

AGENDA FOR CABINET



Contact: Philippa Braithwaite
Direct Line: 0161 253 5398
E-mail: p.braithwaite@bury.gov.uk
Web Site: www.bury.gov.uk

To: All Members of Cabinet

Councillors : E O'Brien (Leader and Cabinet Member, Strategic Growth) (Chair), C Cummins (Cabinet Member, Housing Services), R Gold (Cabinet Member, Finance and Communities), C Morris (Cabinet Member, Culture, Economy & Skills), A Quinn (Cabinet Member, Environment, Climate Change and Operations), T Rafiq (Cabinet Member, Corporate Affairs and HR), L Smith (Deputy Leader and 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, 6 September 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, 4th September 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 1st September 2023.

5 MINUTES *(Pages 5 - 18)*

Minutes from the meeting held on 12th July 2023 are attached.

6 QUARTER 1 BUDGET MONITORING REPORT *(Pages 19 - 46)*

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

7 SUPPORT AT HOME SERVICE PROPOSAL *(Pages 47 - 82)*

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

8 PROPOSALS TO CHANGE THE WAY IN WHICH LOCAL AUTHORITY SCHOOL GOVERNORS ARE NOMINATED AND APPOINTED *(Pages 83 - 114)*

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

9 BURY ECONOMIC STRATEGY *(Pages 115 - 168)*

Report of the Cabinet Member for Culture, Economy and Skills is attached.

10 RADCLIFFE REGENERATION GOVERNANCE *(Pages 169 - 174)*

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

11 RADCLIFFE ENTERPRISE CENTRE - UKSPF PROJECT DELIVERY (E22)
(Pages 175 - 190)

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

**12 SALE OF NEW SUMMERSEAT HOUSE, RAMSBOTTOM, BL0 9UD, BURY
- PART A** *(Pages 191 - 194)*

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

**13 MINUTES OF ASSOCIATION OF GREATER MANCHESTER
AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY**
(Pages 195 - 220)

To consider the minutes of meetings of the Greater Manchester Combined Authority held on 30th June 2023.

14 URGENT BUSINESS

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

15 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.

**16 SALE OF NEW SUMMERSEAT HOUSE, RAMSBOTTOM, BL0 9UD, BURY
- PART B** *(Pages 221 - 224)*

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

17 MILLWOOD PRIMARY SPECIAL SCHOOL *(Pages 225 - 230)*

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

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Minutes of: CABINET

Date of Meeting: 12 July 2023

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

Also in attendance: Councillors R Bernstein, M Smith and J Lancaster

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

CA.14 APOLOGIES FOR ABSENCE

There were no apologies received.

CA.15 DECLARATIONS OF INTEREST

Councillor Alan Quinn declared a non-pecuniary interest in respect of item 8, by virtue of his position as Governor at Mesivta School, and Councillor Charlotte Morris declared a personal interest in respect of items 17 and 26, by virtue of her partner being employed by a company employed by the Prestwich JV.

CA.16 PUBLIC QUESTION TIME

There were no public questions.

CA.17 MEMBER QUESTION TIME

The following question was submitted in advance of the meeting by Councillor Jo Lancaster:

What confidence can the parents of Radcliffe have that the long awaited High School will open in September 2024?

Responding, Councillor Eamonn O'Brien reported that the DFE had confirmed a provisional opening date of September 2024. The approval letter from the Secretary of State confirms that the department is planning for the school to open on a permanent basis on Spring Lane, Radcliffe initially on a temporary basis in September 2024 on the same site. This confirmation is subject to the necessary planning permission being obtained for both the temporary and permanent accommodation.

Following the approval letter we have been granted permission to confirm to prospective parents and others that the provisional opening date and site have been agreed with the department. This approval is an important milestone to opening the school and should give confidence to the community that the High School will open. Regular updates will continue to be provided as the project continues through planning. As has previously been discussed, this is a DFE led project; however Bury Council are working with the DFE and Star Multi Academy Trust in a project group to facilitate the school opening on schedule.

A further supplementary question was submitted: Will the Pupil Referral Unit (PRU) be available on time?

Councillor O'Brien reported that this project was more in the Council's control but there were still potential issues around planning and tendering to prepare Spurr House. Although temporary accommodation might be required, challenging timescales were being worked through and these would not be allowed to delay the development of the school.

CA.18 MINUTES

It was agreed:

That the minutes of the meeting held on 7 June 2023 be approved as a correct record.

CA.19 THE COUNCIL'S FINANCIAL POSITION - 2022/23 OUTTURN

Councillor Richard Gold, Cabinet Member for Finance and Communities, presented the report which set out the final financial position for the Council for 2022/23, both revenue and capital and provided an analysis of the variances, both under and overspending. It was noted that the Treasury Management Strategy appended to the report would be presented to Full Council, in accordance with regulation.

Members noted that at quarter 3 the revenue budget overspend was forecast to be £3.958m therefore the financial position has improved by £1.629m during the last quarter of the financial year. The largest individual departmental overspend was on Children and Young People around agency costs for social care and safeguarding, an increase in demand for children's residential placements including Independent Foster Agency costs and increased costs for home-to school transport.

Members discussed the challenging context nationally and noted that capital developments were progressing and would be delivered but required reprogramming. Councillor Lucy Smith highlighted the challenges in Children's Services, and advised on a number of initiatives to improve outcomes for young people would secure future savings.

Decision:

Cabinet:

1. Noted the 2022-23 final overspend on the revenue budget of £2.329m, against a budget of £178.922m. It should be noted that this budget, whilst mainly funded from Council Tax and Business Rates income, also included funding of £19.387m from earmarked reserves and a £1.767m contribution from General Fund Balances;
2. Noted that a £2m additional contribution was made to the pooled fund in 2022-23, all contributions now balance to the Section 75 agreement across the term;
3. Noted the final position on the collection fund was a surplus on Council Tax and a deficit on Business Rates;
4. Noted that the final position on reserves and balances is £104.241m at the end of 2022/23 (excluding schools balances). The £104.241m is split between £22.701m general reserves and £81.540m earmarked reserves;
5. Noted the cumulative DSG deficit position of £18.601m and the reduction of £2.872m during the 2022/23 financial year;
6. Noted the overall school balances are £4.731m which includes schools with deficit balances;
7. Noted the Housing Revenue Accounts reserve balance of £9.176m at the end of the 2022/23 financial year and the use of £0.666m during the 2022/23 financial year;
8. Noted expenditure of £48.390m on Capital Programmes during the year;

9. Further approved a capital budget carry forward of £17.390m; and
10. Noted the final treasury management report and commend this to Full Council.

Reasons for the decision:

To note the final financial position subject to external audit for the Council for 2022/23.

Other options considered and rejected:

N/A.

CA.20 COMMISSIONING NEW MENTAL HEALTH HOUSING - PART A

Councillor Tamoor Tariq, Cabinet Member for Health and Wellbeing, presented the report which sought approval to commission the necessary care services for two new mental health supported housing schemes. These had been supported by the Mental Health Housing Group, and would offer 'step-down' supported accommodation to support people in their mental health recovery. Members voiced their support for this and noted its close links to the Housing Strategy.

Decision:

Cabinet:

1. Approved the commissioning of Northern Healthcare, as the appointed care provider for the mental health supported living scheme at 137 The Rock, Bury, BL9 0ND, by making a direct award for a 3 year contact;
2. Approved the procurement via tender a care provider for the provision of mental health support for 127 Blackburn Street, Radcliffe, M26 3WQ, for a 3 year contact and following this process delegates to the Director of Adult Social Services the contract award; and
3. Noted that this will be funded using Bury's Adult Social Care Community Care budget.

Reasons for the decision:

The recommendations align to the Housing with Additional Needs Strategy and the vision for mental health supported accommodation to:

- Improve outcomes for people with mental health needs.
- Enabling people to live independently.
- Reduce the need for out of area placements.
- Enable tenancy sustainment.
- Support management of long-term health conditions.
- Create employment for local people.
- Create value for individuals, communities and statutory services.

Other options considered and rejected:

None.

CA.21 PROPOSALS TO ALTER THE UPPER AGE RANGE AT MANCHESTER MESIVTA SECONDARY SCHOOL

Councillor Lucy Smith, Cabinet Member for Children and Young People, presented the report which sought approval for a prescribed alteration to change the age range of Manchester Mesivta Secondary School.

Decision:

Cabinet:

1. Noted the outcome of the consultation; and
2. Approved the proposal to alter the upper age range at Manchester Mesivta Secondary School from 11-16 year olds to 11 - 18 year olds in order to add 6th form provision with effect from September 2023.

Reasons for the decision:

To date, the independent 6th form provision linked to Manchester Mesivta School has received funding from the Education and Skills Funding Agency (ESFA) routed via sub-contracting arrangements with Bury College. However, the ESFA has advised that it intends to withdraw from this form of sub-contracting arrangement. The Governing Body of the school are therefore seeking to add 6th form provision thus bringing it into the maintained sector. The Governing Body assert that this change is administrative only and is expected to have no direct impact upon their provision.

Demand for the post 16 provision has been proven over the last decade, and Mesivta is currently the community's only route for Charedi boys to achieve A-levels and access higher education. The school has a good track record of its pupils enrolling in university. Without the 6th form, there is no comparable provision accessible to the Orthodox Jewish community.

Other options considered and rejected:

Extensive discussions have taken place with the Governing Body of Manchester Mesivta, with Bury College, the Education & Skills Funding Agency and Department for Education to identify potential options, given the decision of the ESFA to withdraw the current funding mechanism. Options including the transfer of the current 6th form provision to a Trust, or the establishment of a separate 6th Form provision, both stand-alone or in partnership with other Orthodox Jewish schools have been considered and discounted.

