs to staff and providers from move to payment on actual contact time.

Meeting future need

- Re-establish the Provider Strategic Engagement groups, alongside health partners and market leaders to jointly agree plans for the future, aligned to our emerging commissioning strategies
- Recently published Market Position Statements and keep under review via provider engagement groups.
- Roll out enhanced care at home program to all care at home providers, supporting them to establish career pathways for carers within adult social care.
- Develop assistive technology work program to look at alternatives to permanent care, including review of all care visit of 30 minutes and under to ensure customers are supported in the most appropriate way.
- Engage with providers and stakeholders on potential commissioning on actuals to support payment on actual model.

Improved quality

- Review and implement robust quality assurance process developed alongside other stakeholders including health colleagues, customers and providers.
- Review and refresh operational provider forums to offer specialist advice and training opportunities for providers
- Review effectiveness of current care at home specification to allow providers to work more innovatively and flexibly alongside customers.

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 March 2023
Subject:	Housing Assistance Policy	
Report of	Cabinet Member for Adult Care, Health, and Wellbeing	

1.0 Summary

- 1.1 Bury currently utilises the Disabled Facilities Grant (DFG) in a traditional way. Additionally, local related guidance, policies and processes have not been updated for a significant length of time. The revised national guidance, changes to council resource along with the development of the Housing for Adults with Additional Needs Vision, Strategy, Market Position Statement and Bury 'Let's Do it' provide the foundations to work collaboratively across health and social care. Along with housing partners, care providers and residents, there is an opportunity to shape processes and pathways, review objectives of DFG usage, adaptations, and refresh the Housing Assistance policy.

2.0 Recommendation(s)

2.1 The recommendations are to:

- Continue delivery of minor and major adaptations for households with additional need and agree to widen use of DFG for residents with additional needs. This includes by delivering:
 - Innovation Grants/ Excess Cold Grants- preventing accidents and hospital admissions
 - Repairs to adaptations- enabling people to stay in their home longer and prevent or delay the need for more costly formal care or residential placement.
 - Minor Adaptations- Fund equipment store to provide larger minor adaptations costing less than £1,000 such as external metal handrails, grab rails and stair rails and other adaptations
 - Technology Enabled Care (TEC)- allowing people to use technology to enable people to live independently at home, potentially preventing the need for adaption to properties.
 - Housing support for older people- Handy Person to assist with minor adaptations and household DIY tasks.
 - Incentivisation 'Moving Assistance'- help move tenants into a more suitable property or moving tenant out of an adapted property who no longer needs it to alternative home.

- In close collaboration with the Business Growth and Infrastructure department and One Commissioning Organisation- remodel and refresh:
 - Bury Procurement Framework
 - Minor Aids and Adaptations model
 - Pathways and processes for people with additional needs to access adaptations to improve their quality of life.

3.0 Reasons for recommendation(s)

- 3.1 National guidance allows Local Authorities to consider more strategic and flexible use of DFG funding. The guidance goes further and encourages authorities to work with health and social care partners and align objectives with existing local social care, health and older people related strategies.
- 3.2 Local need suggests clearly that provision of assistance may target additional help for particular groups, such as Older people and those with specific conditions.
- 3.3 Bury Councils Strategy- Housing for those with Additional Needs, defines what the approach needs to be for residents in Bury. Housing must focus 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. A refreshed approach to DFG spends must align to this, promoting wider options for people with additional needs and improving quality of life of residents.
- 3.4 Refined and focused DFG investment will provide long term savings to the public purse. Stronger control and utilization of the DFG will mean more people receive what they need to support their independence and defer further institutional or home-based care provision.
- 3.5 Ensure that recommendations are reflected in the wider Housing Assistance Policy documentation, which will be drafted by Business Growth and Investment Directorate.

Alternative options considered and rejected

- a) The alternative is to continue with the traditional delivery of the DFG and disregard the freedoms for the Local Authority to fund wider projects, so more people can receive the adaptations that they need. To keep with the same model for DFGs, it would not take advantage of the flexibilities afforded to councils to support more residents in the borough.

Report Author and Contact Details:

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4.0 Background

- 4.1 Home adaptations are changes made to the fabric and fixtures of a home to make it safer and easier to move around and do everyday tasks like cooking and bathing. Adapting a home environment can help restore or enable independent living, privacy, confidence and dignity for individuals and their families.
- 4.2 Disabled Facilities Grant (DFG) is a capital grant made available to people of all ages to contribute to the cost of adaptations. This is irrespective of housing tenure, which enables eligible disabled people to continue living safely and independently at home for as long as possible.
- 4.3 Recently updated guidance for the use of DFG ([Disabled Facilities Grant \(DFG\) delivery: Guidance for local authorities in England - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/612222/DFG_delivery_Guidance_for_local_authorities_in_England_-_GOV.UK.pdf)) sets out key considerations, including the statutory duty under the 1996 Act to provide adaptations for those who qualify for a DFG. The primary role of the grant is for the provision of home adaptations to help eligible people safely access their home and key facilities within it. Eligible council tenants can apply for a DFG in the same way as any other applicant, however, Bury has a Housing Revenue Account (HRA) where the Local Authority should fund home adaptations for council tenants through this means. There is also an expectation the Local Authority will provide regular reports on spend and usage.
- 4.3 The updated guidance emphasises the importance of a collaborative approach to DFG, with health and social care along with housing providers expected to come together. The guidance also recognises Technology Enabled Care (TEC) as a viable use for DFG.
- 4.4 In section 2.24 of the guidance, it highlights the role of social care, its powers and duties under the Care Act relating to provision of TEC in the home, aids, equipment, and adaptations. These include a duty to provide minor adaptations up to the value of £1,000 as well as other equipment to any value.
- 4.5 The guidance describes how to improve delivery through a local Housing Assistance Policy (HAP) by streamlining processes for home adaptations, particularly for the most common types of work, such as bathroom modification, ramp access or installing a lift. Also known as a Regulatory Reform Order (RRO), the HAP describes how Local Authorities can assist people directly, or through a third party such as a Home Improvement Agency, to help in improving living conditions.

5.0 Introduction and progress to date

- 5.1 Bury currently uses the DFG in a traditional way and local related guidance, policies and processes require updating. Revised national guidance, changes to resource in Community Commissioning, corporate housing services, along with the development of the Housing for Adults with Additional Needs Vision, Strategy and Market Position Statement [Adult Social Care Housing - Bury Council](#), and Bury 'Let's Do it' Strategy [Let's Do It! strategy - Bury Council](#) provide opportunities for an integrated approach to shape DFG usage in the best manner for residents.
- 5.2 As a system, these opportunities include:
- Technology Enabled Care (TEC).
 - Expanding handy person scheme.
 - Wider range of aids and adaptation solutions.
 - Utilise floating support to enable people to live independently at home for as long as possible.
 - Working with providers in a different way, with a revised framework and considering how DFG can help people home from hospital in a timely manner.
- 5.3 A cross system Adaptations Steering Group has been established, terms of reference and action plan developed with all stakeholders are committed to collaboratively drive this agenda.
- 5.4 A Housing Growth Board and Subgroup has also been established, which is a cross system body with the mandate to deliver the housing agenda across the Council. Also Bury Council Registered Provider Partnership Framework has been formed creating a strategic partnership between the Council and Registered Providers (RPs) selected by the Council to deliver affordable housing including specialist and supported accommodation for Council owned land. It will help increase the supply of affordable housing including specialist and supported accommodation by ensuring the delivery of sufficient high-quality affordable housing to meet current and future needs of residents.

6.0 Review and remodel the Housing Assistance Policy

- 6.1 The primary legislation for the DFG is set out in the Housing Grants, Construction and Regeneration Act 1996 (the 1996 Act). It provides for how a local authority makes decisions on DFG applications, including determining: the disabled occupant; the applicant; the eligible works; amount of grant and grant conditions. Grant is funded by the Better Care Fund which is managed by the Council's Private Sector Housing (PSH) team and within the HR. Once a formal application has been properly submitted, the housing authority is under a duty to consider it. An authority would be open to legal challenge if they refuse to accept a valid application or do not provide the necessary application forms. Local authorities cannot make charges for processing grant applications or for responding to enquiries

- 6.2 Following the introduction of the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) and subsequently amended in 2006 and 2009, it enabled Local Authorities to develop a policy which is specific to local needs and issues. Bury Council following this legislation alongside local strategic commitments published a Financial Assistance Policy in 2014, which included various forms of assistance beyond the mandatory statutory grant. Unfortunately, it does not reference new strategic commitments made by the Council in the 'Lets Do It' Strategy, corporate Housing Strategy or recent housing for those with additional needs work.
- 6.3 Demand for major adaptations is expected to remain high. Challenges of an aging population, presentation of complex cases, particularly children cases needing extensive and expensive adaptations is likely to remain. In Bury there were 172 referrals for adaptations in 2020/21 and 225 in 2021/22. As of September 2022, there are 241 clients in the Private Sector Housing system waiting for adaptations (at various stages of completion). Whilst the full annual budget allocation for DFGs is allocated to cases, the current waiting times are unacceptable, and the Local Authority must find flexible solutions to ensure swift progression of applications leading to faster installation times, with the additional benefit ensuring that more of the budget allocation is spent 'in year'.
- 6.4 It is important to ensure adaptations are provided in a timely manner to help reduce households risks and prevent the need for formal care. It is also important that best use is made to limited funds available for this activity.
- 6.5 A Housing Assistance Policy will complement the Local Authorities statutory duty to provide mandatory DFGs and support the continuous improvement approach to the adaptations service by providing new and flexible forms of assistance within existing resources
- 6.6 The aims of a refreshed Housing Assistance Policy include:
- **Better management of expenditure.**
 - There is a significant 'in year' capital programme budget underspend
 - Last financial year (21/22) excluding RSL contributions, the service spent a total of £843,300, the budget allocation was £2,076,611.
 - Slippage from the previous year was £1,452,400. The total potentially available to the service last financial year was £3,529,011 consequently the underspend was £2,685,711.
 - **Increase the number of applicants assisted**
 - 69 grants were completed last financial year (21/22), with a further 15 grants part paid yet to be completed.
 - There are 241 cases in the system at various stages yet to be completed in 2022/23 this doesn't include the anticipated 170 referrals the service is likely to receive in 2023/24.
 - **Reduce the number of days a client waits for an adaption**
 - There are significant waiting times for people waiting for adaptations.

- Referral to completion average timescales for 2021/22 was 304 days for mandatory DFGs and 180 days for discretionary adaptation grants.
- The current KPI target is 212 days.
- **Ensure a tenure neutral policy** - which includes information on how Council house adaptations are to take place, how standard DFGs and minor adaptations are undertaken.

7.0 Review and refresh Procurement Framework

- 7.1 Bury's provider list/framework for works is outdated and has not been reviewed for over 10 years. The current process includes a requirement to obtain 3 quotations for every job, where delays in returning quotations are preventing progression of cases, further exacerbating the backlog of cases. There is potential to utilise the Manchester Framework that splits various adaptations/extensions into a list of specified lots with preferred suppliers. However not all providers on the framework are local to Bury, which excludes providers who may wish to work locally.
- 7.2 Bury should have its own Provider Framework with several lots based on the local demand. This would require testing the market to tender for providers to join a Bury framework. The benefits to this approach would be a Bury centric model, where scoring is weighted on local priorities, local providers and social value. There is confidence a revised framework would bring efficiencies and better value for money for work required.

8.0 DFG usage

- 8.1 DFG use in Bury is outdated, mainly funding adaptations and extensions. From local research and reviewing guidance on DFG; the funding could be used creatively to help tenants continue living safely and independently at home. There are several points which should be noted:
- Last financial year, the DFG allocation was £2,280,000. Of that fund £924,263 was spent in year with £1.28m remaining. Although there were £509,352 worth of approved grants that were not completed in year due to works or timescales. Also, an additional £1.7m approved grants in the system from previous years approvals. This could mean there are people with an approved grant whose needs have changed, and may no longer need adaptations, may be deceased or options such as TEC could provide a solution to their needs.
 - There is no way of prioritising the DFG application, although Occupational Therapists (OTs) score an application in priority order. The electronic system only progresses applications based on the time they entered the system or queue. This also means there is no current process of reviewing and checking those on the list or changing the priority order based on need.

- 8.2 GM ARC4 have been commissioned to conduct a GM wide review of adaptations services and policies with a view to ensuring parity across Local Authorities. They have produced a draft finding report which may influence forms of assistance offered via a DFG across GM.
- 8.3 Parity of means testing is one of the earlier recommendations highlighted from the ARC4 findings recommending a removal of means testing below £5,000. This will be well received given current socio-economic factors facing residents. Local consideration was given to means test on £10,000 upwards, this would likely help speed up processing of grants however reduce the opportunity of income of adaptations less than £9,999. It would also likely generate a pressure on budgets, as based on current work demands this could generate an additional cost of £800,000 per year which is not affordable. A means tests over £7,000 which would include stairlifts and level access showers may be more suitable. Therefore, the means testing options should be carefully considered and modelled.
- 8.4 The recent DFG guidance suggests that the DFG funding could be utilised in different ways. The proposals of how to utilise the £2,076,611 are highlighted in the below table.

	Allocation of Disabled Facilities Grant	Narrative/ Descriptor	Amount Allocated Per Annum	System benefit/ saving
1	Main DFG Programme	Aids, adaptations, extensions etc	£1,300,611	Income generated from means testing
2	DFG Top up Grants	Discretionary top up grant of up to £20,000 where costs of work exceed £30,000 max upper grant limit.	£80,000	Help provide parity across clients, helps supports those less well off financially.
3	Innovation Grants/ Excess Cold Grants	Fund range of innovation grants, to prevent accidents and hospital admissions and to support people to live independently in their own home.	£15,000	Innovation grants enable flexibility to meet needs without adaptation or capital costs.
4	Repairs to adaptations	Capital related expenditure for repairs to existing adaptations in	£20,000	Enables people to remain in the same property for longer – potential system

		cases, where tenant remains in the property with the same needs		savings as prevent or delay the need for more costly formal care or residential placement.
5	Minor Adaptations	Fund equipment store to provide larger minor adaptations costing less than £1,000.	£225,000	Currently Equipment store budget funded via community care budget £40,000 adaptations stores budget & £185,000 personal Aids budget (NCA) (Total £225,000)
6	Technology Enabled Care (TEC)	<p>Fund the cost of TEC.</p> <p>Use monies to replace analogue units to digital.</p> <p>Help remove disparity/ inequitable process for funding/ charging for Carelink and other TEC.</p> <p>Enable people to live independently at home, potentially preventing the need for adaption to property.</p>	£130,000	System saving for the Community Care Budget, but also for the wider system in preventing, reducing, or delaying the need for more formal care, or admission to hospital.
7	Housing support for older people	<p>A Handy Person post linked to Home from Hospital service.</p> <p>The role would assist with minor adaptations and household DIY tasks. This role could prevent/ reduce people falls or injury to tenants.</p>	£38,000	System savings as preventative and may be cheaper than going through procurement process for minor aids such as handrail fittings. The post could also help generate income if advertised and offered to support people who were willing and able to pay.

8	Incentivisation 'Moving Assistance'	Provide funding in cases where it is not possible/not appropriate course to adapt existing property. Monies would be utilised to help move tenants into more suitable home or move someone out of an adapted property that no longer need it.	£100,000	Enables more speedily and efficient moves to achieve better outcomes for people. Would also be used when people are occupying an adapted property but no longer needing it.
9	Surveyor and technical support workforce	Providing resources to undertake surveying, technical and other workforce requirements for the adaptations to take place.	£168,000	The workforce cost has always been met by the DFG fund.
Total			£2,076,611	

8.5 The above will help utilise the DFG to prevent, reduce or delay the need for more formal or intrusive care and enable people to live safely and independently at home. It also generates potential system benefits and efficiencies, enabling a more person centred and flexible approach to supporting individual needs and circumstances.

9.0 Minor Aids and Adaptations Review

9.1 The Care Act 2014 specifies that the Local Authority should provide small aids and adaptations up to the value of £1,000 free of charge. Following the dissolution of the Home Improvement Agency, Six Town Housing have had a Service Level Agreement (SLA) in place since 2008 to deliver a minor aids and adaptations service in Bury. The budget for minor adaptations is currently under the Operations for Support at Home team budget (£116,000). The remainder of services returned to the Local Authority to deliver and manage.