CA.22 TENDER FOR INCLUSION ON BURY COUNCIL'S FLEXIBLE PURCHASING SYSTEM FOR ALTERNATIVE PROVISION (OF EDUCATION)

Councillor Lucy Smith, Cabinet Member for Children and Young People, presented the report which sought approval to tender for the re-design of the Alternative Provision Offer for children and young people in Bury. The new supplier framework and directory of provision was required for September 2023 so that the Council and schools can refer to high quality provision with choice; this required the tender to go live and be evaluated over the summer 23.

Decision:

Cabinet:

1. Approved the proposed route to tender for the re-design of the Alternative Provision Offer for children and young people in Bury to be in place for September 2023; and
2. Delegated authority to the Executive Director of Children and Young People and the Executive Director for Finance in consultation with the Cabinet Member for Children and Young People to award the contract once procured.

Reasons for the decision:

This will give an opportunity to tighten up the existing specification, deliver better outcomes, refresh the provider base, offer more choice and provide better value for money.

Other options considered and rejected:

Other models in neighbouring authorities and GM have been explored and this learning and input has influenced the development of the proposed model as appropriate.

CA.23 CHILDREN'S SERVICES CAPITAL PROGRAMME - PART A

Councillor Lucy Smith, Cabinet Member for Children and Young People, presented the report which provided an update on three capital projects: Spurr House, Millwood Special School, and Specialist Resourced Provision Units.

Decision:

Cabinet:

1. In order to progress the development of the scheme to adapt Spurr House, Cabinet is asked to approve a decision to enter into a Pre-Construction Services Agreement with a contractor selected following a tender process, and which will incur a commitment to the payment of pre-construction costs of up to £184,000. Those costs are to be met from the Children's Services capital programme;
2. In order to progress the scheme to extend Millwood Special School, Cabinet is asked to approve a decision to enter into a Pre-Construction Services Agreement with ISG, and which will incur a commitment to the payment of preconstruction costs of up to £195,000. Those costs to be met from the Children's Services capital programme; and
3. Cabinet is requested to approve a contract award in respect of Woodbank Primary School, to the lowest tenderer.

Reasons for the decision:

In order to deliver the new secondary school in Radcliffe, the Council is required to confirm that it will commit to meet certain obligations, including providing DfE with vacant possession of the Spring Lane site by 1st March 2024. Failure to provide such commitments will prevent the new school in Radcliffe scheme from progressing and the Council will incur financial penalties. The delivery of the Spurr House scheme, and the interim solution for the PRU are essential in enabling vacant possession of the Spring Lane site to be provided.

Development of additional capacity at Millwood Special School and new resourced Provision at Woodbank Primary School as set out in the Project Safety Valve agreement between the Council and the Department for Education, is a key element of the specialist place sufficiency strategy. Taken together, the Agreement and strategy set out the business case for the development of new provision to meet increasing demand within Bury for specialist provision and reduce the reliance on placements in Independent Non-Maintained Special Schools (INMSS). The projects at Millwood Special School and Woodbank Primary School are priorities within this strategy.

Other options considered and rejected:

In respect of the relocation of the Pupil Referral Unit, whilst it is possible to reprocure the scheme for adaptation of Spurr House, it will build in further delay to delivery of the project with no certainty that costs will be reduced. The option to re-procure will remain and can be pursued in the event that the PCSA does not deliver the desired outcomes.

In respect of Millwood, whilst it is possible to re-procure the scheme, it will build further delay to delivery of the project with no certainty that costs will be reduced. The option to re-procure will remain, to be pursued in the event that the PCSA does not deliver the desired outcomes.

CA.24

PROJECT SAFETY VALVE UPDATE AND DEDICATED SCHOOLS GRANT DEFICIT RECOVERY

Councillor Lucy Smith, Cabinet Member for Children and Young People, presented the report which provided an update on the Dedicated Schools Grant (DSG) deficit position and the next steps required to reduce the deficit through General Fund contributions. In response to

questions, Members confirmed their confidence in the delivery, despite financial pressures, and discussed the issues from the national system and need for reforms to ease pressure in SEND services.

Decision:

Cabinet:

1. Noted the work and modelling that has been completed for the Dedicated Schools Grant (DSG) management plan submission to the Department for Education (DfE) that describes the unprecedented demand on Special Educational Needs and Disability (SEND) services despite intense activity through the SEND strategy and the specific Project Safety Valve (PSV) interventions and workstreams;
2. Noted the urgent action required before the submission of the plan on 18 July; and
3. Noted the intention to a reduction of the deficit position through use of the General Fund over a 3-year period: £2m in 2025/26, £2m in 2026/27, £2m 2027/28. This will be facilitated by the identification of additional savings during the MTFS process for each of the respective years. The financial mechanism supporting this will be subject to DfE confirmation.

Reasons for the decision:

There is a risk that the current Project Safety Valve Agreement with DfE would be withdrawn, which would mean that the Council would not receive the remaining £6m within the agreement to contribute towards the historic deficit. The deficit at the end of the 2022/23 financial year was £18.6m.

Other options considered and rejected:

We have considered further discussions with DfE. However, the position of the DfE has been made plain in recent discussions and they are clear in their expectations, having required the same type of commitment from other local authorities within Project Safety Valve.

CA.25 BURY CORPORATE PLAN 2023/24

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the report which provided details of the Council's corporate priorities for 2023/24, aligned to the planning framework set out in the "3Rs" commitment of Response, Recovery and Renewal. It detailed some of the key deliverables by quarter and the key performance indicators that are monitored throughout the year. Members noted this had been considered at Overview and Scrutiny Committee and, in response to questions, it was noted that financial monitoring would be included in quarterly monitoring reports and that savings were a collective responsibility for Cabinet Members and for Executive Officers.

Decision:

Cabinet:

1. Agreed the priority activities that are set to be delivered in 2023/24 against the 3R planning framework;
2. Noted the contribution of this activity to the LET'S Do It! Strategy and the target outcomes within; and
3. Noted the key performance indicators which will be tracked monthly to inform the quarterly reports to Cabinet and Scrutiny.

Reasons for the decision:

This report sets out a clear line of sight between the in-year activities of the Council and the vision for the borough agreed in LET'S Do It!. It provides clarity over the priorities for the Council which will enable effective decision making in terms of resource planning and work allocation. This will allow for clear performance management throughout the organisation, by directorate and at an individual level.

Other options considered and rejected:

No alternative option considered.

CA.26 RESTRUCTURE OF THE HR DEPARTMENT - APPROVAL OF REDUNDANCY COST

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the report regarding the proposed redundancy of the post of Strategic Lead (Human Resources) as part of the restructure of the wider HR Service.

Decision:

Cabinet commended approval the costs associated with the proposed redundancy of the post of Strategic Lead (Human Resources) to Council for approval.

Reasons for the decision:

As well as delivery of the required savings, the proposed HR structure brings the services operating model in-line with the organisation's agreed design principles in relation to management layers and spans of control. It also reduces the number of Chief Officer level roles within the structure from two to one.

Other options considered and rejected:

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.

CA.27 HEALTH AND SAFETY ANNUAL REPORT & POLICY

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the report which set out key health and safety activity over the 2022/23 financial year alongside a summary of reported health and safety incidents, and proposed a set of Health and Safety Priorities for the 2023/24 financial year. He also advised that, as part of the annual reporting process, the Council's Health and Safety Policy had also been reviewed in-line with HSE Best Practice and was recommended for approval. Both the Annual Report and the Policy had been considered by the Health and Safety Joint Consultative Committee and Overview and Scrutiny Committee.

In response to Members' questions, Councillor Rafiq confirmed his confidence that learning from incidents was being disseminated effectively, and that an external review of Health and Safety practices had been carried out, the results of which would serve to strengthen this learning. Members thanked officers for the reports and agreed that a health and safety culture was being developed to ensure officers remained empowered to report incidents and near misses.

Decision:

Cabinet approved the 2022/23 Annual Health and Safety Report and revised Health and Safety Policy.

Reasons for the decision:

As an employer the Council has statutory responsibilities to carry out our undertaking (all activities) so far as is practicable in a safe and healthy working environment for our employees, contractors and partners. In addition, as an Authority we have a duty under s 18 of the Health and Safety at Work Act 1974 to make adequate provision for health and safety regulations in our area.

Other options considered and rejected:

None.

CA.28 RENEWAL OF THE COUNCILS CORPORATE WATER SUPPLY CONTRACT

Councillor Tahir Rafiq, Cabinet Member for Corporate Affairs and HR, presented the report which sought approval to use the YPO water supply framework for the period 1 October 2023 to 24 October 2024, and further to enter into YPO's new water supply contract for the period 2024 to 2028, once a new framework has been established.

Decision:

Cabinet:

1. Approved the use of the YPO utility Framework Agreement to administer the purchase and supply of the Council's corporate water supply contract for the period 1 October 2023 to 24 October 2024. The total estimated contract value will be circa £1m over a one-year period. (The annual and total contract value may change due to consumption patterns);
2. Approved the use of YPO's appointed framework supplier, Wave Utilities, for the supply of water throughout the framework duration;
3. Approved the use of the YPO utility Framework Agreement to administer the purchase and supply of the Council's corporate water supply contract for the period 25 October 2024 to 24 October 2028 (at an annual cost of circa £1m per annum). The total estimated contract value will be circa £4m over a four-year period. (The annual and total contract value may change due to consumption patterns);
4. Approved the use of YPO's appointed framework supplier, (this will be confirmed on the completion of a compliant procurement exercise), for the supply of water through the framework duration; and
5. Delegated authority to the Executive Director of Operations and Executive Director of Finance, in consultation with the portfolio lead for Corporate Affairs and HR, to award the contracts and facilitate the execution, implementation, and operation of the contracts.