9.2 Six Town Housing are currently unable to provide timescales for standard referrals due to an extensive backlog in cases. The budget remains unchanged in 10 years and Six Town Housing report they do not have the capacity or funds to deal with the increased number of referrals it currently receives. The likely increased number of referrals over the years are due to

an increase in demand and the significant increase in trusted assessor referrals.

- 9.3 There is now an opportunity to collectively review the current minor aids and adaptations process, analysing Six Town Housing data and understanding what activity or funding would be required to clear backlogs. Consideration should also be given to the current market shortage of supply and materials that may have an impact. This work should link into the equipment store processes and pathways, the development of TEC and Burys digital first approach along with considering if minor aids and adaptations should form one of the lots in the revised procurement framework.

10.0 Improving data and performance intelligence

- 10.1 There is a statutory duty as part of the Better Care Fund to provide detailed reports, data and performance monitoring of DFG related spend and activity. This is not always possible, and those reports submitted are manually generated and take significant efforts and time to create.
- 10.2 The PSH team are unable to effectively manage their casework, as they currently use data software (Civica APP) which is no longer supported. The system is unable to meet the requirements to support the correct delivery of services to residents with additional needs.
- 10.3 It is not easy to establish the real time progress of individual cases on request. Currently the system is server with an accompanying paper-based system approach. This greatly slows down processing of grant applications and increases risk of errors clearly affecting clients detrimentally. Civica APP is used by other services in the Local Authority and is being reviewed at a corporate level. Plan drawing software the team use is also outdated, with no user guides available making it difficult to train new employees. Clearly new software would improve client outcomes, officer productivity and potentially assist with staff retention.

11.0 Review and refresh pathways and processes

- 11.1 Historically in Bury, there has been a high demand to extend or undertake major adaptations to properties. This may be partly due to lack of adapted properties in the general council housing stock and lack of investment to build additional properties to meet demand. However, this demand for major adaptations is not shared with similar neighbouring boroughs.
- 11.2 Stockport reported they undertake work of this nature in approximately one home per year. Given Stockport has a similar demographic and housing

stock, it cannot be due to demand differences. However, research shows Stockport has a strong TEC approach, VCSE sector support, tenant incentivisation process and clear pathways to consider several options. Major adaptations or an extension is the final preference considered if other options are not viable.

- 11.3 Bury has an established Living Options Group (LOG) where partners collaborate to consider housing options and property allocation to individuals with care needs. There is now a Registered Provider Framework and strong relations with Housing Associations and developers in Bury to develop creative solutions to complex challenges. Along with the revised digital approach, with TEC at the forefront, all should be part of a revised pathway to support those with housing challenges in a different and innovative way. Therefore, end to end process mapping to understand the current process and design revised process is required.
- 11.4 Following the implementation of any new process/pathway, ongoing monitoring, and review of that process its impacts, opportunities and barriers, should be undertaken regularly and at least on an annual basis to ensure best outcomes and ways of working.

12 Next Steps

- 12.1 This report outlines several key areas for consideration and the below table sets out high level actions.

Theme/ key area
1. Review and remodel the Housing Assistance Policy
2. Review and remodel Procurement Framework
3. Review and remodel DFG usage
4. Minor Aids and Adaptations Review
5. Improve data and performance intelligence
6. Review and remodel pathways and processes

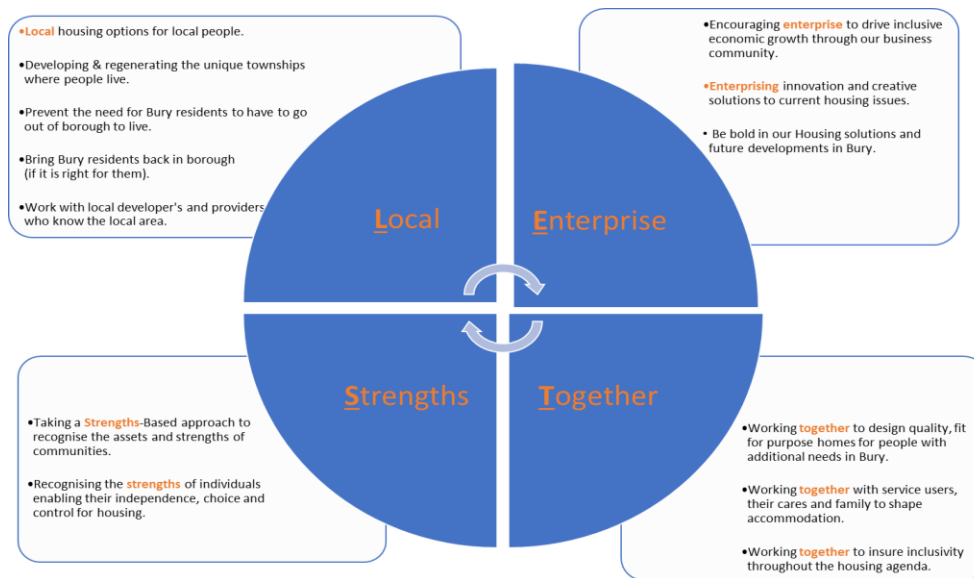
13.0 Contributing to wider Bury strategies

- 13.1 The revised national guidance, changes to council resource along with the development of the Housing for Adults with Additional Needs Vision, Strategy, Market Position Statement and Bury 'Let's Do it' provide the foundations to work collaboratively across health and social care.

Links with the Corporate Priorities:

Please summarise how this links to the Let's Do It Strategy.

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



Equality Impact and Considerations:

The outcomes of the initial equality impact analysis are positive. The realignment of the DFG and providing more services for people in the community will promote independent living for all people wanting to stay in their homes and improve their quality of life.

Environmental Impact and Considerations:

An environmental impact assessment has not been undertaken for the scheme, as there are no implications or carbon impact of this decision.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
To keep with the same model for DFGs, would not take advantage of the flexibilities afforded to councils to support more residents in the borough.	Adopt the recommendation of the paper to ensure more people are supported- in line with the Councils aspirations to support independence and improving the quality of life of all residents in Bury.

Legal Implications:

The provision of DFG is regulated by the Housing Grants, Construction and Regeneration Act 1996 (the 1996 Act) and has been correctly summarised in paragraph 6.1 of this report.

In addition to its duties to receive, determine and make payments of DFG to eligible applicants, the Council also has wide powers to provide discretionary financial assistance. These powers are provided for under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 (RRO) provides general powers for local housing authorities to provide assistance for housing renewal, including home adaptations. The powers, detailed in Article 3, can only be used in accordance with a published Housing Assistance Policy.

The proposals and recommendations set out in this report are things the Council must provide in relation to DFG and may provide as additional Housing Assistance under the RRO. The consideration of the compliance and lawfulness of a Housing Assistance Policy (which could include policy as to DFG) should be considered at the point the Policy is submitted to the Cabinet for approval.

Financial Implications:

The 2023/24 OCO Directorate saving programme includes a £0.250m saving scheme relating to a review of the Utilisation of the Disabled Facilities Grant. The savings will be delivered from a combination of the initiatives set out in this report (paragraph 8.4) and the savings delivery will be monitored as part of the weekly OCO directorate savings review meeting.

The Capital expenditure set out in paragraph 8.4 relating to the proposed deployment of the Disabled Facilities Grant will be monitored within the Business Growth and Investment Directorate 2023/24 capital programme budget.

Background papers:

N/A

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

Term	Meaning
DFG	Disabled Facilities Grant
TEC	Technology Enabled Care

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 March 2023
Subject:	Neighbourhood Support for Young People – Great Places accommodation and support services review	
Report of	Cabinet Member for Adult Care, Health, and Wellbeing	

Summary

1. Accommodation for Young People, combined with structured support, is essential in preventing homelessness, improving life chances, and helping young people live independently by developing tenancy sustainment skills. These services are also important to support vulnerable young people to access opportunities to build resilience, such as employment, education, and training programmes, improve health and wellbeing and access other support which they may need for independent living in the community. Stable and secure accommodation is essential to help young people develop aspirations and achieve personal goals.
2. Great Places were commissioned in April 2020 to deliver accommodation support services for young people between the ages of 16-25, at a cost envelope of £366,378. The service specification had the following requirements for the service to deliver:
 - a. **Young People's supported accommodation (16-25 years old)**- 24 units of supported housing for young people experiencing homelessness and needing help towards independent living. However, Great Places deliver 25 units, adding value to the service.
 - b. **Teenage Parent's supported accommodation (16-25 years old)** –12 units of safe supported accommodation, for pregnant teenagers, teenage mothers, and their children.
 - c. **Floating Support Services** – for 5 young people who are 16–17-years old, over a 3-month period, who are moving into their new homes in the community from statutory temporary accommodation.
 - d. **Resettlement and tenancy sustainment support** –3-month support package for young people moving from statutory services directly into the community, who may have a range of different support needs.
3. The Contract was awarded from 1st April 2020 to 31st March 2023. The contractual arrangements give the Council the authority to extend for up to a further 2 years on an annual basis. On this basis, the Community Commissioning Division has reviewed the performance of the service and has concluded recommendations for the next 2 years.

Recommendation(s)

4. The recommendations are to:
 - a. Extend contractual arrangements from the 1st April 2023 to 31st March 2024 aligned to the proposed service delivery model. An additional year extension will be agreed subject to continued satisfactory performance of the provider.
 - b. Reduce the contract value from £366,378 to £348,585 per annum - saving the Council of £35,586 over two years (£17,793 per annum in year 1 and year 2 of the extension period).
 - c. Delegate authority to the Executive Director Strategic Commissioning for any future extensions relevant to this contract. (Within the specified Contract provision).

Reasons for recommendation(s)

- 5.1 Great Places started their contract on 1st April 2020 at the beginning of the Covid pandemic and during the first lockdown. This brought significant challenges, with customers having to isolate and stakeholders offering reduced services, which meant mobilisation plans for the start of the contract were delayed. Unfortunately, there was a lack of engagement from the previous provider to ensure a smooth transition for customers and TUPE of staff. The new service inherited additional workforce challenges, including long term sickness and historical stigma of the previous service not being an appropriate setting for young people to develop independent living skills. Great Places have worked well to overcome these challenges and provide a different housing offer.
- 5.2 Despite these challenges Great Places have achieved good outcomes for young people and offered safe and secure accommodation. Since commencement of the contract they have invested **£232,566** in capital works refurbishing the buildings at Castlecroft House and Peel Lodge. The upgrade has contributed hugely to offering a safe and welcoming environment for customers.
- 5.3 The Community Commissioning Division is confident, that Great Places will continue to deliver on this contract by working in partnership with stakeholders and supporting young people to achieve improved outcomes in all areas of their lives.
- 5.4 The Council is currently in a position where it must make efficiency savings. Great Places have proposed the following efficiency savings and contractual arrangements:
 - a) Following a robust financial review, it is proposed to reduce the contract value from £366,378 to £348,585, delivering a saving to the Council of £35,586 over two years (£17,793 per annum in year 1 and year 2 of the extension period). This saving will be achieved by deleting a 23.93hr Housing and Wellbeing Assistant post, which is currently a vacant position at Castlecroft House.

b) Great Places are confident that this will not negatively impact their support delivery to young people and that the service specification can continue to be delivered with confidence.

c) Bury Council commissions 24 units of supported housing for young people, however Great Places will continue to provide 25 units.

d) Even though Great Places are commissioned to provide Floating Support Services for 5 young people who are 16–17-years old, who are moving on from statutory temporary accommodation, Great Places has offered floating support to *all* young people (not age specific) leaving the services, with the option to opt out. This flexibility is built in to tailor the service to the young person's needs and wishes and provides added value to the contract.

Alternative options considered and rejected

- a) The alternative is to retender this provision. However, the department is satisfied with the providers performance and service delivery and the existing contractual arrangement allows for a 2-year extension.

Report Author and Contact Details:

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Background

- 6.1 The division reviewed and commissioned a range of neighbourhood support housing services in 2018/19 for people to develop independent skills to prevent homelessness and sustain future tenancies. Each service area was commissioned as separate lots from 1 to 4. Lot 4, Neighbourhood Support for Young People, was awarded to Great Places to deliver.
- 6.2 The provision for Lot 4 services ends on the 31st March 2023, therefore there was a need to review the existing provision to ascertain future direction and outcomes achieved.
- 6.3 The current contract value for the provision is £366,378.
- 6.4 The division developed the Neighbourhood Support Housing Services Outcomes Framework to measure the provider performance throughout the term of the contract.

Review Methodology and Sample:

- 7.1 To ensure a robust review and support recommendations the following exercises were carried out by the Community Commissioning Division:

- a) A desktop analysis to review all data relating to service delivery since commencement of the contract and consideration of several case studies supplied by the provider.
- b) Visits to each site took place to carry out the following checks:
- Accommodation 'Quality Standards' Assessments
 - Customer File Audits x 4
 - Staff File Audits x 4
 - Training Matrix Audit
 - Policies & Procedures Audit
 - Staffing model / Rota's Audit
 - Business Continuity Plan Audit
 - Internal Audits Check
- c) A consultation exercise was carried out using structured surveys and face to face semi-structured interviews with the following groups:
- Staff Members – 7 Responses
 - Customers – 26 Responses
 - Stakeholders – 8 Responses

Findings

7.2 Key highlights for consideration from the review of all data relating to service delivery are detailed in the table below. This shows good utilisation of the services offered, with services often at full capacity. There are excellent outcomes in relation to numbers of young people supported to access health and social care services and numbers of young people supported to access employment, voluntary and educational opportunities:

ACTIVITY	April 2020 to Sept 2020	Oct 2020 to Sept 2021	Oct 2021 to March 2022	April 2022 to Jan 2023
Number of 16-17 year old's accessing accommodation and support	1	6	3	5
Number of 18+ accessing accommodation and support	14	36	18	48
Number of young people supported to move on to independent living in a planned way with floating support	14	30	12	13
Number of young people supported to move on to independent living in a planned way without floating support	1	6	5	3
Number of young people accessing floating support services in the community	10	22	14	25

ACTIVITY	April 2020 to Sept 2020	Oct 2020 to Sept 2021	Oct 2021 to March 2022	April 2022 to Jan 2023
Numbers of young people supported to access employment / voluntary / educational opportunity	11	33	10	32
Numbers of young people supported to access health and / or social care services	14	36	19	39

Further analysis of data shows:

- The number of young people accessing resettlement support from statutory services (LAC) since commencement of the contract is 16
- The number of safeguarding alerts raised by the provider from 2020 to present day is 17 of those 12 were in relation to mental health, 4 were in relation to a child and 1 was in relation to physical health. Evidence has been provided which demonstrates the provider is pro-active in raising safeguarding concerns and working in partnership with Bury Safeguarding Team.
- The number of complaints logged from 2020 to present day is 3
- The number of compliments logged from 2020 to present day is 4, although it was acknowledged that regular verbal compliments are given to staff from customers and stakeholders but not formally recorded.
- Data provided shows evidence of excellent void turnover.
- The average length of time customers access floating support services for is 4.5 months. Currently 25 customers are receiving floating support services. Although this gives us added value from the contract, we would like to see better utilisation of the generic floating support service we commission.
- Demand:
 - a. From Jan 2022 to Dec 2022, Castlecroft received 119 referrals of those 3 did not meet the criteria either due to age or needs.
 - b. From Jan 2022 to Dec 2022, Ellen Court received 10 referrals of those 1 did not meet the criteria due to age.
- The number of young people supported to return to the family home is 12.
- There have only been 3 tenancies that ended in possession.
- There were only 5 Anti-Social behavior incidents recorded.

7.3 Key highlights for consideration from audits

7.3.1 Accommodation 'Quality Standards' Assessments were carried out at Castlecroft House, Peel Lodge and Ellen Court. The standards were met at all three sites. The buildings at Castlecroft and Peel Lodge have

recently benefited from significant refurbishment costing £232,566. The upgrade has contributed hugely to improving the accommodation and offering a safe and welcoming environment for customers. The accommodation sites offer:

- Castlecroft House – 16 Bedsits with small kitchen area and bathroom with shower. Access to communal lounge, training room and laundry room. A communal garden with secure fencing.
- Peel Lodge – 9 self-contained 1 bed flats with living area, separate bedroom, and modern kitchen. All tenants at Peel Lodge can access the communal facilities at Castlecroft House.
- Ellen Court – 12 self-contained flats (2 x 2 bed and 10 x 1 bed) with bathroom and open plan kitchen. Onsite Creche facility with secure outdoor play area, a communal lounge and laundry.