Reasons for the decision:

The proposed arrangements ensure that the Council has a compliant water supply contract in place and has tested the market for best value.

Other options considered and rejected:

- Procure our own energy by direct tender
- Procure through a Private Sector based provider;
- Procure through the STAR hub.

These options were rejected for the reasons as set out in the report.

CA.29 ELECTRIC VEHICLE CHARGING INFRASTRUCTURE (EVCI) TO SUPPORT RESIDENTS WITHOUT ACCESS TO OFF-STREET PARKING

Councillor Alan Quinn, Cabinet Member for Environment, Climate Change and Operations, presented the report which sought approval for a procurement exercise to appoint a supplier to install, operate, and maintain a network of EVCI aimed at supporting residents who do not have access to off-street parking.

Decision:

Cabinet:

1. Approved the approach to procure a supplier to install, operate and maintain EVCI on Council land. The Council will use the available funding streams to match towards private investment from the supplier to significantly increase publicly available EVCI;
2. Delegated authority to the Executive Director of Operations and Executive Director of Finance in consultation with the portfolio lead for Environment, Climate Change and Operations to award the subsequent contract once procured; and
3. Delegated authority to the Executive Director of Place and the Cabinet Members for Strategic Growth and Environment, Climate Change, and Operations alongside the Executive Director of Finance to negotiate and agree terms for leases to site the charging points once a contract has been procured.

Reasons for the decision:

- The Council has a target of being carbon neutral by 2038. To achieve this goal, we need to significantly reduce carbon emissions. A significant amount of carbon emissions come from petrol and diesel cars. One way to reduce these emissions is for people to transition to electric vehicles, which have zero emissions at the tailpipe and a reduced carbon impact overall.
- There is roughly £2m of funding being made available to the Council to install EVCI for people who do not have access to off-street parking. We cannot use our existing EVCI concession contract to spend this funding as the existing contract is a concessionary arrangement, meaning Be.EV will only install in areas that are profitable and therefore we need a solution for areas that are not profitable i.e., on-street.
- The Council does not have the resources in place to install, operate or maintain a network of EVCI. Therefore, we recommend appointing a supplier through a competitive procurement process to install, maintain, and operate EVCI. The Council can then combine this funding with investment from the supplier to increase the number of EVCI installed in Bury.

Other options considered and rejected:

The Council could own and operate the EVCI keeping 100% of the income generated to support the operation and maintenance of the infrastructure. This would still require a procurement process to appoint a supplier to install the infrastructure and carry out the operation and maintenance. This approach would not encourage private investment and shifts the burden of risk onto the Council.

CA.30

PRESTWICH VILLAGE REGENERATION - PROGRESS UPDATE AND DRAFT DEVELOPMENT PLAN - PART A

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth, presented the report which set out the general principles and direction of travel set out in the Draft Phase 1 Development Plan, Interim Partnership Business Plan, and the RIBA Stage 2 Masterplan and supports further development of these proposals. These documents were not final and will

evolve alongside design and business case development activity and further engagement work. In response to questions, Members noted that this was a complicated project and would require decant and alternative provision of businesses, but confirmed their confidence in the timescale noting that the final stage of design development (RIBA Stage 4) was anticipated for October 2024.

Decision:

Cabinet:

1. Noted the progress made on the Prestwich regeneration project described in the report;
2. Noted the implications of the developing plans for the Prestwich Village Regeneration project;
3. Approved the general principles set out in the following documents and supports further development of these proposals:
 - Draft Phase 1 Development Plan
 - Interim Partnership Business Plan
 - RIBA Stage 2 Masterplan
4. Approved the commencement of RIBA Stage 3 design which will require a commitment to fund the associated design team fees.

Reasons for the decision:

Cabinet's support is pursuant to Clauses 9 and 10 of the (JV) Members Agreement). Release of capital funding is required to allow the RIBA Stage 3 design to commence and to enable the planning application to be submitted in Autumn in line with the current programme.

Other options considered and rejected:

Cabinet to withhold approval of the documents identified in section 2 of the report. This would immediately pause the Prestwich regeneration project and may result in re-payment of the of previously approved development costs defrayed by Muse Places Ltd and underwritten by Bury Council.

CA.31

MILL GATE SHOPPING CENTRE & ESTATE: JOINT VENTURE UPDATE AND DEVELOPMENT PRINCIPLES

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth, presented the report regarding engagement with local stakeholders to communicate the emerging development vision prior to further design development activity. This will be based on a Strategic Regeneration Framework (SRF) approach which provides a greater level of structure and flexibility to govern the development process for Mill Gate as a whole when compared with a phased ('plot by plot') approach.

Members discussed the long timeframe for the project, noting this would enable extended consultation to ensure residents and businesses were committed to the development. The Mill Gate was a successful development and the Council were looking to make improvements to ensure that success would continue in the future, rather than there being problems to fix.

Decision:

Cabinet:

1. Provided approval for the JV to undertake engagement activity over the summer period to introduce the evolving masterplan design and key development principles; and
2. Provided approval for the JV to procure and develop a Strategic Regeneration Framework for the medium/ long term re-development of the Mill Gate Estate.

Reasons for the decision:

It is important for the JV to engage with the Public and other stakeholders in order to validate the emerging strategic vision for the Mill Gate Estate prior to further design activity.

Development of a Strategic Regeneration Framework for Mill Gate enables large scale development to progress in accordance with the emerging vision of the Mill Gate Joint Venture vehicle and the strategic objectives set out during the acquisition of the asset. The SRF provides the most flexible and cost-effective method of project development.

Other options considered and rejected:

- To progress with the development on the basis of individual phases, obtaining outline planning permission and then undertaking detailed planning – this has been rejected owing to the risk of constraints to the overall delivery strategy, higher costs and a risk of extinguishing the underlying planning permission and the associated loss in up front expenditure.
- Not progress the Mill Gate redevelopment proposals towards a first phase of development and leave the Mill Gate centre undeveloped - this has been discounted as this would not be in line with the strategic goals of both the joint venture partnership or wider Council aspirations.

CA.32 RADCLIFFE HUB PROJECT - MAIN WORKS CONTRACT - PART A

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth, presented the report regarding the works packages that, in accordance with the Radcliffe Hub project programme, now need to be instructed via the Main Works Contract.

Decision:

Cabinet:

1. Accepted the tender report recommendation that Vinci Construction undertake this main works package at the contract sum set out in Part B of this report, subject to the agreement of the contract amendments and clarifications; and
2. Delegated finalisation of contract amendments and clarifications to the Director of Law and Governance in consultation with the Executive Director of Place.

Reasons for the decision:

Approval of the main contract is required in order for the Radcliffe Hub and Market Chambers project to progress to a construction phase. Key considerations within this document have informed both the scope and methodology for carrying out construction works alongside the phasing of the construction programme.

Other options considered and rejected:

Delay instructing the Main Works Contract: This would delay the overall Radcliffe Hub completion. This would increase the period that leisure services would be housed in temporary accommodation within Radcliffe, attracting additional costs. It would also delay occupation of commercial units within the Market Chambers and trading within these refurbished spaces; further disrupting businesses and reducing commercial income to the Council. Furthermore, the delay incurred would erode confidence in the town that the project is being delivered as a key strategic priority for the Council. Any delay to the overall project critical path increases the risk that LUF monies will not be defrayed in line with agreements made between Bury Council and the DLUHC.

CA.33 THE BEE NETWORK - IMPROVING GREATER MANCHESTER'S TRANSPORT GOVERNANCE

Councillor Eamonn O'Brien, Leader and Cabinet Member for Strategic Growth, presented the report which sought approval of new GMCA governance arrangements to enable a more coordinated and integrated approach to transport governance. It was noted that this approach would amplify Bury's views and ensure that Councils had more direct control over the development and improvement of transport in Greater Manchester.

Decision:

Cabinet:

1. Agreed to the establishment of a new joint transport committee (the Bee Network Committee) of the GMCA, the Mayor and the ten Greater Manchester constituent councils;
2. Approved the appointment of members to the Bee Network Committee as set out in Appendix 1;
3. Approved the Terms of Reference of the Bee Network Committee as set out in Appendix 2;
4. Delegated the functions of GMCA as set out in the Terms of Reference to the Bee Network Committee and note the delegation of Mayoral functions as set out in the Terms of Reference, attached at Appendix 2; and
5. Approved the Rules of Procedure for the Bee Network Committee as set out in Appendix 3.

Reasons for the decision:

To enable a more coordinated and integrated approach to transport governance.

Other options considered and rejected:

N/A.

CA.34 MINUTES OF ASSOCIATION OF GREATER MANCHESTER COMBINED AUTHORITY

Members discussed the minutes of the GMCA meetings, in particular the commitment to sustainable drainage and the improvements this would have in reducing flooding pressures. Members paid tribute to Councillor Quinn, who had been instrumental in promoting this issue at a GM level through his passion, commitment and expertise.

It was agreed:

That the minutes of the Greater Manchester Combined Authority meeting held on 26 May 2023 and 9 June 2023 be noted.

CA.35 URGENT BUSINESS

CA.36 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.37 COMMISSIONING NEW MENTAL HEALTH HOUSING - PART B

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

Decision:

Cabinet:

1. Approved the commissioning of Northern Healthcare, as the appointed care provider for the mental health supported living scheme at 137 The Rock, Bury, BL9 0ND, by making a direct award for a 3 year contact;
2. Approved the procurement via tender a care provider for the provision of mental health support for 127 Blackburn Street, Radcliffe, M26 3WQ, for a 3 year contact and following this process delegates to the Director of Adult Social Services the contract award; and
3. Noted that this will be funded using Bury's Adult Social Care Community Care budget.

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.38 CHILDREN'S SERVICES CAPITAL PROGRAMME - PART B

Councillor Lucy Smith, Cabinet Member for Children and Young People, presented the report which set out the full financial details.

Decision:

Cabinet:

1. In order to progress the development of the scheme to adapt Spurr House, Cabinet is asked to approve a decision to enter into a Pre-Construction Services Agreement with a contractor selected following a tender process, and which will incur a commitment to the payment of pre-construction costs of up to £184,000. Those costs are to be met from the Children's Services capital programme;
2. In order to progress the scheme to extend Millwood Special School, Cabinet is asked to approve a decision to enter into a Pre-Construction Services Agreement with ISG, and which will incur a commitment to the payment of preconstruction costs of up to £195,000. Those costs to be met from the Children's Services capital programme; and
3. Cabinet is requested to approve a contract award in respect of Woodbank Primary School, to the lowest tenderer.

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.39 PRESTWICH VILLAGE REGENERATION - PROGRESS UPDATE AND DRAFT DEVELOPMENT PLAN - PART B

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

Decision:

Cabinet:

1. Noted the progress made on the Prestwich regeneration project described in the report;
2. Noted the implications of the developing plans for the Prestwich Village Regeneration project;
3. Approved the general principles set out in the following documents and supports further development of these proposals:
 - Draft Phase 1 Development Plan
 - Interim Partnership Business Plan
 - RIBA Stage 2 Masterplan
4. Approved the commencement of RIBA Stage 3 design which will require a commitment to fund the associated design team fees.

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.40 RADCLIFFE HUB PROJECT - MAIN WORKS CONTRACT - PART B

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

Decision:

Cabinet:

1. Accepted the tender report recommendation that Vinci Construction undertake this main works package at the contract sum set out in Part B of this report, subject to the agreement of the contract amendments and clarifications; and
2. Delegated finalisation of contract amendments and clarifications to the Director of Law and Governance in consultation with the Executive Director of Place.

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 7.45 pm)



Classification: Open	Decision Type: Non Key
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Report to:	Cabinet	Date: 6 th September 2023
Subject:	Quarter One Budget Monitoring Report	
Report of	Cabinet Member for Finance and Communities	

Summary

1. This report outlines the forecast financial position of the Council at Quarter One 2023/24 based on the information known at 30 June 2023. This report also provides an update on the work to mitigate and reduce the overspends and how this will be managed throughout the remainder of this financial year. The report sets out the position for both revenue and capital and provides an analysis of the variances, both under and overspending.

Recommendation(s)

2. The Cabinet is asked to:
 - a. note the delivery of savings to date of £11.021m with a forecast savings delivery of £18.103m within the challenging context of increased demand and inflationary cost increases.
 - b. note the forecast overspend of £13.266m within the revenue budgets at Quarter One and the recovery action proposed.
 - c. note the re-phasing of the capital budget.
 - d. note the deficit on the Dedicated Schools Grant and the ongoing activity within the Project Safety Valve project.
 - e. note the ongoing work to mitigate and reduce the overspends.
 - f. approve the establishment of a Finance Improvement Panel and the Terms of Reference which are appended to this report.

Reasons for recommendation(s)

3. To update Members on the Council's budgetary position, ensure the Council's budgetary targets are achieved and set out proposals for the Financial Improvement Panel.
4. This report is in accordance with the Council's financial procedure regulations.

Alternative options considered and rejected

None

PURPOSE OF THE REPORT

5. This report outlines the forecast financial position of the Council at the end of 2023/24 financial year based on the information known at the end of the first quarter. The report sets out the position for both revenue and capital budgets and presents a current forecast overspend of £13.266m, together with a comprehensive programme of action to arrest this. Any remaining unmitigated overspend at the year-end will impact upon the available reserves. The Council had £22.7m in its General Fund usable reserves as at 31st March 2023.

Background

6. The budget for 2023/24 was approved by Full Council in February and was based on known financial pressures and demand for services at that time. The budget was balanced through a requirement for delivery of significant budget savings of £21.618m and by using reserves of £4.8m to allow time for the delivery of further savings. The savings are a combination of new schemes to be delivered in 2023/24 and previously agreed savings agreed as part of transformation and the 2022/23 budget process. The majority of these savings are on track for delivery, although there is slippage of £3.516m to mitigate which is currently a factor in the forecast overspend.
7. Since the budget was set a series of external factors have worsened the Council's financial position, however. These include:
 - a. the macro economic position has worsened. Core annual inflation was running at 6.4% in July and the Council has experienced significantly increased supply costs, particularly for energy. The highest energy consumption services are street lighting and the Council's leisure centres. A bid has been submitted to Sport England for the swimming pools energy grant scheme but the outcome is still awaited. The Council has fully utilised its contingency budget identified at budget setting but costs are still in excess of those predicted at that time.
 - b. Demand increases are being experienced across adults' and children's social care. After years of stability there has been a recent sharp increase in the number of children entering residential care with 10 children entering residential care since the start of the financial year, including 5 since the start of July. At the end of the last three years the number of children in residential care has not exceeded 27 and averaged 26 however at the end of June there were 32 children requiring these high cost placements representing a 22% increase in

demand within 3 months.

Adult services similarly continue to manage demographic increases in demand for care packages, in particular home care despite proactive work to review all care packages provided.

- c. Delays outside of the Council's control in recruiting substantively to the children's services social work team, which has necessitated an ongoing reliance on expensive agency staff and managed teams.
 - d. As part of the recovery strategy for the Dedicated Schools Grant, a requirement to transfer £2.5m of expenditure on to the General Fund was identified as part of the year end processes after the 2023/24 budgets were approved at Council which is a significant contributing factor to the overspend of £4.3m within the Education Services
8. The forecast overspend can be regarded as an early indication of the year end position if continued corrective action is not pursued. Every effort will therefore be made to reduce the forecast variance and strengthen financial management arrangements going forward. A comprehensive financial improvement plan is now in place, with external support from CIPFA and the Local Government Association. The strategy will inform a potentially significant recalibration of service spend based on affordability, through:
- a. Continued application of discretionary spend controls including more rigorous external recruitment restrictions, these controls were put in place in July.
 - b. The reconstruction of all departmental budgets on a "zero-based" principle, within affordable parameters, informed by sector benchmarks and demand profiles including the overspends set out in this report
 - c. An update of the Council's Medium Term Financial Strategy will be complete by autumn, informed by the latest macro-economic information.
 - d. A Finance Improvement Panel is proposed, with an independent chair, to oversee delivery of a financial improvement plan. The Terms of Reference is appended for approval at Appendix 1. The Panel will report quarterly to Cabinet. Subject to Member approval the panel will meet for the first time in September and an initial report will be received by Cabinet in October. A Finance Improvement Plan is being developed to strengthen the skills, capabilities, systems and processes of the finance department and wider management team and budget holders; this plan will focus on the following key areas of activity -
 - In-year Financial Performance and recovery
 - Reserves rationalisation and strategy
 - Re-basing the budget for 2024/25
 - Capital Programme Review and Governance

- Medium Term Financial Strategy and supporting Plan modelling
- Accountability for Financial Performance and Financial Competency Framework
- Positioning of Finance within the organisation and amongst Services

FINANCIAL OVERVIEW – REVENUE

9. The forecast out turn position is set out in Table 1 below and shows a forecast overspend at Quarter One of £13.266m

Table 1:

Directorate	Approved Budget	Forecast	(Under)/Overspend
	£m	£m	£m
Business, Growth & Infrastructure	2.604	2.644	0.040
Children and Young People	49.614	58.974	9.361
Corporate Core	13.229	13.420	0.190
Corporate Core – Finance	4.859	4.860	0.001
Housing General Fund	1.288	1.288	0.000
Non-Service Specific	20.700	18.443	(2.257)
Health and Adult Care	80.747	83.963	3.216
Operations	17.233	19.949	2.716
TOTAL	190.274	203.540	13.266

10. The following sections of the report present detailed analysis by department, including further analysis of the Council's Savings and Transformation programmes.

Directorate – Business, Growth & Infrastructure

Table 2:

2023/24 Forecast Revenue Position – as at 30 June 2023			
Directorate	Revised Budget	Forecast	(Under)/Over Spend
Business, Growth & Infrastructure	£m	£m	£m
BGI Management Team	1.17	1.15	(0.02)

Planning & Development Control	1.52	1.61	0.09
Property Management	(1.05)	(1.05)	0.00
Housing Service	0.96	0.93	(0.03)
TOTAL	2.60	2.64	0.04

11. The projected outturn for the Department of Business Growth and Infrastructure is broadly in line with budget, although there are risks being managed by the service in relation to delivery of challenging savings and income targets.

Directorate - Children and Young People

Table 3:

2023/24 Forecast Revenue Position as at 30 June 2023			
Directorate	Revised Budget	Forecast	(Under)/Overspend
Children and Young People	£m	£m	£m
Children's Commissioning	0.653	0.688	0.035
Early Help & School Readiness	3.395	3.075	(0.319)
Education & Inclusion	17.681	21.988	4.308
Social Care & Safeguarding	27.885	33.223	5.337
TOTAL	49.614	58.975	9.361

12. The Childrens and Young Peoples department is forecasting to overspend by £9.361m overall with £5.337m forecast overspend on Social Care and Safeguarding and £4.308m forecast overspend on Education and Inclusion, the most significant variances are set out below.
13. A review of the allocation of expenditure to the Dedicated Schools Grant was carried out earlier in the calendar year which resulted in the requirement to transfer £2.5m of expenditure, across several services, to be funded through the general fund. Due to the timing of the review, it was not possible to include the pressure in the budget at budget setting which has resulted in significantly contributing to the overall directorate overspend. The service is reviewing the services transferred to seek alternative ways to deliver them or cease the service altogether to reduce the overspend in the current year and reduce the impact on the medium-term financial plan for 2024/25 onwards.
14. By mid-September the service will have completed a detailed assessment of demand and associated costs with a view to mitigating the increase in expenditure as far as possible.