7.3.2 Customer File Audits evidence a strength-based approach using dynamic support planning and each customer has a personal safety plan which includes detailed risk assessments. There was evidence of regular wellbeing sessions, where goal setting is agreed, and each customer has a wellbeing plan that demonstrates good engagement with a range of different stakeholders to address the health and social care needs of young people.

7.3.3 Audits of staff files, training and compliance, policies & procedures and staffing model demonstrates safe staffing and recruitment procedures, an extensive training offer with good compliance and robust policies and procedures, which are clear with evidence of regular review. In addition, the employer has committed to paying staff in excess of the living wage and has made several 'cost of living' payments to staff over the last 12 months, as well as making a commitment to award a salary increment of 6-7.5% to all staff in 2023.

7.4 **Key highlights for consideration from customer consultation.**

There were 26 responses to our survey and semi structured interviews with 6 customers:

7.4.1 To help us check we are helping young people who are most in need we asked customers to tell us their circumstances before receiving the service. Responses showed:

- **11 had experienced a family breakdown**
- **11 had been sofa surfing**
- **5 were street homeless**

7.4.2 69% of customers told us staff supported and encouraged them to develop independent living skills. Examples included cooking, budgeting, cleaning, laundry, paying bills, planning shopping and reporting repairs.

7.4.3 73% of customers told us receiving support has helped improve their health and wellbeing.

7.4.4 46% of customers told us staff support and encouraged them to explore training, education, employment and/or voluntary opportunities.

7.4.5 85% of customers told us they are supported to register for housing and bid for properties.

7.4.6 To help us understanding barriers to move on we asked young people what causes delays to you moving on to your own place in the community?

- 42% said there is a lack of properties to bid on
- 23% said they bid on properties regularly but do not get an offer

7.4.7 To help us check the need for 'Young Peoples Accommodation & Support Services' we asked customers where they think they would be if these services were not available. Responses included:

- ***"I would be on the streets in a very bad way"***
- ***"I would be in a bad situation living on the streets because I was feeling like a burden to friend's families who were letting me sleep at their house, my mental health and physical health would be worse as I wasn't eating, I had no benefits and no money for food. I would be in danger because it was frightening as a young girl on the streets, I felt vulnerable, I was 20 years old. If it were not for this service, I would probably not be here now."***
- ***"Probably still be homeless & I struggle a lot with budgeting, reading & writing."***
- ***"At my dad's which is not safe for me or my child, there are no carpets, no food, dog poo in the house and drugs everywhere so I would probably end up on the streets."***

7.4.8 A small number of concerns were raised by 19% of customers with valued feedback on how improvements could be made. In response to this the provider worked proactively in collaboration with community commissioning and customers to develop an action plan which was swiftly implemented and will be monitored jointly going forward.

7.5 Key highlights for consideration from stakeholder consultation

There were 8 responses to our survey:

- 88% of stakeholders told us they feel the young people's accommodation and support services contribute to reducing homelessness.
- 63% of stakeholders told us they feel the staff effectively support and encourage customers to access services they may need, such as the GP, Hospital, Bury Achieve, Social Work Team.
- 50% of stakeholders feel staff support young people effectively to reduce drug and alcohol misuse
- 50% of stakeholders feel the staff support young people effectively to reduce offending and anti-social behaviour
- 75% of stakeholders feel the provider deals with incidents involving young people effectively

7.5.1 We asked stakeholders to tell us what they feel the barriers are to moving people on to independent living at the right time. Responses included:

- ***"Lack of accommodation available from Six town housing. Delay is created which has an impact on the young people's emotional well-being. Heightens their anxiety as they are as eager to move on to independent living."***
- ***"Support given to residents to develop tenancy skills is good, general shortage of housing stock seems to be limitation which is obviously out of their control."***
- ***"Capacity is the main issues we face when looking for suitable accommodation for young people"***
- ***"More accommodation being available to young people. At times vulnerable young people cannot get into Ellen Court and Castlecroft during a crisis because there is a waiting list, and the accommodation is full. That means young people remain in risky situations for longer as there is nowhere for them to go."***

7.5.2 Further quotes from stakeholders include:

- ***"I have seen a marked improvement in my customer since living at Castlecroft, he has improved personal hygiene, he is now cleaning his flat with support and encouragement, managing tasks he previously avoided, gaining weight and appears much happier"***
- ***"Amazing facility here, the staff are always so welcoming too and there is a lovely feeling about the place. The communal areas are light, well-lit and decorated to a high standard."***
- ***"From my experience, residents are encouraged to try cooking and the communal areas are made use of well. There is always space to have meetings with residents in a private space alongside a place to work when necessary. Staff are accommodating and friendly."***

7.6 Key highlights for consideration from staff consultation.

There were 7 responses to our survey and semi structured interviews with 3 staff members:

- 86% of staff told us they are encouraged and supported to learn from incidents and safeguarding alerts
- 43% of staff rated the 'Culture' in the Company at a level 5 (Excellent)
- 71% of staff rated 'Communication' in the Company at level 4 (Good)
- 71 % of staff are aware of what support the employer offers to enhance their health and well-being.
- 57% of staff feel their health and wellbeing matters to the company
- 43% of staff told us that overall, they enjoy working for the company and 43% of staff told us overall they sometimes enjoy working for the company.

7.6.1 A small number of concerns were raised by staff regarding the retention of staff and use of agency. It is acknowledged that the provider faced challenges with staffing when the contract was taken over. These issues are now resolved, and a full staffing team is now in place.

Social Value

8.1 Great Places have an Employability Coach that provides personalised support to help customers across all services. Customers can access support with employment, training, and volunteering opportunities via drop-in sessions at each scheme. There is a budget that can be accessed for support with costs associated with equipment such as laptops / tablets and dongle for internet access, travel costs, uniform, and training. Great Places also offer the 'BOSSIT' program to customers who are interested in becoming self-employed.

Future Considerations and Plans

- 9.1 Feedback gathered from customers and stakeholders indicates that the main barrier to moving on from young people's accommodation-based services to independent living in the community is a lack of available properties in the social housing sector.
- 9.2 The Community Commissioning Division will ensure these findings are used to influence our longer-term strategic plans by working in partnership with our colleagues in the Business Growth and Infrastructure Department.
- 9.3 It is recommended that there is further benchmarking on models of accommodation for young people to explore if offering more settled, longer-term accommodation, with enhanced living, social, educational, and recreational space achieves further improved outcomes for young people.

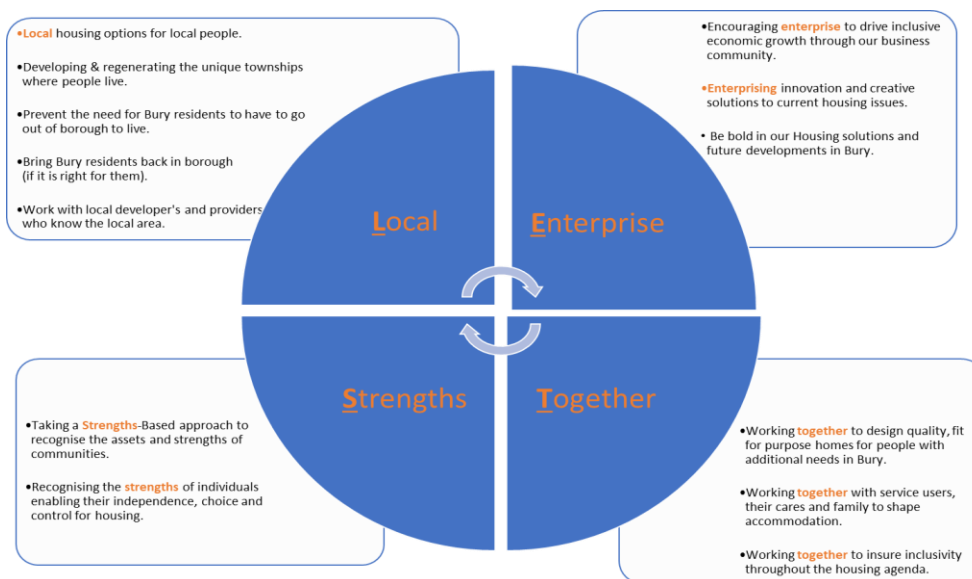
- 9.4 As part of this review consideration has been given to the Department for Education's draft quality standards for supported accommodation: [Draft for consultation - Guide to supported accommodation regulations including Quality Standards \(education.gov.uk\)](#) the guidance details the plans for Ofsted to inspect supported accommodation for 16 and 17 year olds. Bury's Accommodation Standard's checklist ([Checklist of accommodation standards and tenancy-related housing services in supported housing - Bury Council](#)) has been used as a tool to assess the quality of the supported accommodation currently offered and the division is satisfied that these standards are met.
- 9.5 A small number of concerns were raised by 19% of customers with valued feedback on how improvements could be made. In response to this the provider worked proactively with community commissioning and customers to develop an action plan which was swiftly implemented and will be monitored jointly going forward.

Contributing to wider Bury strategies

- 10.1 Great Places contribute to Bury Council's 2030 Housing Strategy and the 'Let's Do It' Strategy by attending the following meetings working collaboratively with council colleagues and stakeholders:
- Bury Homelessness Partnership Meeting
 - Mental Health & Homelessness Group
 - Children & Young Peoples VCF Forum
- 10.2 Furthermore the young people's accommodation and support services delivered by Great Places contribute to helping us achieve our vision of 'A better future for the children of the Borough' and the core outcomes set out in our 'Let's Do It Strategy' of:
- Improved quality of life
 - Improved educational attainment
 - Increased adult skill levels and employability
 - Inclusive economic growth

Links with the Corporate Priorities:

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



Equality Impact and Considerations:

The outcomes of the initial equality impact analysis are positive. The services, including young peoples supported accommodation, floating support, tenancy sustainment support and teenage parent's accommodation will be available for all vulnerable young people experiencing or at risk of homelessness who need help to develop independent living skills and sustain their tenancy.

Environmental Impact and Considerations:

An environmental impact assessment has not been undertaken for the scheme, as there are no implications or carbon impact of this decision.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Lack of available move on properties for young people who are tenancy ready which may risk blockages for young people needing supported accommodation.	<p>Provider will offer weekly drop-in bidding sessions to support young people to register and bid for properties regularly to increase chances of securing a tenancy in the community.</p> <p>Work closely with the housing assessment team and develop strong relationships and have regular communication.</p> <p>There is the option to explore a move-on protocol.</p>

	The division will work with our colleagues in the Business Growth and Infrastructure Department to ensure they are aware of the growing demand for general needs housing from young people ready to move on. Although it is recognised this is a national problem.
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Legal Implications:

The contract extension is in line with the original agreement, the contract was awarded from 1st April 2020 to 31st March 2023. The arrangements give the Council the authority to extend for up to a further 2 years on an annual basis.

Financial Implications:

Extension of the contract is within the contractual arrangements of the original procurement and the extension is being delivered within a reduced financial envelope. The savings of £17,793 per annum are contributing to the overall savings target for the Directorate and are built into the budget for 2023/24.

Background papers:

N/A

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

Term	Meaning



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 15 March 2023
Subject:	Highways Capital Programme - Highway Maintenance Funding 2023/24 to 2026/27 and Integrated Transport Block 22/23	
Report of	Cabinet Member for Environment, Climate Change and Operations	

Summary

1. The purpose of this report is twofold –
 - Set out proposed priorities for Highway Investment Strategy tranche 3 (HIS3) and the Highway Maintenance element of the City Regional Sustainable Transport Settlements (CRSTS) funds. A proposed final scheme list for both these funds will be presented in appendices 1 & 2, detailing Strategic and Local road priorities respectively.
 - Set out the priorities of the Integrated Transport Block funding.
2. The highway network is one of the most valuable assets that the Council operates, and is a fundamental connector of people, businesses, and the services that the Council provides. A well-maintained highway network supports our Council priorities as set out in Let's Do It.
3. As a highway network ages, deterioration increases to the stage where potholes form and require expensive reactive repairs. We have valued the current annual deterioration of our network at approximately £5 million per year.
4. The funding we receive from the Department for Transport (DfT) generally only allows us to prioritise approximately £1.2 million per year for resurfacing schemes. This is not sufficient and will lead to a deteriorating network.
5. Through HIS tranches 1 & 2 an additional £20 million investment in our highway asset has been made available since 2017/18. This additional funding has allowed us to halt deterioration on our classified highways.
6. In previous HIS tranches we have targeted funding to the classified strategic network, however, the condition of our unclassified local roads has unfortunately continued to deteriorate. Therefore, the proposal for the next 4 years is to target the unclassified network with approximately 80% of available funds with the remaining 20% for the classified network.
7. The profile of the HIS3 spending is shown in Figure 1 below.

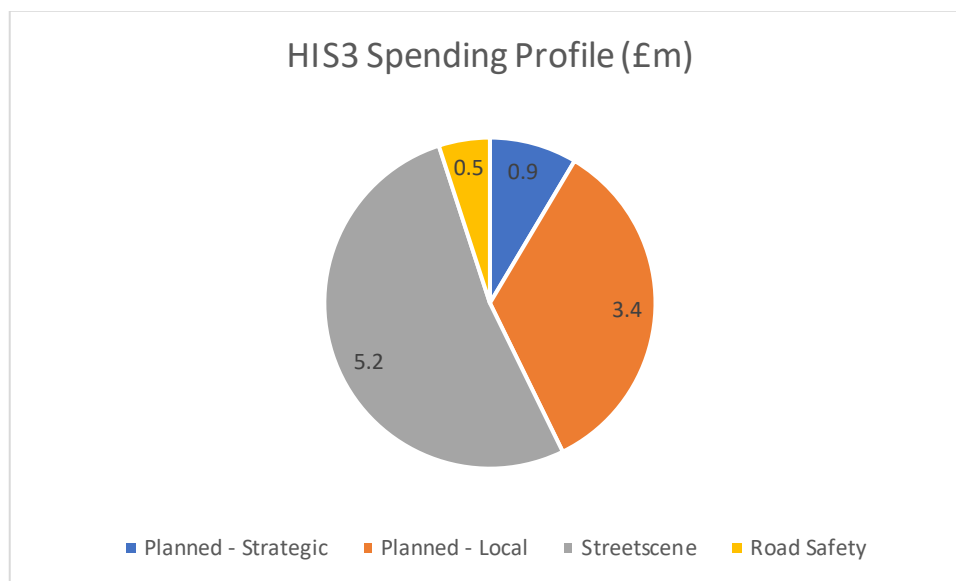


Figure 1

8. Highway Maintenance CRSTS funds have also been allocated to Bury through GMCA from the DfT. They are an amalgamation of funds received in previous years under the guises of pothole and challenge funding, together with highway maintenance and incentive funding.
9. Highway Maintenance CRSTS is a five year settlement of £12.745 million from 2022/23 to 2026/27. The first year of that funding was included in previously approved proposals as it overlapped with HIS2 and therefore this report will focus on the remaining four years of the CRSTS settlement.
10. HIS3 is the Council's own borrowed funding and the £10 million funding has been split between highways maintenance, £9.5million and Road Safety £500,000. The highways maintenance allocated will be split over the three year period 2023/24 to 2025/26.
11. The table below summarises the overall amounts concerned with the two funding streams.

Year	HIS3 ('000s)	DfT CRSTS ('000s)	Total ('000s)
2022/23		£ 2,549	£ 2,549
2023/24	£ 3,166	£ 2,549	£ 5,715
2024/25	£ 3,167	£ 2,549	£ 5,716
2025/26	£ 3,167	£ 2,549	£ 5,716
2026/27		£ 2,549	£ 2,549

Total	£9,500	£ 12,745	£ 22,245
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12. In line with previous years from 2023/24, 50% of CRSTS and 45% of HIS3 will be allocated to planned highway resurfacing and bridge and structures maintenance. The remaining proportion will be allocated to reactive maintenance, such as pothole repairs, patching, street lighting faults and preventative maintenance, such as surface dressing.
13. The table below summarises the proposed spending profile for planned highway resurfacing and bridge/structures maintenance allocations of the above proportions over the forthcoming period from the 2023/24 financial year.