Social Care and Safeguarding – £5.053m forecast overspend.

15. The overspend has been incurred due to an increase in demand for children's residential placements, additional inflationary pressures on residential placements costs and social work agency costs. All these factors reflect local and national pressures on Childrens social care budgets.
16. The increase in demand since the end of March 2023 includes the costs of an additional four children and young people in high-cost residential homes and additional placement costs for children with disabilities. The costs associated with this increase in demand is approximately £1.5m. The service is leading on a comprehensive plan to return children and young people to lower cost family homes, with support as required, where appropriate to the needs of the children and young people in care. This may include a return to children and young people's families, foster care homes and semi-independent accommodation as young people approach 18 years of age. In early September a residential panel will meet to discuss the long-term care plan for each child in a residential home, this will be led by the Social Care Director of Practice and include all relevant Heads of Service, Team Managers and Independent Reviewing Officers. A further strand of work will seek to unpick the reasons for the recent growth in children entering residential care for the first time.
17. In addition to the in-year increase in demand for residential home placements there has been a historic budget overspend in the budgets for the wider children in care placements. While the numbers of children in care have remained relatively consistent over the last 4 years a further historical overspend of approximately £1m which has not been reflected in the 23/24 budget would explain the further movement in the forecast. Further analysis on ensuring future budgets reflect demand will form part of the zero-based budgeting exercise being undertaken.
18. There has also been significant inflationary pressure reflecting increased costs of suppliers and more general market premiums impacted by sufficiency demand and supply. The impact of the inflationary pressure is approximately £1.2m.
19. The safeguarding service is forecast to overspend by £1.534m of which £0.983m relates to unbudgeted costs associated with social work agency workers in the safeguarding fieldwork team and the delay in the starting dates of permanent social workers, recruited internationally, caused by the delay in the Social Work England registration process. – Delays here are a recognized national issue and the Council has raised this matter with the Department for Education.
20. A further reason for the overspend in the safeguarding service is legal recharges of £0.335m which are ad hoc and based upon demand. Enhanced monitoring and commissioning of these recharges will be

undertaken to identify processes and delays in proceeding which contribute to increased costs, this will be reviewed as part of the zero based budgeting activity.

Education and Inclusion - £4.308m forecast overspend

21. The major reason for this overspend is the review of the allocation of expenditure to the Dedicated Schools Grant which resulted in the requirement to transfer £2.5m of expenditure to be funded through the general fund for which there was no provision for in the budget. All the costs and resources transferred are under review with the objective of reducing the impact on in-year expenditure.
22. The remaining £1.8m overspend reflects increased demand and a non-budgeted inflationary pressure for transport totaling £0.9m, non-delivery of an income target of £0.3m for the Educational Psychology service, and a further overspend of £0.6m on demand for personal budgets and short breaks.
23. The service is completing a full review of all short break and personal budget packages and reviewing contributions from Health and Social Care services. In addition, the service is also reviewing school transport routes and concluding a tendering exercise for the provision.

Directorate - Corporate Core – Forecast overspend £0.192m

Table 4:

2023/24 Forecast Revenue Position – as at 30 June 23			
Directorate	Approved Budget	Forecast	(Under)/ Over Spend
Corporate Core	£m	£m	£m
Corporate Core	13.229	13.420	0.190
Corporate Core Finance	4.859	4.860	0.001
TOTAL	18.162	18.354	0.192

24. The Corporate Core budget is forecast to overspend by £0.192m.
25. Legal and Democratic Services have a forecast overspend position of £0.095m of which £0.046m is in relation to Municipal Elections additional printing and postages costs due to a likely increase in the number of residents choosing to obtain a postal vote and the balance is as a result of historical Land Charges income targets.
26. The ICT services has a forecast overspend of £0.144m largely due to printing income underachievement of £0.124m. Both this income target and the land charges target will be reviewed as part of the zero based approach to budgeting.

27. Other minor underspends offset the overall position by £0.047m.

Directorate - Housing General Fund £0.000m

28. The Housing General Fund is forecasting a balanced position.

Non – Service Specific

Table 5:

2023/24 Forecast Revenue Position – as at 30 June 2023			
Non-Service Specific	Approved Budget	Forecast	(Under) / Over spend
	£m	£m	£m
Accumulated Absences	0.496	0.496	0.000
CAR Lease Salary Sacrifice	(0.025)	(0.025)	0.000
Chief Executive	0.259	0.216	(0.043)
Corporate Management	1.214	1.156	(0.058)
Cost of Borrowing/Minimum Revenue Provision & Investment Income	5.314	1.257	(4.058)
Disaster Expenses	0.011	0.011	0.000
Environment Agency	0.100	0.111	0.011
Pension Service Costs	(14.308)	(14.308)	0.000
GMWDA levy	12.551	12.551	0.000
Passenger Transport Levy	13.403	13.403	0.000
Town of Culture	0.090	0.090	0.000
Townside Fields	(0.058)	(0.058)	0.000
Provisions / Reserves	1.652	3.543	1.891
TOTAL	20.700	18.443	(2.257)

29. Non-Service Specific expenditure is forecast to underspend by £2.257m, details of the key variations are set out below.

Cost of Borrowing - £4.058m underspend

30. The Cost of Borrowing budget was set to deliver the Capital Programme

approved by Council in February 2023. A detailed review of the Capital Programme has resulted in re-phasing the budget and consequently a reduction in the amount of capital financing required in 2023/24 financial year.

31. In addition to the savings due to re-phasing, additional investment income has been received of £0.352m due to increased interest rates over those originally budgeted and deferred interest on the loan to Manchester Airport is now being repaid. The first repayment of the deferred interest was received in March following budget setting.

Provisions/Reserves - £1.458m overspend

32. The transformation savings target of £2.189m, of which £0.785m relates to 2022/23, will not be achieved in full as originally planned in 2023/24. Outstanding savings largely relate to an inability to achieve revenue savings from the estate rationalisation programme in the timescale required and some slippage on digital transformation work. More detail is set out in the savings section to follow.

Directorate – Health and Adult Care

Table 6:

2023/24 Forecast Revenue Position – as at 30 June 2023			
Directorate	Revised Budget	Forecast	(Under)/Overspend
Health and Adult Care	£m	£m	£m
Adult Social Care Operations	7.003	6.661	(0.342)
Care in the Community	47.038	49.350	2.312
Commissioning & Procurement	15.382	16.658	1.276
Departmental Support Services	0.976	0.974	(0.002)
Workforce Modernisation	0.078	0.078	0
Public Health	10.270	10.242	(0.028)
TOTAL	80.747	83.963	3.216

33. The Health and Care directorate is forecast to overspend by £3.216m. The explanation for the main variances are as follows:

Adult Social Care Operations - £0.342m underspend

34. The Adult Social Care Operations budget is forecasting to underspend by £0.342m.

The main drivers of the underspend are staffing budget underspends due to staff vacancies in the assessment and care management and Integrated Neighbourhood Teams. The workforce retention strategy continues to recruit Social Workers in Operational teams thereby strengthening focus on delivery of care package savings. However, recruiting to vacant care support worker roles in the Intermediate care services remains a challenge and therefore affects the ability to deliver services to their full capacity.

Care in the Community - £2.312m Overspend.

35. The Care in the Community budget is forecast to overspend by £2.312m. The overspend is due to an increase in demand for Home Care packages in addition to the estimated growth already factored into the budget.
36. If home care activity continues at the same trajectory as Quarter One for the rest of 2023/24 this will create a further £0.3m of Home Care pressure not currently in forecast.
37. The forecast includes c.£0.480m of savings achieved through care package reviews which has been offset by £0.208m of new demand. A further £3.8m of savings have been built into the forecast to be delivered through a review of care packages to be achieved between 1 July 2023 and 31 March 2024.

Commissioning & Procurement (Other) - £1.276m Overspend.

38. The Commissioning and Procurement Budget is forecast to overspend by £1.276m. The overspend is due to a shortfall in the delivery of savings of £0.350m, action is being taken to deliver the saving in this financial year. The balance relates to the unfunded pay award for Persona staff of £0.943m which was omitted from the budget during the budget setting for 2023/24.

Directorate – Operations

Table 7:

2023/24 Forecast Revenue Position – as at 30 June 2023			
Directorate	Approved Budget	Forecast	(Under) / Overspend
Operations	£m	£m	£m
Wellness Operations	2.695	3.284	0.589
Engineers (including Car Parking)	(0.413)	(0.106)	0.307
Street Scene	5.765	6.468	0.703
Commercial Services	(0.475)	(0.025)	0.450
Waste, Transport and Stores	5.563	5.781	0.218

Operations Senior Management	2.289	2.658	0.369
Health & Environmental Protection	1.565	1.553	(0.012)
Corporate Landlord	0.245	0.337	0.092
TOTAL	17.233	19.949	2.716

39. The Operations Directorate is forecast to overspend by £2.716m, of which £1.485m is due to energy inflation. The remaining £500k of the original £1m energy contingency budget will be released at month 4 to partially offset this pressure.

Wellness Operations - forecast overspend £0.589m

40. There is a forecast overspend of £0.505m in leisure centres and libraries due to the increase in energy costs and forecast under-achievement of income of £0.160m, this has been offset by some underspends in Sports Development of £0.037m.
41. Leisure services have submitted a bid for funding from the Swimming Pool Support Fund Phase 1, which offers grants towards the energy costs which will partially mitigate the overspend. The amount of likely grant cannot yet be quantified therefore this has not currently been included in the forecast position.

Engineers - forecast overspend £0.149m

42. The forecast overspend relates to the under-achievement of income from parking services of £0.288m.

Street Scene - forecast overspend £0.703m

43. There is a forecast overspend of £0.821m due to ongoing inflated energy costs, of which £0.805m relates to street lighting, however, this is offset by the saving due to LED replacements of £0.110m leaving a net energy overspend of £0.712m. The department has investigated if the rollout of LED replacements can be accelerated, including approaching other local authorities and private contractors however no additional capacity has been identified. £0.300m of the remaining energy contingency will be allocated against the street lighting budgets in month 4, thereby reducing this pressure.

Commercial Services - forecast overspend £0.451m

44. There are several variances within Commercial; services causing the overspend. Civic Halls is overspending by £0.070m due to staffing costs. Catering services is overspending by £0.112m due to a savings target not being achieved through the service level agreement. Under achievement of income from Bury market because of reduced build outs is £0.218m and the savings target for cleaning is forecast to achieve £0.049m less

than the target. All of these issues will be addressed within the zero based budget exercise now planned

Waste, Transport and Stores - forecast overspend £0.218m

45. The Waste services are forecast to overspend by £0.173m which is partly due to the income target on trade waste and agency staff costs.

Operations Senior Management – forecast overspend £0.369m

46. The forecast overspend relates to staffing costs, the total departmental vacancy factor budget is held within this area but actual savings occur where the staff are employed, and the service is not forecast to meet this due to lower turn over of staffing.

Corporate Landlord – forecast overspend of £0.093m

47. The overspend relates to a reduction in rental income and an increase in the costs of energy.

DELIVERY OF THE SAVINGS PLAN

48. Planned savings of £14.608m, plus £1.400m of Transformation savings were approved by Council in February 2023 for the 2023/24 financial year. In addition to this, £2.661m of savings had been approved in February 2022 for delivery in 2023/24. During 2022/23 there were £2.949m of savings which were undelivered and therefore carried over to the current financial year. The total savings requirement for the current financial year therefore being £21.618m, split across Council departments as shown in the tables below.

Table 8:
Summary of savings

Savings Group	Savings target	Savings achieved	Q1 Forecast	Q1 Variance
	£m	£m	£m	£m
Cabinet approved Feb 2023	£14.608	£8.112	£13.446	-£1.162
Cabinet approved Feb 2022	£2.661	£1.353	£2.488	-£0.173
Transformation Savings	£1.400	£0.116	£0.294	-£1.106
2022/23 unachieved savings	£2.949	£1.441	£1.875	-£1.074
Total Savings	£21.618	£11.021	£18.103	-£3.516

Savings Group	Directorate Savings Programme	Savings target	Savings achieved to date	Forecast	Variance
		£m	£m	£m	£m
Budget Savings 2023/24	All	£2.712	£1.865	£2.875	£0.163
	Business Growth & Investment	£0.750	£0.000	£0.700	-£0.050
	Children & Young People	£0.707	£0.441	£0.507	-£0.200
	Corporate Core	£0.591	£0.270	£0.565	-£0.026
	Corporate Core Finance	£0.150	£0.150	£0.150	£0.000
	Housing General Fund	£0.964	£0.000	£0.539	-£0.425
	Operations	£1.296	£0.577	£1.005	-£0.291
	Non-service Specific	£1.638	£1.638	£1.638	£0.000
	Health & Adult Care	£5.800	£3.171	£5.800	£0.000
February 2023 Cabinet agreed savings		£14.608	£8.112	£13.446	-£1.162
Budget Savings 2023/24	Business Growth & Investment	£0.500	£0.500	£0.500	£0.000
	Operations	£0.200	£0.058	£0.080	-£0.120
	Health & Adult Care	£1.961	£0.795	£1.908	-£0.053
February 2023 Cabinet agreed savings		£2.661	£1.353	£2.488	-£0.173
Transformation Savings	Digitalisation & Chanel Shift	£0.900	£0.116	£0.247	-£0.653
	Building Revenue Reductions	£0.500	£0.000	£0.047	-£0.453
2023 agreed Transformation savings		£1.400	£0.116	£0.294	-£1.106
2023/24 Savings Target		£18.669	£9.580	£16.227	-£2.442
2022/23 unachieved savings	Children & Young People	£0.320	£0.120	£0.120	-£0.200
	Health & Adult Care	£1.546	£0.993	£1.296	-£0.250
	Operations	£0.294	£0.000	£0.022	-£0.227
	Transformation savings	£0.789	£0.388	£0.437	-£0.352
2022/23 unachieved savings		£2.949	£1.441	£1.875	-£1.074
Savings Target (2022/23 and 2023/24)		£21.618	£11.021	£18.103	-£3.516

TRANSFORMATION

49. The table below shows the breakdown of forecast transformation savings

across the three areas within the corporate programme

50. The LET'S do it Well! Programme of business process improvement and efficiency is complete.
51. Plans are in place for completion of imminent digital transformation plans, within the LET'S do it Once programme, but there is some slippage on delivery due to senior management changes. All remaining activity will be delivered by the end of the financial year
52. The LET'S do it Flexibly programme, designed to make revenue and capital savings from estate rationalisation, has not delivered as planned. Whilst disposals have been made across the totality of the Council's estate, the specific sites in scope of this programme have been delayed due to commercial negotiations and wider strategic development dependencies. The overall delivery plan is therefore subject to review and is being re-scoped to ensure the balance of savings is achieved this year and provide greater assurance on other related savings forecast from land and site disposals.

Table 9:

Transformation Savings		2023/24			
Savings Group	Theme	Savings target	Savings achieved	Forecast	Variance
		£m	£m	£m	£m
Once	Digitalisation & Channel Shift	£0.900	£0.116	£0.247	£-0.653
Flexibly	Building Revenue Reductions	£0.500	£0.000	£0.047	£-0.453
Transformation 2023 agreed savings		£1.400	£0.116	£0.294	£-1.106
Well	Staff Travel	£0.015	£0.015	£0.015	£0.000
Well	Organizational Design	£0.100	£0.100	£0.100	£0.000
Well	Business Support	£0.273	£0.273	£0.273	£0.000
Flexibly	Building Revenue Reductions	£0.352	£0.000	£0.000	£-0.352
Once	Applications Realisation	£0.049	£0.000	£0.049	£0.000
Unachieved 2022/23 savings		£0.789	£0.388	£0.437	£-0.352
Total savings		£2.189	£0.504	£0.731	£-1.458

53. The largest area on non-delivery is in relation to building revenue reductions with a £0.352m unachieved saving in 2022/23 and a further

£0.453m forecast unachieved saving in 2023/24.

54. Within the Transformation Strategy was the responsibility for establishing the agile working model and achieving revenue savings from the reduced cost base following disposal of a defined list of administration buildings. The current climate plus environmental factors has meant that activity has been delayed and work is being undertaken to explore how this can be mitigated.

COUNCIL RESERVES

55. At the end of 2022/23 the Council's total usable reserves, excluding Schools, were £106.209m of which £35.492m are earmarked for a specific use and £22.7m is held within the general fund usable reserve. As noted above any remaining unmitigated overspend at year end would need to be funded from this reserve. The reserves are reviewed on a regular basis and a medium-term forecast is prepared to ensure the reserve levels are adequate.
56. Transfers to and from reserves have taken place following approval as part of the 2023/24 budget setting process. The 2023/24 approved budget included the use of £4.818m of general fund reserves.
57. Work was undertaken as part of the 2022/23 year end processes to rationalise the reserves. Further work will be undertaken during the next quarter of this year to further consolidate departmental reserves, to check and challenge whether in view of the current financial climate they are still required for their original intended purpose, and to produce a revised risk strategy as part of the medium term financial strategy. This work was scheduled to be undertaken this financial year and now forms part of the finance improvement plan.

OTHER BUDGETS

Schools

58. The Council's expenditure on schools is funded primarily by the Dedicated Schools Grant (DSG) which is split across four funding blocks as follows:
- Schools - £149.832m
 - High Needs - £45.009m
 - Early Years - £14.552m
 - Central Schools Services - £1.038m

The Schools Forum is regularly updated on the status of the DSG which is, with the exception of the High Needs Block, in balance, although a number of schools are reporting deficit balances in 2023/24 and are developing plans to recover these deficits.

59. The DSG (excluding school balances) has been in a deficit position since 2012. At the start of this financial year the current deficit was £18.6m
60. Since 2021 Bury Council has been working with the DfE on Project Safety Valve, a national programme for those Authorities with the most significant HNB deficit positions. The programme is designed to contain spend within the High Needs Block and, through a programme of improvement with DfE funding support, to eradicate the historical deficit. An update on this work was provided to Cabinet in July 2023 which highlighted that progress against plan was slower than planned due to significant increases in demand. A revised management plan is, however, being developed in consultation with the DfE which includes:
- Increasing in-borough specialist provision through additional specialist mainstream school places and construction of two new secondary schools
 - Improvements in the processes and systems for management of EHCPs and contract management of commissioned places
 - Strengthening the multi-agency therapeutic and prevention offer
 - A detailed review of spend against the DSG, to ensure all spend was properly coded as defined in the School and Early Years Finance (England) Regulations 2022.
61. As a result of these actions the DSG high needs block outturn forecast for 2023/24 is a reduction in the deficit to £16.758m and its eradication by 2028/29.