Year	Resurfacing ('000s)	Structures ('000s)	Total ('000s)
2023/24	£ 2,310	£ 390	£ 2,700
2024/25	£ 2,315	£ 385	£ 2,700
2025/26	£ 2,425	£ 275	£ 2,700
2026/27	£ 795	£ 480	£ 1,275
Total	£ 7,845	£ 1,530	£ 9,375

14. The table below summarises the proposed spending profile for preventative and reactive maintenance allocations over the forthcoming period from the 2023/24 financial year.

Year	Preventative ('000s)	Reactive ('000s)	Total ('000s)
2023/24	£ 1,000	£ 2,015	£ 3,015
2024/25	£ 1,000	£ 2,015	£ 3,015
2025/26	£ 1,000	£ 2,015	£ 3,015
2026/27	£ 0	£ 1,275	£ 1,275
Total	£ 3,000	£ 7,320	£ 10,320

15. The resurfacing schemes have been prioritised based on condition surveys, road hierarchies and other relevant data, including input from highway inspectors.
16. The initial prioritisation of schemes has been shared with ward councillors as part of an engagement process culminating in the lists set out in

Appendices 1 & 2, showing the rank order of prioritisation for strategic and unclassified roads respectively.

17. The current financial situation has meant that inflationary pressure has seen construction prices increase significantly in recent years. There is also some uncertainty in future construction prices which could have an impact on the number of schemes that are affordable. The scale of this issue is not known as prices are currently volatile. This will be monitored and the impact on this programme of work evaluated as and when required.
18. It should be noted that there are also risks of some parts of the network deteriorating quicker than others, which could also mean the rank order of proposed schemes may need to change to reflect future condition.
19. In addition to the HIS and CRSTS maintenance funding there is also CRSTS funding allocated to the Key Route Network (KRN) in Bury. This allocation is £4.5million over the 5 year period 2022/23 to 2026/27 and a programme of works has been approved by GMCA. This programme of works is set out in Appendix 3 for information. The Key Route Network in Bury, constitutes the most important routes connecting GM authorities and the motorway network and it is therefore imperative that they are maintained in accordance with their strategic significance.
20. The resurfacing schemes proposed in this report will be delivered by our partners in the Framework Agreement for the provision of Highway related services & works. This agreement ensures that they are committed to sustainability and social value outcomes in both the local economy and wider environment. This includes provision for sustainable employment, support of local business and communities, and reduction in carbon emissions.
21. The DfT funding allocations were traditionally split to allow capital maintenance of the Council's highway structures based on a fixed percentage of the overall allocation. The scale of the allocation in relation to the comparative costs of undertaking refurbishments of structures has meant that one year's allocation is not sufficient for an individual major scheme. Consequently, there have been recent years where no works were undertaken to structures, but larger percentages are required when major works become necessary. The following works are required in the coming years.
22. Principal Inspections and Assessments – The Council have a statutory obligation to undertake Principal Inspections and Assessments of all structures. These are undertaken on a cycle, which was historically 6 years, but can be adjusted to take account of the condition of the structures on an individual basis, either reducing for poor condition structures, or extending for those in good condition. Due to a lack of resources in-house, these are undertaken by external consultants.

23. These inspections have led to the following programme of works being developed for the period up to 2026/27.

- Market Street Bridge - The bridge carries Market Street, near to Bury town centre over the East Lancashire Railway line. A principal inspection has identified a number of concrete bearing plinths that support the bridge have or are failing. Further investigation needs to be undertaken to determine why these plinths have failed and a scheme of repair is required to replace or make good the failed plinths and associated defects. The exact extent of any works will be subject to findings of the further investigations.
- Eagle & Child Retaining Wall - Eagle and Child Retaining Wall retains the A56 in Ramsbottom. Recent inspections have noted bulging and other defects to the wall and heavy deformation of the footpath to the front of the wall. Investigative works and masonry repairs/refurbishment of the wall is required.
- St. Andrews Road Culvert - St Andrews Road Footbridge is immediately upstream of the culvert and is in a poor condition. Extending the culvert will allow the removal of the footbridge and improve access for the debris removal to the culvert. It is also considered more cost effective than replacing the footbridge and will reduce future maintenance costs.
- Subways & lighting - The Structures Team have been undertaking an ongoing improvement project to subway lighting converting existing lighting units to more efficient LED unit.
- Hollins Vale Footbridge - Recent inspections of the footbridge have highlighted significant defects to the abutments. A new abutment is required and given the general condition of the bridge, it is considered cost effective in the long term to replace the superstructure at the time of the works.

24. The Integrated Transport Block (ITB) was reintroduced in 2022/23, which is DfT funding for road safety and active travel. Bury were allocated £544,000 based on the historic formula used when ITB was allocated annually to Greater Manchester Authorities.

25. Given the funding priorities a programme of work has been drafted which is set out in Appendix 4. This programme is aimed at encouraging walking and cycling to school through the introduction of safer routes to school and school streets schemes, while also addressing locations where road traffic collisions are occurring.

Recommendation(s)

26. It is recommended that the resurfacing schemes in Appendices 1 & 2 are approved and that delegated authority be given to the Cabinet Member for Environment, Climate Change and Operations to approve any changes in the ranking of resurfacing schemes required by any fluctuations in construction prices and network deterioration that are recommended by officers.
27. It is recommended that proposed works on structures detailed in the report are approved.
28. It is recommended that the programme of works associated with the Integrated Transport Block funding in Appendix 4, is approved.
29. It is recommended that delegated authority be given to the Cabinet Member for Environment, Climate change and Operations to approve the programme of preventative maintenance works.

Reasons for recommendation(s)

30. The Council as the Highway Authority in Bury has a statutory duty to maintain those parts of the public highway, including structures deemed to be publicly maintainable.
31. The provision of DfT funding alone is not sufficient to stop some highways reaching functional failure, when more expensive localised repairs are required to keep the highway safe for the public. This could also increase the Council's exposure to potential compensation claims.

Alternative options considered and rejected

32. To not invest an additional £10 million as HIS3, this was considered and rejected.

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Links with the Corporate Priorities:

33. Well maintained highways provide better environments for our local communities and support the activities of businesses, enterprises and people. The consultation across all wards, has ensured a collaborative approach has been taken with local communities involved.
-

Equality Impact and Considerations:

34.The outcome of the initial Equality Impact Assessment is neutral, therefore no full EIA is required.

Environmental Impact and Considerations:

35.We use various materials to carry out resurfacing, which are carbon intensive. The transportation of the materials to the site will also contribute to the carbon footprint of the programme, together with the construction machinery used during the project. However, the project may result in reduced carbon emissions in the long term by improving local road conditions and reducing the need for regular reactive repairs which can lead to fewer carbon emissions from maintenance activities.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Further deterioration of the highway.	If approved, HIS 3 and CRSTS funding will allow the reduction of deterioration of our assets.

Legal Implications:

Members are asked to approve the priorities for delivery under the Highway Investment Strategy tranche 3. The Council holds statutory duties as highway authority. Highway authorities have a legal duty to maintain their respective sections of the road network under section 41 of the Highways Act 1980 and are liable to compensation claims in the event of a failure to do so. They are required to take reasonable care of the highway to ensure that it is not dangerous to traffic including pedestrians and to have procedures laid down for inspection and repair.

Financial Implications:

This funding was identified within the Capital Programme that was approved by Council on the 22nd February 2023 and is therefore, already built into the capital programme.

Background papers:

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

Appendix 1 – Strategic Road Priority List.

Appendix 2 – Local Road Priority List.

Appendix 3 – KRN List (For information)

Appendix 4 – Integrated Transport Block.

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

Term	Meaning
HIS3	Highway Investment Strategy – Tranche 3
CRSTS	City Regional Sustainable Transport Settlement
ITB	Integrated Transport Block
KRN	Key Route Network – The most important roads across GM in terms of connectivity and economic activity.

Cabinet Report 16 March 2023**Highways Capital Programme - Appendix 1****Proposed Strategic Network Schemes –****HIS3 funding for the period 2023/24 to 2025/26 and****DfT (CRSTS Core Maintenance) funding for the period 2023/24 to 2026/27.**

Road	Limits	District	Estimate (£)
Wash Lane	Bond Street to Moorgate	Bury East	195,000
Holcombe Road	Quakersfield to Brandlesholme Road	Ramsbottom	396,500
Whittaker Lane	Rectory Lane to Bury Old Road	Prestwich	211,250
Water Street	Blackburn Street to Ainsworth Road	Radcliffe	377,000
Turton Road	Chapel Street to Woodstock Drive	Ramsbottom	201,500
Ringley Road	Stand Lane to Higher Lane	Whitefield	344,500
Helmshore Road	No. 95 Helmshore Road to Boundary	Ramsbottom	130,000

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Cabinet Report 16 March 2023**Highways Capital Programme - Appendix 2****Proposed Local Road Network Schemes –****HIS3 funding for the period 2023/24 to 2025/26 and****DfT (CRSTS Core Maintenance) funding for the period 2023/24 to 2026/27.**

Street	Limits	District	Estimate (£)
Ashbourne Grove	Full Length	Whitefield	240,000.00
Haslem Street	Full Length	Bury East	72,800.00
Woodley Street	Full Length	Bury East	46,800.00
Newlands Avenue	Full Length	Whitefield	18,720.00
Trimmingham Drive	Brandlesholme Road to Salthouse Close	Bury West	41,600.00
Burndale Drive	Full Length	Whitefield	80,600.00
Clough Drive	Full Length	Prestwich	83,200.00
Sandy Lane	Lowther Road to Butterstile Lane	Prestwich	49,400.00
Conway Avenue/Close	Full Length	Whitefield	88,000.00
Linksway Drive	Full Length	Whitefield	97,760.00
Wensleydale Close	Full Length	Whitefield	10,920.00
Bleasdale Close	Full Length	Whitefield	7,280.00
St Anns Road	Hamilton Road to Bury New Road	Prestwich	121,472.00
Falcon Close	Full Length	Bury East	60,684.00
Ribble Drive	Full Length	Whitefield	279,344.00
Peel Hall Road	Full Length	Ramsbottom	89,700.00
Acres Street	Full Length	Ramsbottom	23,400.00
Hutchinson Street	Full Length	Radcliffe	12,064.00
Bye Road	Full Length	Ramsbottom	61,256.00
Butterstile Lane	Hilton Lane to Agecroft Road West	Prestwich	104,000.00
Arley Street	Full Length	Radcliffe	21,840.00
Holye Street	Full Length	Radcliffe	27,500.00
Hathaway Road	Full Length	Whitefield	138,320.00
Elm Road	Full Length	Whitefield	70,408.00
Pinfold Lane	Full Length	Whitefield	109,200.00
Top O'th' Fields	Full Length	Whitefield	57,200.00
Astbury Street	Full Length	Radcliffe	35,880.00
Elson Street	Full Length	Bury West	18,200.00
Chesham Road	Halstead Street to Danesmoor Drive	Bury East	182,000.00
School Grove	Full Length	Prestwich	44,720.00
Cann Street	Full Length	Ramsbottom	83,200.00
Derby Street/Earl Street	Derby Street - Full Length. Earl Street, Derby Street to Eliza Street	Ramsbottom	52,000.00

Ferngrove	Coppice Street to No. 85 Ferngrove	Bury East	62,400.00
Bentley Lane	60m past M66 bridge to White Carr Lane	Ramsbottom	82,650.00
Hazel Avenue	Full Length	Bury East	135,200.00
Walmsley Street	Full Length	Bury West	10,400.00
Badger Street	Full Length	Bury East	39,000.00
Bridge Road	Full Length	Bury East	221,200.00
Nutall Lane	Winifred Street to St Andrews Close	Ramsbottom	163,800.00
Heys Road	Heywood Road to Bury Old Road	Prestwich	152,308.00
Moreton Avenue	Full Length	Whitefield	18,200.00
Alfred Street	Gigg Lane to Killion Street	Bury East	234,988.00
Hardman Street	Full Length	Radcliffe	57,200.00
Palatine Street	Bridge Street to King Street	Ramsbottom	25,000.00
Bowes Close	Full Length	Ramsbottom	81,640.00
York Street (including Yarwood Street & Fletcher Street)	Full Length	Bury East	156,000.00
School Lane	Full Length	Ramsbottom	52,000.00
Heaton Road	Full Length	Radcliffe	35,000.00
Rectory Lane	Fairfax Road to Rectory Green	Prestwich	114,400.00
Cecil Street	Full Length	Bury East	72,800.00
Holly Street	Full Length inc. footways	Ramsbottom	58,800.00
Crow Lane	Full Length	Ramsbottom	62,400.00
Castlecroft Road	Full Length	Bury East	208,000.00
Whittaker Street	Full length	Radcliffe	57,200.00
Worcester Street	Full Length	Bury West	15,000.00
Grange Road	Full Length	Bury West	130,000.00
Garnett Street	Full Length	Ramsbottom	91,000.00
Hillyard Street	Full Length	Bury West	58,600.00
White Street	Full Length	Bury West	56,400.00
Mersey Drive	Full Length	Whitefield	215,800.00
Arden Close	Full Length	Bury East	31,200.00
Warwick Road	Coventry Road to No 38 Warwick Road	Radcliffe	114,400.00
Queen Street	Full Length	Ramsbottom	20,800.00
Woodman Drive	Full Length	Bury East	98,800.00
Springside Road	Walmersley Road to Brierfield Drive	Ramsbottom	140,400.00
Harrogate Avenue	Full Length	Prestwich	59,500.00
Holland Street	Full Length	Radcliffe	112,632.00
David Street	Full Length	Bury West	37,440.00
Holme Avenue	No 56 Holme Avenue to Garside Hey Road	Bury West	67,600.00
Birley Street	Full Length	Bury East	52,000.00
Jackson Street	Full Length	Radcliffe	42,900.00
Holcombe Lee	Hill Rise to Dalton Close	Ramsbottom	30,450.00
Cromwell Road	Full Length	Whitefield	67,600.00
Russell Street	Full Length	Bury East	28,600.00
Butterworth Street	Full Length	Radcliffe	41,600.00

Coventry Road	Ainsworth Road to No 12 Coventry Road	Radcliffe	52,000.00
Johnson Street	Full Length	Radcliffe	26,000.00
Chestnut Avenue	Full Length	Bury East	37,700.00
Salford Street	Full Length	Bury East	78,000.00
Darbyshire Street	Full length	Radcliffe	80,600.00
Cedar Street	Parsonage Street to Fir Street	Bury East	28,600.00
Hamilton Road	Full Length	Whitefield	125,840.00
Brentwood Court	Full Length	Prestwich	63,440.00
Scobell Street	Lamb Inn to No 31	Ramsbottom	23,400.00
Gigg Lane	Manchester Road - Bury FC	Bury East	86,008.00
Park View Road	Full Length	Prestwich	88,400.00
Pole Lane	Full Length	Whitefield	114,400.00
Kenmore Road	Full Length	Whitefield	148,460.00

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Cabinet Report 16 March 2023**Highways Capital Programme - Appendix 3****Key Route Network Schemes –****DfT (CRSTS KRN) funding for the period 2022/23 to 2026/27.**

Road Class	Road Name	District	Estimate (£)
C	Hollins Brow - Manchester Road to Croft Lane	Whitefield	171,000
A56	Bury New Road - Charnley Street to Stanley Road	Whitefield	352,203
A56	Manchester Road - Dumers Lane to Crossfield Street	Whitefield	500,859
C	Pilsworth Road - Roach Bank Road to Jackson Fold Barn	Whitefield	453,150
A56	Bury New Road/Manchester Road - Middleton Drive to Cross Street	Whitefield	630,477
A58	Rochdale Road - Junction 2 M66 including approaches	Bury East	616,626
A56	Bury New Road - Junction 17 M60 including approaches	Whitefield / Prestwich	508,212
A58	Bury & Bolton Road – Higher Ainsworth Road to Starling Road Junction	Radcliffe	166,212
A665	Bury Old Road - Polefield Approach to Carver Avenue	Prestwich	295,374
A56	Manchester Road - Peel Brow to Bury New Road	Ramsbottom	151,791
A665	Bury Old Road - M60 Bridge to Polefield Approach	Prestwich	412,110
A56	Walmersley Road - Lime Street to Royal Avenue	Bury East	490,485

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Cabinet Report 16 March 2023

Highways Capital Programme - Appendix 4

Proposed Integrated Transport Block Programme 2022/23

Location	Description of Scheme	Budget
Lowes Road	Traffic Calming scheme - contribution to Section 106 funding to implement scheme.	£15,000
Hollins Grundy Primary School	Safer Routes to School scheme	£30,000
Christ Church C of E Primary School	Safer Routes to School scheme	£30,000
East Ward Primary School	Safer Routes to School scheme	£30,000
Sedgley Park Primary School	Safer Routes to School scheme	£10,000
St Joseph & St Bede's	School Street Scheme including wider safer routes to school	£10,000
Woodbank Primary School	School Street Scheme including wider safer routes to school	£10,000
St Thomas's Primary School	School Street Scheme including wider safer routes to school	£10,000
St Gabriel's High School	Upgrade of PROW to encourage walking to school	£10,000
Guardian Angels Primary School	Upgrade of PROW to encourage walking to school	£10,000
Collision Hot Spots	Engineering measures to address collision hot spots	£200,000
Subtotal		£365,000
Overspend from 21/22 Road Safety Programme		£55,000
Overspend from 22/23 Road Safety Programme		£50,000
Fees		£76,500
Total		£546,500

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Classification: Open	Decision Type: Key
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Report to:	Cabinet Council	Date: 15 March 2023
Subject:	Bury Council Corporate Plan 2023/24 – Strategic Framework	
Report of	Cabinet Member for Corporate Affairs and HR	

Summary

1. This report sets out the progress made in 2022/23 to deliver against the priorities set out in the Council and NHS GM (Bury) Corporate Plan. Whilst a final report will be shared with Cabinet at the end of Quarter Four, this summary demonstrates the way in which efforts have been targeted at delivering against the 3Rs which is our framework for contributing the priority outcomes within the LET'S Do It! Strategy.
2. The second half of the report sets out a proposed approach for developing the 2023/24 Corporate Plan. This will again utilise the 3R framework but will develop a more streamlined approach to setting out the shared Council and NHS GM (Bury) work programme. This will be fully integrated with the delivery of the Council's Medium Term Financial Strategy as agreed by the Council in February 2023.
3. The proposed approach will ensure there is clarity in terms of corporate and service-led priorities, the milestones that need to be achieved by quarter and the indicators by which we will measure progress. There will be transparent links between activity analysis and financial outturn reporting to ensure continued visibility of the savings programme and associated risks.