Collection Fund

62. The increasing prominence of council tax and business rates in helping fund council services means that the collection fund is monitored on an ongoing basis. The current forecast position on the collection fund is an in-year surplus of £2.510m, with a residual deficit brought forward from 2022/23 of £7.250m. (This is the difference between the statutory estimated deficit as at 15th January 2023 and the outturn position) This brings the overall forecast ~~to a~~ deficit of £4.740m. The Council's share of the deficit is £4.669m and Greater Manchester Combined Authority's share is £0.071m (for police and fire and rescue services). The deficit brought forward on business rates is largely as a consequence of the pandemic years.
63. The proportionate shares for Business Rates and Council Tax mean that Greater Manchester Combined Authority have a 1% share of Business Rates and a 16% share of Council Tax, whereas the Council have a 99% share of the Business Rates and 84% share of Council Tax.

Table 11:

	Council Tax	Business Rates	Total
	£m	£m	£m

Balance Brought Forward surplus (+) / deficit (-)	0.716	(8.416)	(7.700)
Prior Year estimated surplus / deficit paid (-) / receipt (+) in year	(2.481)	2.931	0.450
In-year estimated surplus (+) / Deficit (-)	1.610	0.900	2.510
Balance Carried Forward surplus (+) / deficit (-)	(0.156)	(4.584)	(4.740)
<i>Distributed:</i>			
Bury Council	(0.131)	(4.538)	(4.669)
GMCA: Police and Crime Commissioner	(0.017)	0.000	(0.017)
GMCA: Mayoral / Fire and Rescue Service	(0.008)	(0.046)	(0.054)
Total 2023/24	(0.156)	(4.584)	(4.740)

Housing Revenue Account

64. The Housing Revenue Account (HRA) is currently forecasting to be on budget the table below sets out the forecast position.

Table 12:

2023/24 Forecast Revenue Out Turn Position - as at 30th June 2023			
Housing Revenue Account			
	£m	£m	£m
	Approved Budget	Forecast Outturn	Forecast (Under)/O'spend
Income			
Dwelling Rents	(32.25)	(32.25)	0
Non-Dwelling Rents	(0.22)	(0.22)	0
Other Charges	(1.20)	(1.20)	0
Total Income	(33.67)	(33.67)	0
Expenditure			
Repairs and Maintenance	6.86	6.86	0
General Management	8.43	8.43	0
Rents, Rates and Other Charges	0.11	0.11	0
Increase in Bad Debts Provision	0.65	0.65	0
Depreciation	8.53	8.53	0
Interest	4.71	4.71	
Debt Management Expenses	0.05	0.05	0

Contribution to/(from) reserves	(2.7)	(2.7)	0
Total Expenditure	26.64	26.64	0
Net Cost of Services	(7.03)	(7.03)	0
Interest receivable	(0.02)	(0.02)	0
Principal Repayments	0	0	0
Revenue Contributions to Capital	7.05	7.05	0
Sub Total	7.03	7.03	0
Operating (Surplus)/Deficit	0	0	0

CAPITAL PROGRAMME

65. The Capital Programme is set on a three-year rolling basis and the programme for 2023/2024 to 2025/2026 was approved by Council in February 2023, as follows:

2023/24	£127.198m
2024/25	£73.500m
2025/26	£28.630m

66. At the 12 July 2023 Cabinet meeting, a further £17.390m of slippage from 2022/23 was added to the 2023/24 programme, to increase the 2023/24 Capital Programme to £144.588m.
67. For Quarter One, project managers have undertaken a review of their respective schemes and are proposing updates and re-phasing into future years of the Capital Programme to match the anticipated timing of spending.
68. The proposed scheme updating exercise reduces the overall 2023/24 Capital Programme by £55.086m, from £144.588m to £89.502m, the proposed updates are a combination of additions, reductions, and re-phasing into 2024/25, as follows:
69. **Additions: £13.430m**
70. School's grant funding, of:
- £5.839m Basic Need
 - £2.127m High Needs
 - £2.025m School Condition
 - £0.296m Devolved Formula Grant
71. Other grant funded schemes of:
- £2.077m Disabled Facilities Grant

- £0.615m Bury Streets for All
- £0.345m Ramsbottom Street for All

72. **Reductions: (£4.507m)**

73. Predominately relates to three schemes that were all funded from prudential borrowing, of:
- £2.000m Primary special school (special school 3), due to the DfE bid being unsuccessful.
 - £1.500m Transport Asset Management Plans, not required due to all vehicles now being ordered.
 - £0.865m FM Emergency Building Major Repairs & Audit compliance remedials, this funding envelope has been combined with other building capital budgets and this is the value that is no longer required.

74. **Re-phasing to 2024/25: (£64.009m)**

75. Levelling Up Fund grants and borrowing has allowed the rephasing of capital needed for the hubs and flexi hall projects, of:
- £21.122m Radcliffe Hub
 - £21.092m Bury Flexi Hall

76. Other notable schemes include:
- £7.251m Prestwich Village, funded by prudential borrowing
 - £4.717m Schools Basic Needs, High Needs and School Condition grant funding
 - £2.337m highways schemes, funded through a mixture of grants and prudential borrowing
 - £1.812m sports 3D pitches, funded through a mixture of capital receipts and prudential borrowing
 - £1.522m Disabled Facilities Grant funding
 - £1.350m Springwater Park Phase 2, funded through prudential borrowing
 - £0.677m Parks and Green Spaces Strategy, funded through prudential borrowing.

77. A breakdown of the 2023/24 to 2025/26 proposed Revised Capital Programme is provided in Appendix 2.

78. It is recognised that further work is required in advance of quarter 2 reporting and as part of the work on the medium term financial plan in relation to the capital programme. The programme currently needs reviewing in relation to ICT programme needs and a potential need to match funding if the Council is successful in its funding bid to carry out roof repairs to the Bury Art museum.

Flexible Use of Capital Receipts

79. To date general fund capital receipts of £0.584m have been generated, 4% of these receipts are allowable to offset the salaries of those staff within the Business Growth and Infrastructure Department who work on these sales leaving a balance of £0.560m which can be used under the flexible use of capital receipts policy for transformation. A balance of circa £0.500m has already been earmarked against the Education restructure redundancy costs, the value of which will be confirmed during quarter 2.
80. Further receipts will be kept under review to identify if further transformation costs can be allocated against them and during quarter 2 a piece of work will be undertaken to identify transformation costs which can be allocated against these receipts when they are achieved.

NEXT STEPS AND CONCLUSION

69. The forecast overspend maybe regarded as an early indication of the year end position if continued corrective action is not pursued. A comprehensive programme of recovery activity is therefore underway. An updated MTFS will be brought alongside the next monitoring report at the end of quarter 2.
70. Further work is ongoing to assess the impact of the strengthened spend controls and the impact this may have on the forecast, alongside the review of all in year budgets in conjunction with zero basing budgets for future years. Where there is slippage on savings delivery departments are being asked to pursue bringing forward alternative or future years savings programmes. External income is being pursued wherever possible whether it be through partnership funding or external grant applications. In line with the flexible use of capital receipts policy approved at budgeted Council all opportunities to use capital receipts to fund transformation spend will also be identified and taken.
71. Work over the summer has identified that budgets held within adults for winter surges in demand may be higher than needed following the ongoing work in care packages and therefore some of this can be released and phased in now to offset some of the overspend. Alongside the release of the remaining energy contingency this should see the forecast reduce by circa £1m.
72. However it is anticipated in line with other Local Authorities who are facing similar pressures that reserves may have to be used over and above the planned £4.8m. Members will be updated as part of ongoing monitoring.

Report Author and Contact Details:

Name: Sam Evans

Position: Executive Director of Finance

Department: Finance

E-mail: sam.evans@bury.gov.uk

Links with the Corporate Priorities:

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

Equality Impact and Considerations:

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

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

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

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

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The Council has insufficient funds to support its expenditure.	Regular reporting and tight budgetary control by budget holders support the Council in managing the overall financial risks and financial planning for the Council. The council has recently implemented a moratorium on expenditure to reduce the forecast overspend.

Legal Implications:

There are no legal implications however it is good governance to receive regular updating reports this is in line with our financial framework as set out in the Council constitution.

Financial Implications:

The financial implications are set out in this report.

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Bury Financial Improvement Panel – Terms of Reference

The Panel is established to support Bury Council's financial sustainability and to provide scrutiny and oversight of the Council's financial improvement plan.

The appointment of an Independent Chair and Members of the Committee, show the Council's commitment to robust challenge and commitment to delivery of the improvement plan.

The panel will report to Portfolio Lead for Finance and Communities, the Panel will provide Cabinet with quarterly reports on its activities. Additional oversight will be provided by the Council's Overview and Scrutiny committee and established Finance and Performance subgroup. It is anticipated that this Panel will meet monthly for 18 month period.

Purpose

The purpose of the Finance Improvement Panel is to deliver and drive progress and provide:

- Oversight of delivery of the Medium Term Financial Plan (MTFP)
- Delivery of in year budget tracking and savings delivery
- Review internal budgetary controls
- Strengthen budget monitoring processes
- Asset optimisation
- Reserves rationalisation and strategy
- Capital programme review – work of the established Capital Board to report to the Panel
- Other key financial strategies to be reviewed including but not limited to the Housing Revenue Account and Project Safety Valve

Objectives

- Steer the implementation of the financial improvement plan
- Delivery of a revised MTFP
- Timely and effective decision making to support setting of the Councils 2024/25 2025/2026 budgets
- Receive updating reports on a range of improvement activity and act as required.
- Provide overall strategic direction to the plan so that it achieves its objectives.
- Identifying and mitigating strategic risks.
- Monitor quality outputs and constraints.
- Define and realise benefits.
- Confirm key tasks, priorities, and timetable for future phases of work.