Recommendation(s)

4. **That Cabinet note progress against the 2022/23 Corporate Plan ahead of the end of year report.**
5. **The Cabinet approve the approach to the development of the 2023/24 Corporate Plan.**

Reasons for recommendation

6. These recommendations are based on feedback from Cabinet and from the Overview & Scrutiny Committee on the development of our approach to Corporate Planning. Quarterly Reports have been presented to both meetings during 2022/23 and the sub-group of Overview & Scrutiny have also provided recommendations on how the Plan and its performance management need to evolve to ensure more meaningful engagement, check and challenge.

Alternative options considered and rejected

7. An alternative option would be continuation with current format however this would not provide the clarity requested by members and senior officers in terms of the priorities within the organisation, the link to the delivery of savings and improved monitoring against targets.

Report Author and Contact Details:

Name: Kate Waterhouse

Position: Chief Information Officer

Department: Corporate Core

E-mail: k.waterhouse@bury.gov.uk

Background

8. Bury is nearly three years into a decade of reform and good progress has been made: a rousing ambition for the Borough has been agreed and a multi-million pipeline of physical development is in place, including the Radcliffe Strategic Regeneration Framework, a masterplan for Bury town centre and a plan to deliver thousands of new homes.
9. The local health and social care system continues to be one of the most integrated partnerships in Greater Manchester and is now implementing the NHS Integrated Care System reforms. The improvement journey for children's services is well underway with progress validated through two Department for Education monitoring visits.
10. The Council's priorities and delivery are managed each year through a corporate plan. For the last three years a framework of "3Rs" has been used to direct activity: response; recovery and renewal. This document summarises the delivery against these priorities in 2022/23, which has been reported quarterly during the year, together with key priorities for 2023/24.
11. A final and detailed delivery plan against this framework will be brought forward through the Council's Cabinet in the new municipal year, including alignment with new Cabinet priorities.

Delivering the Corporate Plan during 2022/23

12. Agreed priorities for delivery within the "Response, Recovery and Renewal" objectives during 2022/23 are summarised below:

Response	Recovery	Renewal and Regeneration
<ul style="list-style-type: none"> Update the poverty reduction strategy including an urgent response to the cost-of-living crisis, for residents & businesses Supporting the health and care system to reduce waiting times, improve access and lessen inequalities, working through the Bury Integrated Care Partnership and in the GM ICS. 	<ul style="list-style-type: none"> Strengthened partnership working with parents and schools including reducing the Dedicated Schools Grant deficit. Beginning the development of people & communities plans for each of our neighbourhoods, including the pilot of a Family Hub. Delivery of the children's OFSTED improvement plan. Work with stakeholders to deliver the SEND improvement plan 	<ul style="list-style-type: none"> As part of the Economic Development Strategy ensure delivery of our strategic regeneration sites in Prestwich, Ramsbottom, and the Radcliffe Strategic Regeneration Framework, including the Bury and Radcliffe Levelling Up Schemes Production and delivery of the all-age borough skills strategy Delivery of the brownfield housing programme. Implementation of the Climate Change programme
Strengthening the Basics Delivering quality, value for money services which residents can rely on		
Enablers Organisation Development; Internal Transformation; Balancing the Budget; Driving Inclusion		

13. Delivery against each objective has progressed as follows.

Response

14. **Response** priorities are those which seek to support communities in managing the local impacts of national and economic issues. At present, this area focuses on the accessibility of health and care and the cost-of-living crisis which has engulfed many households and businesses resulting from the national economic downturn following the Covid-19 pandemic.
15. The national challenges in relation to waiting times and accessibility of **health and care services** are being experienced in Bury, along with the rest of the country. The urgent and primary care systems continue to prioritise recovery of services and productivity, whilst managing ongoing increases in the scale and complexity of demand.
16. During 2022/23 the NHS GM Bury team, with strong leadership from the One Commissioning Organisation, has established a transformation programme of eight workstreams designed to improve local access and quality of care through service reforms, as well as the ongoing integration of local health and care services at a neighbourhood level. System performance in Bury continues to be behind national NHS constitutional targets, which is an issue being managed across Greater Manchester.
17. The Health and Wellbeing Board (HWB) has been established to operate as a standing commission on driving health inequalities, with a focus on health and care system performance; positive community behaviours and empowerment

and driving the wider determinants of health. In this context the HWB has taken a leadership role in the development of people and communities plans in areas of greatest deprivation as described later in this paper, the anti-poverty strategy and homelessness response.

18. Analysis produced within the Equality Impact Assessment for the 2023/24 budget process indicated that 52% of Bury residents meet at least one of the four national indicators of deprivation. In response, the Council has established a comprehensive anti-poverty strategy including immediate support with the **cost of living crisis**.
19. This year the Council has held two anti-poverty summits to co-design a hardship support offer including the targeted allocation of national Household Support Funds. A borough-wide publicity campaign has been delivered with leaflets, posters and social media signposting. Over the course of the year 18,000 residents have been provided with financial assistance, benefits and financial advice. Using the Household Support Fund, more than £650,000 has been allocated to families who receive free school meals to cover the schools holiday periods including the upcoming Easter holidays. A further £20,000 has been allocated to community groups to deliver a range of support including debt counselling, foodbank activities and warm spaces.

Recovery

20. The **Recovery** theme reflects planned work to re-build services, including after the pandemic and the raft of improvement activity required in Children's Services following external intervention:
21. In December 2021 the Council's **children's services** were judged to be inadequate by Ofsted. A comprehensive improvement plan across seven priorities was determined and a total of £9.5m additional funding has been made available (£3.7m additional revenue funding and £5.7m one-off). Particular progress has been made in:
 - developing and implementing a workforce strategy, to increase capacity and diminish dependency on agency staff,
 - the development of a new model of practice – the Family Safeguarding model,
 - improvements in safeguarding practice with the establishment of an Executive group which represents all partners with statutory responsibilities for safeguarding children, and
 - agreement of a neglect, early help strategies and a service thresholds document.
22. The Council has benefitted from two monitoring visits by DfE during 2022 which have validated the progress being made. The feedback from an Ofsted visit in February 2023 is awaited.
23. Addressing the historic deficit in the high needs block of the **dedicated schools grant** (DSG) has been a priority since 2020. In recognition of the

scale and challenge of the deficit the Council is part of the national Project Safety Valve initiative which provides DfE support and financial contribution to closing the gap. Over the last 12 months extensive policy progress has been made including:

- More robust Education Health and Care Plans (EHCPs) and branding.
 - Creation of additional special school places within the borough.
 - Implementation of a graduated approach.
 - Special educational needs and disabilities (SEND) support.
 - Reductions in special school top up values and financial clawbacks from special schools.
 - Determination of new special school bandings.
 - A restructure of education services which begins the process of disestablishing some services which have been funded through the DSG budget.
24. Unfortunately, consistent with wider trends, demands for Education Health & Care Plans (EHCPs) continue to increase, which is stalling progress on delivery. Urgent work is required in the early part of 2023/24 to address this issue. The Council has been appointed an improvement partner, Slough Borough Council, who are working with the team on priorities for the year ahead which will include the determination of a demand model for EHCP plans and transport; a comprehensive review of financial planning and provision including further school claw back, reductions in school top-ups and new commissioning arrangements.
25. Bury Council is still in the process of responding to the 2015 reforms of provision for **children with Special Educational Needs and Disabilities (SEND)** and, since then, has been working with the Bury Together partnership on a significant improvement programme.
26. A key issue is insufficiency of in-borough provision for children with SEND needs. In 2022, eight new in-Borough Resource Provision settings were agreed which will be developed during 2023 to provide 56 additional special primary placements and 36 special secondary school places. Two new special free schools have also been agreed, one of which (Shaw) will open in 2023; a third application is in development. An Ofsted inspection is anticipated during 2023/24.
27. The process of developing a **People and Communities Plan** for every township has begun, with a plan now agreed for Radcliffe and in final development for Bury Town Centre. These plans aim to base inclusive growth initiatives on strong data and evidence, embodying a whole system approach which starts with finding out what matters to local residents and to co-design a response to these priorities.
28. In this context, every opportunity has been taken to provide financial support for local groups to participate in delivery and, during 2022/23 over £750,000 was made available in participatory budget exercises designed to drive community engagement.

Renewal

29. The **Renewal** theme captures delivery of multi-million pound regeneration schemes and Levelling Up delivery, with a focus on sustainability through creation of an 'All-age' approach to skills and employment and clear connections to the climate action strategy.
30. Work continues to develop an **economic development strategy** for the borough, which integrates physical and community regeneration activity with the role and opportunity for local businesses and enables Bury to continue to contribute to the success of GMs economic development. During 2022 partners were engaged in a co-production exercise through Team Bury and the Council joined the Co-Operative Council's network to ensure a values-based approach to the development of the local labour market
31. An **all-age skills strategy** will be an integral part of the economic development strategy, including addressing the issues around skills gaps, low-skills equilibria, labour participation and increasing local demand for higher skills. Progress has been made in 2022 in appointing a delivery team to produce this work.
32. The **regeneration** of borough townships and, in particular, delivery of two Levelling Up schemes is a major focus for the Council. During 2022:
 - The Council has completed the land assembly required at this stage to deliver the **Radcliffe Strategic Regeneration Framework (SRF)** including taking plans for the civic hub to RIBA Stage Three and beginning the process of seeking planning approvals.
 - A number of major external bids have also been successfully secured to support the ambition in Radcliffe, including a £2m capital contribution from Sport England for the leisure offer within the Radcliffe Hub; £1.8m funding from the Football Foundation (the largest grant they awarded in 2022) for a full size 3G all-weather sports pitch, new changing pavilion with club room and associated car parking. UKSPF funding for a Pocket Park has also been agreed for the town centre and the site is being co-designed with local people.
 - The Council has made strategic acquisitions of the **Prestwich** mall and **Millgate** shopping centre and entered into Joint Venture partnerships with Muse and Bruntwood respectively for their development. Consultation on plans with local communities have been completed for both schemes.
 - Plans for the delivery of the **Flexi Hall in Bury Town Centre**, funded by DLUHC Levelling Up, are also progressing. Land assembly work is approaching completion and a delivery partner has been appointed.

- A **transport strategy** is under development, including a bid to the City Region Sustainable Transport (CRST) scheme for the fundamental redevelopment of Bury interchange.
 - The **Ramsbottom** town plan was approved in March 2022. This provides for transport development subject to CRSTs funding as described above; development of a car parking strategy and the redevelopment of Market Chambers and the unused, upper floor of the Civic Hall as an Enterprise Centre through Evergreen funding which has been secured.
 - During 2022, nearly 100 acres of land has been identified by Bury Council which, subject to planning permission and viability, could accommodate thousands of new **housing** schemes. These sites, which will be delivered during 2023, include schemes at Wheatfield; Seedfield; Green St; School St; the East Lancs Paper Mill and Townside close on Pyramid Park. The number of new homes we are aiming for in Bury is 451 per annum up to 2037.
33. The Council's strategic development plans are an important opportunity to pursue the **carbon neutral** agenda. During 2022 public sector decarbonation plans have progressed including adaptations to 16 Council buildings, the replacement of all windows in the Town Hall and energy efficiency improvements such as LED lighting in our leisure centres and markets. The Council has engaged wider partners in the pursuit of carbon neutrality by 2038 by formalising the role of the Climate Change Board; the engagement of community environmental forums and a dedicated session at Team Bury in February 2023.

Enabling Activity

34. Underpinning all of the community activity has been a consistent focus on strengthening the systems and processes to ensure the Council gets the "basics right".
35. During 2022 the Council's Transformation Programme completed its delivery on time and with associated savings of over £4m through asset rationalisation; efficiencies in business support and a new digital operating model which has enabled efficiencies and quality improvements through IT application rationalisation and digital self-service.
36. A major focus on staff engagement has also made improvements to a range of feedback measures from previous years in relation to staff satisfaction, leadership and management. Work is well underway to update the Council's HR policy portfolio; drive manager self-service through system upgrades and develop the top 300 managers through a structured programme.
37. A values and behaviours framework to embed the understanding of and staff alignment with LET'S do it was co-produced with staff and will provide a platform for ongoing organisation development work in 2023. Implicit within

this work has been an ongoing focus on inclusion and targeted representation of underrepresented groups; in this context the Council determined within its inclusion strategy that Military Veterans should be determined to be a protected characteristic. In 2022 Bury Council was awarded the Silver Scheme for employer recognition by the Ministry of Defence for support to military veterans and their families.

Priorities for 2023/24

38. Delivery priorities within 2023/24 will continue much of the work described above in relation to strategic economic development; the improvement of children's services; health and care reforms and internal improvements. Global events, the national economic downturn and ongoing work to rebuild from the pandemic also present some very demanding resource challenges, meeting which must be an implicit part of delivery plans for the year ahead. Properties will continue to be driven by the commitments within the LET'S Do It! ten-year strategy to ensure that the borough of Bury will have made the fastest improvement in reducing levels of deprivation than any other post-industrial northern locality.
- We will be measured against comparable boroughs and the Greater Manchester authorities.
 - To achieve this means reversing the decline seen in 2015.
 - It is dependent on us making progress against all the aspects of the LET'S strategy particularly economic growth.
 - It accepts the impact of the pandemic but sets out an ambition to recover faster than others.
39. We will measure our progress to achieving this ambition by tracking seven core outcome measures which are explained in more detail later in this document:
1. Improved quality of life
 2. Improved early years development
 3. Improved educational attainment
 4. Increased adult skill levels and employability
 5. Inclusive economic growth
 6. Carbon neutrality by 2038
 7. Improved digital connectivity
40. Our vision for 2030 is that every member of our diverse communities feels that there is a place for them; that they are able to both be themselves and shape the community that they are a part of.
41. In this context **local strategic priorities** for the year ahead are summarised as:
- Delivery of the £31m budget savings schemes to balance the Council's budgets.

- Maintaining the children's improvement journey, including demonstrable reductions in the DSG deficit; improvements in SEND provision and achieving a focus on partnership and compliance in year two of the children's social care Ofsted improvement journey.
- Completion of the ICS transition and enabling deliver of the health and care reforms.
- Continuing the delivery of our Anti-Poverty Strategy to support residents with the cost of living.
- Ongoing delivery of the physical regeneration work with the completion of all enabling works, including relocation of the leisure centre and library, and progressing the two Levelling Up sites, in Radcliffe and Bury town centre, to construction.
- Delivery of housing schemes and completing the options appraisal of the Council's housing management company, Six Town Housing.
- Mobilising the inclusive growth vision as a whole Council agenda, including delivery of the all-age skills strategy; a strengthened and evidence-led focus on people and communities and re-engagement of all partners in the LET'S strategy.
- Embedding the LET'S values and behaviours across the Council workforce and continuing to drive staff engagement and high-quality leadership and management.
- Commencing delivery of the wellness strategy, including the pilot of a community-led approach in Radcliffe. A new borough culture strategy will be an implicit part of the future wellness offer.

42. The Council will also continue to influence and direct **local delivery of GM strategy** including:

- Clean Air reforms will continue through the leadership of the Clean Air Steering Group, including implementation of an investment-led non-charging approach, including the plan to achieve compliance on the A58 Bolton Road in Bury via zero emission buses,
- Implementation of GM devolution trailblazer scheme including the single block grant agreement and potential for new powers in housing,
- The Places for Everyone scheme which, if approved, would deliver over 3,500 new homes in the Borough. A planning application will be made in late 2023 with a view to potential determination mid 2024, and
- Development of Northern Gateway within the Atom Valley Mayoral Development zone.

43. These priorities will be developed further and presented within the 3R Framework in order to provide a high level summery of the organisation key priorities and associated delivery milestones.

44. The schedule of more detailed priorities by department are being developed and some examples are included below. This includes the major cross-cutting projects as described above as well as strategic departmental activity continuing from 2022/23, and the schedule of budget savings options. This activity will be drawn together into a delivery plan for this corporate plan and

service plan to be managed by each director, informed by final political priorities post the local elections in May 2023.

Summary Priorities by Department 2023/24

Business, Growth and Infrastructure including Housing	
Corporate plan (Council / partner wide work)	<ul style="list-style-type: none"> • Economic Development Strategy • Bury Masterplan • Radcliffe SRF • Prestwich Regeneration • Ramsbottom Town Plan • Housing delivery • STH options appraisal • Town Hall Modernisation
Service plans (Dept delivery)	<ul style="list-style-type: none"> • Northern Gateway / ATOM Valley • Places for Everyone • Transport strategy • UKSPF • Whitefield High Street Transformation Fund
Budget	<ul style="list-style-type: none"> • Capitalisation tracking and generation of additional capital receipts • Commercial asset management • Homeless prevention grant • Complex housing development (OCO) • Efficiency/duplication savings from housing services

Children and Young People	
Corporate plan (Council / partner wide work)	<ul style="list-style-type: none"> • Children's Improvement Plan • Project Safety Valve • Family Hubs • SEND improvement & sufficiency
Service plans (Dept delivery)	<ul style="list-style-type: none"> • Educational improvement • Inspection Readiness • Workforce Development • Family Safeguarding Model
Budget	<ul style="list-style-type: none"> • Early Help & Multi-Disciplinary Teams review • Short breaks and personal budgets • Edge of care review • Family safeguarding model • Review of high cost placements • Fostering capacity • Post-16 SEND transport review

Corporate Core	
Corporate plan (Council / partner wide work)	<ul style="list-style-type: none"> • Staff engagement • LET'S re-engagement • GM Devolution funding

	<ul style="list-style-type: none"> • All-age skills strategy • Digital Inclusion
Service plans (Dept delivery)	<ul style="list-style-type: none"> • Elections Delivery • Implement new digital target operating model • Legal restructure • Governance: revised Section 75 agreement; • Revised Officer scheme of delegation • People Strategy/ Handbook • Comms strategy refresh
Budget	<ul style="list-style-type: none"> • Core service review • Cross cutting workforce savings • Commercialisation of Bury Art Museum

Finance	
Corporate plan (Council / partner wide work)	<ul style="list-style-type: none"> • Overseeing the delivery of the Medium-Term Financial Strategy including monitoring and reporting
Service plans (Dept delivery)	<ul style="list-style-type: none"> • Service Improvement inc. debt recovery • Procurement function review • Development of Unit 4
Budget	<ul style="list-style-type: none"> • Finance Innovation and Project Team restructure • Fees & Charges uplift

One Commissioning Organisation	
Corporate plan (Council / partner wide work)	<ul style="list-style-type: none"> • Health & care transformation • Population Health • Public Service Reform
Service plans (Dept delivery)	<ul style="list-style-type: none"> • NHS GM ICS transition • CQC assurance • CHC improvement plan
Budget	<ul style="list-style-type: none"> • Review 14-15 year old learning disabilities strategy • Transitioning to alternative care • Housing complex care • Shared Lives • Assistive Technology • Review of support for working age adults • Utilisation of Disabled Facilities Grants • Enforce S22 Care Act • Staying Well • Public Health spending reductions

Operational Services	
Corporate plan (Council / partner wide work)	<ul style="list-style-type: none"> • Culture strategy including Bury Art Museum, Flexi Hall, Ramsbottom & Radcliffe Hubs • Wellness including Radcliffe leisure centre • Carbon neutrality
Service plans	<ul style="list-style-type: none"> • Annual maintenance schedule

(Dept delivery)	<ul style="list-style-type: none"> • Highways Improvement Plan • Clean air reforms • Corporate Landlord / Facilities Management
Budget	<ul style="list-style-type: none"> • Stores rationalisation with the OCO • Implementation of LED street lighting • Vehicle maintenance service income • Capitalisation programme • Operations service review

Links with the Corporate Priorities:

45. This paper sets out how the Council will undertake corporate planning and performance management to ensure a direct contribution to the LET'S Do It! Strategy via the 3R framework.

Equality Impact and Considerations:

46. Individual EIA will be conducted on a project basis where required. EIAs linked to budget proposals are developed being developed separately but will be cross referenced to the activities in the wider Corporate Plan.

Environmental Impact and Considerations:

47. The corporate plan will include the actions required to achieve the Council's commitment to Carbon Neutrality.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation

Legal Implications:

The Corporate plan is a key governance tool this report sets out the progress made against the current plan as part of our regular monitoring to ensure that Members are updated on the progress. There will be a further end of the year-end report.

The report sets out the methodology and the timeline for the development of the 2023/24 Corporate Plan.

Financial Implications:

48. The Corporate Plan and the in year budgets and Medium Term Financial Strategy go hand in hand as one cannot be delivered without the other. Both the Council and GM NHS are under increasing financial pressures and therefore the Corporate Plan must not only deliver the corporate priorities but

also support the wider economy to become financially resilient in 2023/34 and beyond.

Monitoring of the Corporate Plan and the Councils savings programme will be intrinsically linked throughout 2023/24.

Background papers:

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

Bury Council and NHS GM (Bury) Corporate Plan 2022/23

<https://councildecisions.bury.gov.uk/documents/s30345/Bury%20Council%20and%20CCG%20Corporate%20Plan%20202223.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: 15 March 2023
Subject:	Supporting Bury's voluntary and community sector infrastructure	
Report of	Cabinet Member for Finance and Communities	

Summary

- 1.1 The Voluntary, Community, Faith and Social Enterprise (VCFSE) sector is integral to the fabric of the Borough of Bury. Our *LET'S Do It!* strategy sets out the vital importance of the sector and this has been heightened over the past two years as we've responded, collectively, to the challenges of the Covid-19 pandemic and heightening cost-of-living crisis.
- 1.2 Local Infrastructure provision is the beating heart of a community's voluntary sector and this specification sets out the requirements for infrastructure provision for the Borough of Bury. This has been developed through the ongoing conversations held between public services, community groups and networks in the Borough – to inform a series of outcomes and requirements have been identified in order to ensure provision which is robust, resilient and ultimately thriving. It builds on the experience and learning of the pandemic response whilst setting out local aspiration and commitments in delivering on the Greater Manchester VCSE Accord.
- 1.3 The Service Level Agreement with Bury Voluntary and Community Faith Alliance (Bury VCFA) has been updated to reflect the development of the Accord, the delivery of *Let's Do It!* and latest insight on the sector. This provision is to support Bury deliver vital community capacity, inspiration and opportunity for greater participation – to improve outcomes for local people, tackle inequality and raise life chances – whilst ensuring effective use of ever scarce resource.

Recommendation(s)

- 2.1 It is recommended that the revised Service Level Agreement with Bury Voluntary and Community Faith Alliance is agreed and funded for 2023/24, with intent signalled on continuation in 2024/25 subject to confirmation of funding availability across the Council alongside health and care partners.

Reasons for recommendation(s)

- 3.1 The funding of infrastructure provision in the Borough provides a clear commitment to the importance of the voluntary and community sector.
- 3.2 By refreshing the Service Level Agreement the report seeks to strengthen the recognition of the sector as a key partner in improving outcomes for local people

and the role infrastructure support plays in ensuring this is robust, recognised and representative.

- 3.3 The agreement allows for a clear focus of activity to develop Bury's VCFSE ecosystem in a tailored manner to best meet local needs, in turn delivering on *LET'S Do It!* and GM VCFSE Accord commitments.

Alternative options considered and rejected

- 4.1 To not fund or make a reduction in funding – this would significantly risk the loss of infrastructure support in the Borough, destabilising the wider VCFSE sector and jeopardise the positive progress made in recent years. Whilst recognising the financial pressures that the Council itself is under, investment in the infrastructure support to the VCFSE sector supports steps to increase the resilience of the sector itself, including supporting groups to attract inward investment into the Borough and diversify income generation streams.
- 4.2 To not update the specification – the last two years have continued so see socio-economic pressures across Bury as the Covid-19 pandemic and cost of living crisis have impacted local lives. This has also been a time though of new opportunity, of successful Levelling Up bids and emerging People and Communities Plans. As such to not update the specification would have risked there not been the appropriate local focus on ensuring a sustainable VCFSE ecosystem, best positioned and supported to enhance and enable local outcomes at place.

Background

- 5.1 The VCFSE sector is the cornerstone of daily life across the country. From welfare and wellbeing support to grassroot sports groups, places of worship to peer support networks, the sector connects people and those people to place.
- 5.2 This specification has been developed at a time of significant socio-economic pressures, as the sector and wider system recovers from the Covid pandemic (including the stepping back of emergency funding and capacity) and deepening economic constraints which directly impact on VCFSE organisations in terms of expenditure and funding, as public services face significant budgetary pressures. Bury is not immune to such challenges but is keen to strengthen collaboration with the VCFSE sector to best support local people and communities.
- 5.3 Within the local sector there are a wealth of groups of different size, reach and focus, as the recent State of the Sector survey demonstrates:
- 1,249 voluntary organisations, community groups and social enterprises making a difference in Bury, ranging from local arms of national charities, to hyper-local mutual aid networks supporting specific communities of interest, and experience.
 - 71% of these organisations are micro-organisations with an annual income of under £10k

- 13% of the sector as being a social enterprise
 - 91% of organisations have some direct dealings with other VCFSE organisations
 - ONS data outlines a paid employee workforce of 4,019 in Bury's VCFSE sector, equivalent to 2,452 FTE, a contribution of £44m per annum to the local economy. 44% of organisational responses indicated they paid the living wage.
 - The survey estimates that there are 26,229 volunteers supporting the VCFSE sector in Bury, providing approximately 131,145 hours of time each week; making an economic contribution of £65m per annum.
 - The four main areas of work identified by the survey responses were physical activity sport and leisure; Community Development; Wellbeing, Health and Social Care; and Economic Wellbeing
- 5.4 The National Association for Voluntary and Community Action (NAVCA), recognises that: *Strong local infrastructure enables communities to influence decision making, builds partnerships and networks and encourages volunteering opportunities. When this support is accessible locally, individuals and communities thrive.*
- 5.5 In Bury, infrastructure support to the VCFSE is provided by Bury Voluntary and Community Faith Alliance (Bury VCFA). Formed in 2017, the Bury VCFA is a Charitable Incorporated Organisation, registered with the Charity Commission, and has developed into an integral partner in Team Bury through the development and delivery of the *LET'S Do It!* strategy.
- 5.6 Through Bury VCFA:
- Over the last twelve months £230,007 has been administered by the VCFA in investment into the sector, relating to community safety, anti-poverty provision and physical wellbeing interventions. In addition the VCFA has directly secured investment into Bury's VCFSE sector from 10GM (£8k), The Albert Gubay Foundation (£40k) Bury Primary Care Network (£37k), Forever Manchester Foundation (£22k), the National Lottery Community Funding (£48k) and for the provision of an LGBTQI role (£30k). This is in addition to funding brought in by individual VCFSE organisations who have been signposted to, or supported in funding approaches, by the VCFA.
 - In 2022/23 to date, 287 groups have received development support including funding searches; bid checks; support with governance and legal structures; start-up guidance for completely new groups; setting aims and objectives; development of constitutions and registration with the Charity Commission; and support on recruiting volunteers.
 - This support included the delivery of training to organisations on adult safeguarding; governance; bid writing (including storytelling); Connect 5 Mental Health training and trauma informed practice.
 - In the last quarter alone, 101 different funding opportunities were shared through the VCFA through regular funding bulletins and Meet the Funder events.

- 5.7 The current Service Level Agreement with the Bury VCFA, at an investment level of £170k per annum, comes to an end on 31st March 2023.
- 5.8 In order to further strengthen the infrastructure provision, to deliver as per 5.4, the SLA has been revised to take into account of the changing landscape the sector is operating in:
- *Legacy and learning from Covid* – including further developing the vital role (and recognition of) volunteering in the Borough whilst adapting to ongoing cost pressures as a result of the pandemic.
 - *GM VCSE Accord* - within Greater Manchester leaders in local government, health and the voluntary, community and social enterprise sector (VCSE) signed a new GM VCSE Accord in October 2021 to work together in a collaborative way to tackle entrenched inequalities. This was locally endorsed by Bury Council on 17th November 2021.
 - *Delivery of LET's Do It – both in terms of practical delivery but also empowering and enabling the principles which underpin such activity, of focus and targeting in local neighbourhoods; demonstrating an enterprising spirit: to bring together and grow the strengths of local communities by increasingly working together, to deliver 'with' and 'by' not 'to' local people.*
- 5.9 NAVCA outline 4 functions for thriving communities, where people belong and can take action on things that matter to them.
- Leadership and Advocacy
 - Partnerships and Collaborations
 - Capacity Building
 - Volunteering
- 5.10 These functions have formed the framework for the specification with Bury VCFA, to which specifics in relation to the *LET'S Do it!* delivery and local priorities have been highlighted. This builds on the existing delivery by the VCFA against these 4 functions, with examples provided in the table below.

Leadership and advocacy	<ul style="list-style-type: none"> • Facilitation of the Bury Older People's Network, bringing together both individuals and VCSE groups to champion the voice of older people in the issues important to them, eg, cost of living, transport, access to GP's, feeding these insights into strategic spaces. • Facilitation of the Bury VCSE Leadership Group – providing a conduit for partners to engage with the VCSE sector and vice-versa.
Partnerships and collaborations	<ul style="list-style-type: none"> • Home from Hospital: bringing partners together to learn from other VCSE models in GM and developing a new model for Bury – through VCFA involvement an additional £120k has been invested in the local VCFSE sector through this work. • Facilitation of conversations between strategic partners and the Bury Community Support Network

	who deliver a wealth of services in tackling poverty in Bury and development sessions to determine future role of the Network in supporting the Cost of Living Strategy.
Capacity building	<ul style="list-style-type: none"> • Hosting the VRU (Violence Reduction Unit) community-led pilot in East Bury and working with the four VCSE Alliance organisations to create a strong local offer connected to other initiatives including the Family Hub and other early help/preventative services. • Delivery of Standing Together and Cost of Living grants to the VCSE sector – including ‘wrap-around’ development support to enable strong bids, briefings, payment processing and monitoring and evaluation with successful applicants. Sharing insights from funded projects with system partners to showcase the breadth of VCSE sector activity in order to stimulate further development of these essential person-centred, locality-based interventions.
Volunteering	<ul style="list-style-type: none"> • Promoting good practice in volunteer management through training for VCSE volunteer-involving groups and providing a ‘Volunteer Bank’ facility for individuals to register for opportunities. • Development of the new Volunteering Strategy which contains system-wide commitments to ensuring Bury is a great place to volunteer and recognising the benefits that volunteering brings to individuals and community wealth building.

5.11 It is proposed to maintain the existing level of funding provision. Previously funded from health and care transformation monies and more recently Contain Outbreak Management Funds, work is taking place to secure long term investment in such infrastructure provision as part of core budgets across the Team Bury system. In the immediacy, Council funding to the level of the existing agreement has been identified. The funding level is consistent with previous years, recognising that there is additional activity and leadership through Bury VCFA whilst addressing the budget constraints the Council is facing.

5.12 To note, the VCFA will be in receipt of an additional £30k in 2023/24 and 2024/25 as a result of UK Shared Prosperity Funding (UKSPF) through collaborative work across infrastructure organisations across Greater Manchester through 10GM. The UKSFP investment is specifically to supplement locality investment rather than be an alternative funding source.

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Links with the Corporate Priorities:

Bury's *LET'S Do It!* strategy repeatedly demonstrates the crucial role community, voluntary and faith-based groups and social enterprises play in our local neighbourhoods and the opportunities for the sector to be central to delivering our collective vision for the future. Through the Team Bury partnership and in particular the Delivery Co-Ordination group, there is a pivotal role for the VCFSE infrastructure provider to assure, enable and exploit the exciting opportunities set out in both the plan and crucially the principles for delivery – to ensure the VCFSE in Bury is integral to developing resilient neighbourhoods, where local people are inspired and enabled to come together to improve local outcomes.

Across every pledge and pillar of the plan the voluntary and community sector will continue to drive collaborative activity in our communities to strengthen community capacity and assets and increasingly connect people to these, to drive self-help, self-care and wellbeing. By working at a neighbourhood level the sector will increasingly connect the most vulnerable with resources and support that best meets their needs and to play a more active role in their communities and take control of their own lives. This builds on the work of Bury's Community Hubs during the pandemic and evolution of Bury's neighbourhood model.

It is in this context the Borough is seeking to secure VCFSE infrastructure provision that best enables the sector, wider system and therefore local communities to deliver on our plan and realise the improved outcomes for local people.

Equality Impact and Considerations:

Bury VCFA lead a number of inclusion related groups, bringing together voluntary and community organisations to co-ordinate and collaborate activity in relation to inclusion in Bury.

Inclusion is specifically referenced within the SLA specification, in terms of increasing seldom heard voices across the sector, increasing representation within and across the sector, and Bury's Inclusion Strategy referenced in relation to accessibility of provision. As such the refreshed agreement strengthens system leadership within the VCFSE on inclusion.

Environmental Impact and Considerations:

Bury VCFA provide infrastructure support across the voluntary and community sector, including to community-led environmental forum and environmental concern groups.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
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Sustainability of funding	Provision to be agreed for 2023/24 through this report to accompany discussions with Health and Care finance colleagues to identify long term commitments to infrastructure support in keeping with GM VCSE Accord. .
Opportunity for local VCFSE groups to be best positioned for local commissioning organisations	VCFA provision allows for group development, to strengthen governance and maturity of elements of the sector to be aware of, and best structured (in terms of finance and governance) to be in a position to be commissioned by health providers in particular, reducing demand and cost on statutory provision whilst increasing resilience within elements of VCFSE system locally.

Legal Implications:

There is currently a service level agreement in place between the VCA and the Council, this report proposes to maintain funding provision for a further 12 month period underpinned with the revised specification for the agreement during this time period more sustainable funding sources to be explored.

Financial Implications:

As noted in the report at 5.11 various sources of non recurrent funding have been used to fund this service level agreement in the past. The intention in 2023/24 is to combine a number of smaller budgets for this to continue and to work with public sector partners throughout the year to identify a more sustainable funding source for 2024/25.

Appendices:

Bury VCFSE Infrastructure Support specification 2023.

Background papers:

N/A.

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

Term	Meaning
NAVCA	National Association for Voluntary and Community Action
VCFA	Voluntary and Community Faith Alliance
VCFSE	Voluntary, Community, Faith and Social Enterprise sector

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VCFSE Infrastructure Provision for the Borough of Bury



Draft specification for provision from April 2023.

1. Summary

The Voluntary, Community, Faith and Social Enterprise (VCFSE) sector is integral to the fabric of the Borough of Bury. Our LET'S Do It strategy ¹sets out the vital importance of the sector and this has been heightened over the past two years as we've responded, collectively, to the challenges of the Covid-19 pandemic and heightening cost-of-living crisis.

Local Infrastructure provision is the beating heart of a community's voluntary sector and this specification sets out the requirements for infrastructure provision for the Borough of Bury. This has been developed through the ongoing conversations held between public services, community groups and networks in the Borough – to inform a series of outcomes and requirements have been identified in order to ensure provision which is robust, resilient and ultimately thriving. It builds on the experience and learning of the pandemic response whilst setting out local aspiration and commitments in delivering on the Greater Manchester VCSE Accord.

This provision is to support the Bury deliver vital community capacity, inspiration and opportunity for greater participation – to improve outcomes for local people, tackle inequality and raise life chances – whilst ensuring effective use of ever scarce resource.

2. Context

a. National

The VCFSE sector is the cornerstone of daily life across the country. From welfare and wellbeing support to grassroots sports groups, places of worship to peer support networks, the sector connects people and those people to place.

This specification has been developed at a time of significant socio-economic pressures, as the sector and wider system recovers from the Covid pandemic (including the stepping back of emergency funding and capacity) and deepening economic constraints which directly impact on VCFSE organisations in terms of expenditure and funding, as public services face significant budgetary pressures. Bury is not immune to such challenges but is keen to strengthen collaboration with the VCFSE sector to best support local people and communities.

The National Association for Voluntary and Community Action (NAVCA), recognises that:

¹ <https://www.bury.gov.uk/CHttpHandler.ashx?id=22152&p=0>

Strong local infrastructure enables communities to influence decision making, builds partnerships and networks and encourages volunteering opportunities. When this support is accessible locally, individual and communities thrive.

NAVCA outline 4 functions for thriving communities, where people belong and can take action on things that matter to them.

- Leadership and Advocacy
- Partnerships and Collaborations
- Capacity Building
- Volunteering

These have been built into Bury's specification in the context of the GM Accord, LET'S Do It and local insight.

b.Regional

Within Greater Manchester leaders in local government, health and the voluntary, community and social enterprise sector (VCSE) signed a new GM VCSE Accord in October 2021 to work together in a collaborative way to tackle entrenched inequalities. This was locally endorsed by Bury Council on 17th November² and in turn following the launch of GM Integrated Care in July 2022 endorsement through the ICPB and locality Partnership Boards.

This new agreed builds upon the Greater Manchester Centre for Voluntary Organisation's VCSE Policy Paper, which was published in January 2020 and sets out a 10 year vision for the VCSE sector in Greater Manchester. The Accord also takes into account our learning and reflections from the Covid-19 pandemic, the 2021 report of the GM Independent Inequalities Commission, the Marmot report 'Building Back Better in Greater Manchester', and the development of the GM Integrated Care System (ICS). The Accord recognises the role of infrastructure organisations, as locality anchors, having a key role in delivering on the Greater Manchester reform principles of developing new relationships between public services and residents through an asset based approach, to build independence. Infrastructure provision for Bury is sought to take these forward including reducing demand on statutory services, increasing community capacity and strengthening independence.

c.Local

Bury's LET'S Do It! strategy repeatedly demonstrates the crucial role community, voluntary and faith-based groups and social enterprises play in our local neighbourhoods and the opportunities for the sector to be central to delivering our collective vision for the future. Through the Team Bury partnership and in particular the Delivery Co-Ordination group, there is a pivotal role for the VCFSE infrastructure provider to assure, enable and exploit the

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<https://councildecisions.bury.gov.uk/documents/s29111/Greater%20Manchester%20Voluntary%20Community%20and%20Social%20Enterprise%20Sector%20VCSE%20Accord.pdf>

exciting opportunities set out in both the plan and crucially the principles for delivery – to ensure the VCFSE in Bury is integral to developing resilient neighbourhoods, where local people are inspired and enabled to come together to improve local outcomes.

Across every pledge and pillar of the plan the voluntary and community sector will continue to drive collaborative activity in our communities to strengthen community capacity and assets and increasingly connect people to these, to drive self-help, self-care and wellbeing. By working at a neighbourhood level the sector will increasingly connect the most vulnerable with resources and support that best meets their needs and to play a more active role in their communities and take control of their own lives. This builds on the work of Bury's Community Hubs during the pandemic and evolution of Bury's neighbourhood model.

It is in this context the Borough is seeking to secure VCFSE infrastructure provision that best enables the sector, wider system and therefore local communities to deliver on our plan and realise the improved outcomes for local people.

3. The VCFSE sector in Bury

The Greater Manchester VCSE Accord rightly describes the sector as an ecosystem, in that it is not one homogenous being. Within the local sector there are wealth of groups of different size, reach and focus, as the recent State of the Sector survey demonstrates:

- 1,249 voluntary organisations, community groups and social enterprises making a difference in Bury
- 71% of these organisations are micro-organisations with an annual income of under £10k
- 13% of the sector as being a social enterprise
- 91% of organisations have some direct dealings with other VCFSE organisations
- ONS data outlines a paid employee workforce of 4,019 in Bury's VCFSE sector, equivalent to 2,452 FTE, a contribution of £44m per annum to the local economy. 44% of organisational responses indicated they paid the living wage.
- The survey estimates that there are 26,229 volunteers supporting the VCFSE sector in Bury, proving approximately 131,145 hours of time each week; making an economic contribution of £65m per annum.
- The four main areas of work identified by survey responded were physical activity sport and leisure; Community Development; Wellbeing, Health and Social Care; and Economic Wellbeing
- Two thirds of respondents worked across the whole of the Borough whilst just under 40% focused on a particular neighbourhood or community.
- Almost half of respondents had experienced increases in expenditure, even before the macro-economic challenges of 2022.

VCSE infrastructure in the provision is therefore required to reflect and represent the breadth and depth of the local sector.

4. Required Infrastructure provision

The details within the specification are drawn from the Bury State of the Sector recommendations, Greater Manchester VCSE Accord, NAVCA principles of provision, all of which set within a framework based on local insight, policy development and engagement.

Leadership and Advocacy
<p><u>Focus</u></p> <p><i>LET'S Do It!</i> sets out that everyone in the Borough regardless of place, identity or experience is enabled and empowered to play a full role in society, to have greater control of their own health and wellbeing and have opportunities to thrive as individuals, networks, organisations and communities. For the VCFSE sector in Bury to play the intrinsic role outlined <i>LET'S Do It!</i> it is crucial that there is the infrastructure in place to support community groups and individuals to develop networks and to nurture the sector so that it is successful and sustainable. This provision is central to :</p> <ul style="list-style-type: none"> • Mobilising and encouraging community action, strengthening sector voice and influence on key decision makers and funders • Enabled communities (both individuals and organisations) to have an impact on decisions that affect the place they live in. • Bring together diverse groups and marginalised communities to mobilise ambition and aspiration
<p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Nurturing the VCFSE ecosystem in Bury to drive a vibrant, thriving, diverse, sustainable and resilient sector • A more informed and confident sector, with access to and promoting their own best practice in supporting and empowering communities • To increase participation across all protected characteristics in community fora; VCFSE networks and engagement activity • To foster relationships between mutual communities of experiences to drive collaboration whilst valuing difference. • Increased resilience of infrastructure ecosystem provision
<p><u>Deliverables</u></p> <p>Strategic Leadership</p> <ul style="list-style-type: none"> • The organisation/s should exhibit system leadership, through an experienced Chief Officer • Proactive contribution to Team Bury governance and delivery including <i>LET'S Do It!</i> Co-ordination Delivery group • Delivery of at least yearly Team Bury development session on the State of the Voluntary Sector in Bury, including opportunities to enhance the sector • Provide leadership on ensure full and active contribution of the VCFSE sector within Bury's neighbourhood model, as anchor for the sector.

Strengthening sector voice

- To provide visible, active leadership at key system Boards within the Bury Locality, namely the Bury Business Leadership Group; Children's Strategic Partnership Board; Climate Action Board; Community Safety Partnership; and Health & Wellbeing Board
- To provide system leadership across Team Bury subgroups, namely the Children's Voluntary Sector Partnership Board, Domestic Abuse Network and Community Cohesion group.

Representation regionally

- To promote and facilitate connections between the Bury VCFSE system and activity of the Greater Manchester Combined Authority, the GM Youth Combined Authority CA and NHS Greater Manchester (GM Health and Social Care Partnership), Greater Manchester Inclusion partnerships and GM build Back Fairer framework to ensure Bury is connected into regional opportunities
- To develop two-way feedback mechanisms from Bury VCFSE's involvement in GM, regional and national activity for the wider benefit of the Bury system
- To ensure full engagement of the Bury locality from a voluntary sector perspective with the GM VCSE Accord

Increasing inclusivity of voice

- To amplify the voice of residents (and their lived experience) across protected characteristics in involvement in co-design and community decision making
- To lead borough-wide inclusion activity including ensuring inclusive representation and participation in VCDSE networks and Boards.
- To strengthen the sectoral and wider system understanding of the diverse communities of the Borough
- To co-design engagement frameworks across protected characteristics to identify unheard or under-represented voices and integrate these into local organisations, groups and networks (supporting the establishing new ones if/as required).
- To strengthen voices of specific communities as outlined in *LET'S Do It!* including the voice of Young People and those connected to the Armed Forces Covenant
- To develop and promote approaches such as reverse mentoring and legislative theatre to embed lived experience into local activity and decision making.

Leadership in financial resilience

- Represent the VCFSE system in dialogue with commissioners to promote the value and contribution of the sector and encourage funding models which secure investment into the sector in keeping with the VCSE Accord
- Develop a sound and sustainable financial model that supports the long term future of infrastructure provision
- Support, and lead by example, in the diversification of income streams, specifically including social investment
- Be a catalyst for innovation and agile reform amongst and between community groups in the Borough.

Partnerships and Collaborations

Focus

Infrastructure provision has a key role is strengthening connectivity, within and between the Bury system; encouraging, facilitating and harnessing collaboration between groups, communities and sectors to collectively improve local outcomes. In Bury it will develop an inclusive sector than represents all groups. The provision should bring the system together as a movement, cohering a sense of mutual identity across the ecosystem so that it is greater than a fragmented gathering of organisations.

This provision is central to :

- Creating opportunities for driving effective joint working by building networks of local organisations and strategic partners
- Nurture trusted and reliable relationships, better equipping communities in both times of crisis and in the development of ongoing projects
- Bring the collective talents, energies and community power together

Outcomes

- A connected and well led VCFSE sector in Bury that brings together individual volunteers, Bury voluntary and community organisations, national voluntary organisations operating in Bury and mutual aid organisations
- To deliver engaged fora and networks across communities of place, identify and experience
- To develop enhanced two-way flow of insight between the sector, promoting greater shared understanding and respect, and consequentially increased collaboration
- Growth of social enterprise capacity and value in Bury to increase the local supply available to retain local wealth

Deliverables

Strengthening partnership and collaboration within the sector

- Ensure robust and representative networks of VCFSE organisations to support the delivery of LET's Do It! activity across Bury.
- To develop and strengthen peer support approaches across the Bury VCSE for mutual support, information sharing, knowledge transfer, to maximise resources and reduce duplication
- Act as lead provider for consortia and collaborative bids to attract (grant) investment and commissioning opportunities into the Borough.
- To encourage and enable collaborative financial models including develop pioneering approach to grants which promotes collaboration rather than competition.

Strengthening partnership and collaboration in neighbourhoods

- To take ownership for the ongoing development of Neighbourhood placemats showcasing the breadth of VCFSE organisations in a neighbourhood and promotion of engagement with these with respective Public Service Leadership Teams

- Active participation in the development of the PSR (Family) Hub model to support the integration of support at place.
- Further develop relationships with Health and Care Integrated Neighbourhood Teams, to link and grow community capacity against neighbourhood priorities and integrated solutions through active case management.
- To raise awareness and connectivity of local organisations into People & Communities Plans in Bury's neighbourhoods, to connect people to opportunities at place and support integrated activity for households experiencing multiple disadvantage.
- Identifying gaps to collectively address and establishing networks to meet particular place based opportunities or mitigate particular risks.
- Support collaboration of community based activity to enhance partnership community safety activity, including engagement campaigns and days of action.

Strengthening collaboration through inclusive economies and maximising regeneration opportunities

- To be first point of contact for engagement (providing information, guidance and signposting) for businesses that wish to engage with Bury's VCFSE sector
- To seek enterprising expertise from Bury's business community to assist inclusive growth of Bury's VCFSE ecosystem
- To collaborate with businesses to demonstrate social value through their supply chains, employment practices (eg Good Employment Charter), product development and prices – to drive inclusive economies.
- Champion local wealth building and retention, including system leadership on brokering social value, through developing compelling initiatives to encourage participation.

Strategic partnership and leadership in recovery and resilience planning

- To lead and corral the VCFSE contribution to local recovery plans in light of the Covid-19 pandemic
- To lead and corral the VCFSE contribution to local delivery plans to support residents mitigate the impact of Cost of Living pressures including active engagement across all pillars of Bury's Anti Poverty Strategy, including fu
- To co-ordinate VCFSE partnership activity to prepare for, and respond to, civil resilience and emergency response.
- To champion system-wide engagement activity and drive local involvement to increase insight, such as the Joint Strategic Needs Assessment, State of the Sector Survey and consultations in the Borough.

Capacity Building and Development Support
<p><u>Focus</u></p> <p>Infrastructure provision has a central role enabling and empowering local people to play a more active role in their health, wealth and wellbeing; promoting independence and proactivity. Bury's neighbourhood model outlines an increase in community capacity and corresponding decrease in demand for statutory provision. Infrastructure support is to ensure the system conditions and behaviours are in place to best enable the shift from residents being passive recipients of statutory services to actively controlling their own lives, with connections to relevant community based information and support.</p> <p>It therefore requires strong and resilient assets for people to engage with; the means of connecting people to such information and support; and a people-powered approach to drive the required behaviour change to make such practices the new default. This provision is central to providing practical support and development for local people and organisations to nurture skills and build community resilience</p>
<p><u>Outcomes</u></p> <ul style="list-style-type: none"> • Enterprising voluntary and community groups, seeking new opportunities and well placed to adapt to new challenges in a way best meeting (emerging) local needs; and encouraging growth of new organisations to address unmet/new need. • Local people in greater control of their own physical, mental and social wellbeing and actively using this to improve their outcomes. • Reduction in demand on statutory services with the needs of individuals met within local communities. • Resilient community capacity which doesn't just enable but empowers residents to live well at home and in their communities • Increased resilience of VCFSE organisations across all neighbourhoods of Bury, including robust governance and financial stability • Increase in the level of inward investment in the VCFSE in Bury • Increased and innovative access to training and development opportunities
<p><u>Deliverables</u></p> <p>Harness and grow community capacity</p> <ul style="list-style-type: none"> • Promote and support leadership development of Chief Officers and trustees of Bury based groups • Identify and promote funding and commissioning opportunities for Bury organisations and communities, supporting applications and providing guidance to those unsuccessful with applications. • Support the development and constitution of new groups/services with a particular focus on local, asset based and inclusive services.

- Provide a renewed focus on community-led enterprise, including social enterprise, co-operatives and mutuals as outlined in the State of the Sector report.
- To identify gaps within Bury's VCFSE ecosystem at a neighbourhood level and nurture the co-production of provision.
- Maximise the opportunities of the UK Shared Prosperity Fund, specifically intervention E11 and the investment in capacity building and infrastructure support alongside the GM VCSE Leadership Group.
- Identify and nurture anchor organisations in each neighbourhood to provide place-based support systems and opportunities for collaboration.
- Develop proposals to boost community capacity in areas where there is a disproportionately low availability of groups or assets, for instance, but not exclusively, areas of Whitefield, or relatively low levels of participation.

Training including Workforce development

- Provision of advice, guidance, best practice and training to assist organisational development, in line with the VCFSE Sector Training Needs Assessment conducted in November/December 2022. This is to include, including but not limited to:
 - Finance: accountancy, funding models, social investment; budget management, fundraising and bid writing
 - Governance: becoming constituted, Terms of Reference; robust and transparent decision making
 - Managing risk: identification, ownership and mitigation
 - Digital inclusion
 - Business planning and (social) entrepreneurialism
 - Safeguarding of staff, volunteers and those accessing services
 - Evaluation and measuring impact
- Training to be inclusive to take account of different learning styles, protected characteristics and nature of organisations
- Development of an annual programme of support including direct provision; briefings; masterclasses and brokerage with specialist provision as required
- Ensure full involvement within GM wide VCFSE Workforce development programme, including local focus on trauma informed practice

Activating dormant and under-utilised resource

- To review dormant Trust Funds and identify opportunities to activate these to increase the resilience of local community provision.
- To identify dormant and under-utilised resources within communities, including existing assets, with which to address local demand.
- Proactively engage with Bury's One Public Estate on policy, systems and processes of Community Asset Transfer to increase community capacity and social infrastructure

Population Health as per the GM VCSE Accord

- To broker opportunities for residents to engage with their local community assets including:
 - Skills provision (academic, technical and vocational) to raise aspiration and opportunity.

- Sports groups to promote active lifestyles and increased engagement with the Bury Physical Activity Strategy
- Culture and creative groups to boost wellbeing and raise confidence
- Strengthening the universal and targeted Early Help offer
- Drive local engagement in the design and implementation of the new Live Well approach.
- The conduit to the voluntary sector and front door for residents to seek help or get involved with their community in a voluntary capacity
- To facilitate the co-ordination of community connectors and specifically leading the development of social prescribing across the Borough.
- To work with n-Compass, Bury Carer's Hub and support wider network of informal Carers in ensuring self-care support and guidance to maintain positive wellbeing
- To drive digital inclusion to enable access to self-care and prevention resources, including technology enabled care digital advice and information, and online content/connections to local community assets.

Enabling, encouraging and extolling volunteering

Focus

More than 26,000 volunteers donate over 131,000 hours of their time every week in Bury which contributes £63m to the local economy. Volunteers provide crucial community capacity whilst the act of volunteering has multiple benefits including to personal wellbeing, life skill development (eg raising confidence) and vocational training opportunities

Volunteering has changed in recent years, in particular during and as a consequence of the pandemic. There is an opportunity to take the learning from the last couple of years, along with insights from the sector to build an environment in which volunteers and their communities thrive, by encouraging and nurturing volunteer opportunities.

Infrastructure provision should focus on ensuring Bury is a place where people are inspired, supported and empowered to volunteer, and where the recognition of volunteering is fully captured and celebrated – maximising opportunities through the UK Shared Prosperity Fund for impactful volunteering and social action to develop social and human capital in local places.

Outcomes

- Increase in participation through volunteering across all protected characteristics and across all wards of the Borough.
- To catalyse and corral a social movement for volunteering in the Borough
- Increased access to volunteering opportunities for all residents, developing the skills, aspirations and confidence of individuals
- The contribution of volunteering is increasingly recognised and valued.

Deliverables

Improve access to volunteering opportunities

- Delivery of a Bury Volunteering Strategy with a focus on removing barriers to volunteering, recognising the diversity of the sector, volunteering opportunities and volunteers themselves
- To lead the recruitment of volunteers and drive a volunteer management network to support people in such opportunities, building on examples such as the Volunteer Marketplace at the Outreach Centre in Radcliffe
- To propose innovative ways of addressing the challenge that more people are volunteering but each for a shorter period of time which in turn creates additional co-ordination pressures.
- To broker opportunities for local people to volunteer matching those will skills, interests and availability to local groups seeking capacity.
- To provide bespoke provision to encourage and enable volunteering from under-represented groups across the Borough.
- Engage with and encourage employers to support their employees to volunteer through Employee Supported Volunteering schemes and flexible working practices

Increasing volunteer retention and progression opportunities

- To support volunteering pathways into education, employment and training
- To collaborate with skills providers and employers to support volunteers with opportunities for further training and development as a social return for their time investment.
- Secure access to training programmes from across public sector organisations, including eLearning sessions.
- To develop and share volunteer management support and guidance, including volunteer welfare and reflecting any changes to national regulations.

Increase system resilience through volunteering

- To work with GM Resilience colleagues and Bury Resilience Forum to support the mobilisation and support of volunteers to provide capacity and connectivity in future humanitarian and civil emergencies
- To collaborate with public service colleagues to develop capacity options to address peaks in system demand, such as supporting the discharge of patients from acute settings to ease health and care system flow.

Promote recognition and value of volunteers

- To champion the role and value of volunteers to drive recognition and celebrate this community capacity in the Borough
- To promote and encourage increase in promotion of King's Award for Voluntary Services
- Developing innovative ways to showcase benefits to in turn sustain commitments.

5. Financial details

Core SLA funding provision will be provided at £170k per annum in order to deliver the required infrastructure provision, on an initial one year period, starting on 1st April 2023.

Prior to a grant award it is expected the VCFA provide a costed outline budget for provision in accordance to this grant, existing resources to contribute to the provision of such activity (including the UK Shared Prosperity Funding commitment) and should reference sustainability arrangements beyond the SLA period

6. Governance

a. Monitoring

The grant agreement will be subject to:

- Quarterly progress reporting through the Department of Corporate Core Services at Bury Council in conjunction with the Cabinet Member for Finance and Communities
- Quarterly update reporting to the Team Bury Delivery Co-ordination group.
- Six monthly to the Locality Board.

Monitoring will take account of:

- Progress against outcomes
- Activity undertaken in the previous period
- Planned activity for the forthcoming period
- Live budget information

In relation to outcomes, whilst indicative outcomes have been listed against each pillar of the specification, the table below sets out the GM VCSE Accord and Local Let's Do It! outcomes that the infrastructure provision will be assessed against in terms of local performance framework.

GM VCSE Accord	Let's Do It core outcomes	Broader Let's Do It framework
<ul style="list-style-type: none"> • All employees in the VCSE Sector receive at least the Real Living Wage • The 'scaffolding' is in place to enable co-design of services and activities in communities involving diverse community voices • An 20 % increase in the income of the VCSE Sector in GM 	<ul style="list-style-type: none"> • Improve quality of life through reducing life expectancy gap • Improve early years development through narrowing gap in school readiness • Improve educational attainment by narrowing the gap in average attainment 8 scores • Increasing adult skill employability 	<p>Local</p> <ul style="list-style-type: none"> • Improve access to services <p>Enterprise</p> <ul style="list-style-type: none"> • Improved business start-up and survival rates <p>Together</p> <ul style="list-style-type: none"> • Increased engagement in volunteering and community aid • Increase participation in

<ul style="list-style-type: none"> • VCSEs are recognised as leading innovation in key system-wide services, projects and programmes • All VCSE organisations in GM have a clear plan for being net zero by 2038 	<p>through reducing number of adults with no qualifications</p> <ul style="list-style-type: none"> • Deliver inclusive growth by maintaining average total household income • Deliver carbon neutrality by reducing Co2 emissions per capita • Improving digital connectivity through increase those accessing and engaging online. 	<p>social and cultural activities</p> <ul style="list-style-type: none"> • Increased participation in democracy and decision making <p>Strengths</p> <ul style="list-style-type: none"> • Improved population health and wellbeing • Increased participation of all equalities groups in decision making and delivery • Increased referrals to social prescribing • Increase in ownership of Community Assets
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b. Accessibility

The bid should outline how the infrastructure provision will be accessible across:

- The six townships of the Borough of Bury
- Across communication and engagement channels
- Across protected characteristics as set out in the Bury Inclusion Strategy (which recognised Care Leavers; Looked After Children, Armed Forces Personnel and Veterans; and socio-economically vulnerable households as local protected characteristics in addition to those set out in the Equality Act.

c. Policies and procedures

The provider will be required to demonstrate that it has the following policies, protocols and strategies in place prior to the award of grant if successful:

- a) Equal opportunities
- b) Equality and Human Rights Commission (2009) Equality Impact Assessment (EIA) Guidance.
- c) Health and safety.
- d) Staff training and development.
- e) Adult and children safeguarding protocols.
- f) Complaints
- h) Information sharing, governance and GDPR

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Classification	Item No.
Open	

Meeting:	Cabinet
Meeting date:	15 th March 2023
Title of report:	Restructure of the Finance Department – Approval of redundancy cost
Report by:	Cllr. Richard Gold, Cabinet Member for Finance & Communities Cllr. Tahir Rafiq, Cabinet Member for HR & Corporate Affairs
Decision Type:	Council
Ward(s) to which report relates	None

Executive Summary:

In March 2022 Cabinet approved proposals for the restructure of the Council's Finance Department subject to a 90 day consultation period with staff. The restructure aimed to create and develop a high performing team which supports all budget holders and activities within the Council to ensure financial discipline, grip and control. This was a complex restructure involving circa. 150 employees with the aim of delivering a new, fit-for-purpose structure within the existing budget envelope.

Following consultation, the final restructure proposals were agreed and work to populate and implement the new arrangements has been ongoing for a number of months now with the new operating model becoming operational, on a phased basis, from January of this year.

The initial consultation report agreed by Cabinet noted a maximum redundancy impact from the proposals of 9 FTE. Following consultation and the recruitment and selection process for the new structure this eventual redundancy risk has been reduced to 4 FTE. One individual has already left the Council by means of redundancy and two others are currently being supported through the redeployment process. - This report deals with the fourth of these individuals for whom redundancy costs (including the capital costs associated with the early release of pension benefits) total more than £100k.

In accordance with the requirements of the section 38 of the Localism Act 2011 and associated statutory guidance as well as the Council's Pay Policy Statement, the approval of redundancy costs of £100k or greater is a matter for Council.

This report request that cabinet supports payment of the redundancy costs associated with the post of Service Development Manager, within the Revenues and Benefits Service and commends this proposal for Council for their agreement. This individual is legally redundant. Subject to Council approval they will be supported to identify an alternative role via the Council's redeployment process. Should they do so the redundancy will not proceed and no payment will be made.

It should be noted that this individual's redundancy is not a matter of choice, but rather is the outcome of the application of the Council's agreed restructure process and compliant with the provisions of Employment Law.

Under the terms of the Local Government Pension Scheme, pension scheme members who are made redundant after the age of 55 are entitled to access their full pension without any actuarial reduction, the cost of which falls to the council together with any associated redundancy lump sum payment. This individual is in this position and the associated redundancy costs include:

- £23,916.76 which will be met from the Finance Department's budget
- £112,049.75 in capital costs associated with the early release of pension benefits which will be funded via the Council's annual fund for such payments held centrally with the Greater Manchester Pension Fund.

Recommendation(s)

That Cabinet commends approval the costs associated with the proposed redundancy of the post of Service Development Manager, Revenues and Benefits to Council for approval.

Community impact/links with Community Strategy

The new finance service will develop internal behaviours and service capabilities to support services to deliver the LET'S do it! Strategy and Plan. This proposal supports work to implement this new service model.

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.

Equality Analysis	The redundancy process will be applied in accordance with Council Policy and the provisions of employment law, which have been subject to full equality impact assessment.
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Assessment of Risk:

The following risks apply to the decision:

Risk / opportunity	Mitigation
<p>Council does not approve the proposed redundancy:</p> <ul style="list-style-type: none"> • The staff member could resign and claim constructive dismissal for breach of trust and confidence on the ground that they had been deprived of a redundancy payment and the associated pension contributions. • A role would need to be identified for the individual outside of the agreed structure at additional cost to the Council. 	Approval of the proposals as set out.

Consultation:

The restructure proposals were subject to 90 days consultation with affected staff in accordance with the council's restructure procedure.

Legal Implications:

The Supplementary Guidance (Openness and Accountability in Local Pay) supplements the existing pay accountability guidance published in February 2012 which requires Local authorities to present details of any severance package paid to an officer where the value of the package exceeds £100,000. In accordance with the Council constitution approval of the severance package is subject to agreement by Council.

Financial Implications:

All actions to minimise redundancies as part of the finance restructure have been undertaken. Unfortunately, a small number of redundancies could not be avoided. This is the only redundancy whose costs are sufficient to reach the reporting and authorisation

threshold to Cabinet. The costs of the redundancy will be met from the service budget with the capital costs of the pension being met from the centrally held fund.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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