- Ensure that processes are put in place to learn from the improvement activity.
- Provide Elected Members and Executive Team with update reports (verbal or written) on the work of the Board

Membership

- Independent Chair – To be confirmed Independent Appointment
- Chief Executive – Lynne Ridsdale
- CIPFA Lead - John O'Halloran
- LGA representative – Helen Seachurn
- S151 Officer – Sam Evans
- Bury financial improvement lead – Stuart Fair
- Director of Law & Governance, Monitoring Officer – Jacqui Dennis
- Executive Directors to attend as requested by the Panel.

Meetings

- Meetings will be held monthly and in person, additional meetings will be arranged in consultation with the Independent Chair.
- The meetings will be minuted by Democratic Services.
- Papers will be circulated three working days before each meeting.
- Members who are unable to attend will be required to send a deputy. The Chair will be notified in advance.
- No substitutes may be appointed for Independent members.
- On agreement with the Chair the Board will be able to make urgent decisions outside the pre-arranged meetings, all decisions will be formally recorded. (In line with the requirements contained within the Council Constitution).
- A record will be made of all decisions.
- All actions agreed by the Board will be tracked and updating progress reports will be provided in advance of each meeting.

July 2023

NB these TOR will be reviewed Annually.

Appendix 3 - Capital Programme

	2023/24 Capital Programme				In-Year Performance			2024/25 Capital Programme			2025/26 Capital Programme	
	Approved FEB23	Approved In-Year Updates	Proposed In-Year Updates	Revised	Actual Spend at June 23	Forecast Spend	Forecast (Under) / Over Spend	Approved FEB23	Proposed In-Year Updates	Revised	Approved FEB23	Revised
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Capital Programme												
Regeneration and Economic Growth												
Radcliffe Hub	£27.380	£1.448	(£20.706)	£8.123	£0.624	£8.123	£0.000	£8.518	£21.122	£29.639	£0.000	£0.000
Radcliffe Hub – FF&E	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000	£1.125	£0.000	£1.125	£0.000	£0.000
Radcliffe Enterprise Centre Design Development	£0.121	£0.000	(£0.012)	£0.109	£0.000	£0.109	£0.000	£0.246	£0.012	£0.258	£0.000	£0.000
Radcliffe Enterprise Centre	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000	£4.700	£0.000	£4.700	£0.000	£0.000
CRSTS: Radcliffe SOBC	£1.380	£0.000	(£1.380)	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000
Prestwich	£8.362	£0.826	(£7.251)	£1.937	£0.127	£1.937	£0.000	£11.092	£7.251	£18.343	£0.000	£0.000
Ramsbottom	£0.272	£0.015	(£0.200)	£0.086	£0.000	£0.000	(£0.086)	£0.000	£0.200	£0.200	£0.000	£0.000
Bury Flexi Hall	£25.511	£0.010	(£21.172)	£4.348	£0.218	£4.348	£0.000	£12.072	£21.092	£33.164	£0.000	£0.000
Commercial Sites Regeneration	£0.500	£0.214	(£0.500)	£0.214	£0.008	£0.000	(£0.214)	£0.500	£0.500	£1.000	£0.000	£0.000
Regeneration and Economic Growth Total	£63.526	£2.512	(£51.221)	£14.818	£0.977	£14.517	(£0.301)	£38.252	£50.177	£88.429	£0.000	£0.000
Place Shaping/Growth Total	£2.091	£1.316	(£0.852)	£2.555	£0.133	£2.485	(£0.070)	£0.350	£0.436	£0.786	£0.000	£0.000
Sports and Leisure Total	£4.817	£0.963	(£2.836)	£2.943	£0.330	£2.966	£0.023	£1.260	£2.898	£4.158	£0.300	£0.300
Operational Fleet Total	£3.469	£1.766	(£1.500)	£3.735	£1.246	£3.735	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000
ICT and Digital Total	£0.858	(£0.087)	£0.008	£0.780	£0.224	£1.729	£0.949	£0.000	£0.000	£0.000	£0.000	£0.000
Highways												
Cycle and Walking Routes	£2.011	(£0.875)	£0.000	£1.137	£0.191	£1.137	£0.000	£0.000	£0.000	£0.000	£0.000	£0.000
Highways	£3.964	£4.192	£2.428	£10.584	£1.263	£10.588	£0.004	£3.483	£0.948	£4.431	£2.884	£2.884
Street Lighting	£1.730	(£0.025)	£0.000	£1.705	£0.390	£1.705	£0.000	£1.730	£0.000	£1.730	£0.000	£0.000
Traffic Calming and Improvement	£0.538	£0.045	(£0.553)	£0.030	£0.000	£0.030	£0.000	£0.000	£0.553	£0.553	£0.000	£0.000

	2023/24 Capital Programme			
	Approved FEB23	Approved In-Year Updates	Proposed In-Year Updates	Revised
	£m	£m	£m	£m
City Region Sustainable Transport Core Maintenance	£3.273	£0.471	(£0.949)	£2.795
City Region Sustainable Transport Strategic Maintenance	£0.900	£0.024	(£0.924)	£0.000
Road Safety	£0.300	£0.280	(£0.035)	£0.546
Highways Total	£12.716	£4.113	(£0.032)	£16.797
Children and Young People				
Children and Young People All Schools	£14.028	£3.639	£5.579	£23.246
Children and Young People - New Special School	£2.000	£0.000	(£2.000)	£0.000
Children and Young People - Star Academy	£0.000	£0.000	£0.000	£0.000
Children and Young People Total	£16.028	£3.639	£3.579	£23.246
Estate Management - Investment Estate Total	£0.086	£0.070	£0.000	£0.156
Estate Management - Corporate Landlord				
Fernhill Gypsy and Traveller Site	£1.566	(£0.196)	£0.000	£1.370
Springwater Park	£1.850	£0.100	(£1.350)	£0.600
Muslim Burial Extension	£0.025	£0.007	£0.000	£0.032
Welfare Facilities and Emergency Building Repairs	£1.324	£0.576	(£0.948)	£0.952
Estate Management - Corporate Landlord Total	£4.765	£0.487	(£2.298)	£2.955
Older People and Disabled Facilities Grant				

In-Year Performance		
Actual Spend at June 23	Forecast Spend	Forecast (Under) / Over Spend
£m	£m	£m
£0.000	£2.795	£0.000
£0.000	£0.000	£0.000
£0.324	£0.546	£0.000
£2.168	£16.800	£0.004
£0.484	£23.246	£0.000
£0.000	£0.000	£0.000
£0.000	£0.000	£0.000
£0.484	£23.246	£0.000
£0.000	£0.000	(£0.156)
£0.168	£1.370	£0.000
£0.000	£0.600	£0.000
£0.000	£0.032	£0.000
£0.029	£0.927	(£0.025)
£0.197	£2.930	(£0.025)

2024/25 Capital Programme		
Approved FEB23	Proposed In-Year Updates	Revised
£m	£m	£m
£2.546	£0.000	£2.546
£0.900	£0.837	£1.737
£0.000	£0.000	£0.000
£8.659	£2.337	£10.996
£0.000	£4.717	£4.717
£8.500	£0.000	£8.500
£0.000	£0.000	£0.000
£8.500	£4.717	£13.217
£0.000	£0.000	£0.000
£0.000	£0.000	£0.000
£0.750	£1.350	£2.100
£0.000	£0.000	£0.000
£1.482	£0.083	£1.565
£2.232	£1.433	£3.665

2025/26 Capital Programme	
Approved FEB23	Revised
£m	£m
£2.546	£2.546
£0.900	£0.900
£0.000	£0.000
£6.330	£6.330
£0.000	£0.000
£8.000	£8.000
£0.000	£0.000
£8.000	£8.000
£0.000	£0.000
£0.000	£0.000
£0.000	£0.000
£0.000	£0.000
£0.000	£0.000

	2023/24 Capital Programme			
	Approved FEB23	Approved In-Year Updates	Proposed In-Year Updates	Revised
	£m	£m	£m	£m
Older People	£0.223	£0.000	(£0.128)	£0.095
Disabled Facilities Grant	£0.487	£0.359	£0.554	£1.400
Older People and Disabled Facilities Grant Total	£0.710	£0.359	£0.426	£1.495
Housing GF				
Empty Property Strategy	£0.368	£0.000	(£0.218)	£0.150
Housing Development	£0.811	(£0.008)	£0.000	£0.803
Housing GF Total	£1.179	(£0.008)	(£0.218)	£0.953
Housing HRA				
Housing Public Sector	£15.982	£2.012	£0.000	£17.994
Disabled Facilities Adaptations	£0.800	£0.000	£0.000	£0.800
Housing HRA Total	£16.782	£2.012	£0.000	£18.794
Climate Change Total	£0.171	£0.248	(£0.143)	£0.276
TOTAL EXPENDITURE	£127.198	£17.391	(£55.086)	£89.502
Financing the Capital Programme				
Prudential Borrowing	£54.274	£8.404	(£41.872)	£20.806
External Funding	£50.165	£5.901	(£9.118)	£46.948
Capital Receipts	£5.575	£0.624	(£3.976)	£2.223
General Fund RCCO	£1.632	£0.450	(£0.120)	£1.962
Housing Revenue Account DRF/MRR	£15.552	£2.012	£0.000	£17.564
TOTAL FINANCING	£127.198	£17.391	(£55.086)	£89.502

In-Year Performance		
Actual Spend at June 23	Forecast Spend	Forecast (Under) / Over Spend
£m	£m	£m
£0.000	£0.095	£0.000
£0.219	£1.400	£0.000
£0.219	£1.495	£0.000
£0.032	£0.150	£0.000
£0.143	£0.029	(£0.774)
£0.175	£0.179	(£0.774)
(£1.454)	£17.994	£0.000
£0.065	£0.799	(£0.001)
(£1.389)	£18.793	(£0.001)
(£0.008)	£0.276	£0.000
£4.755	£89.151	(£0.351)
	£20.279	(£0.527)
	£47.771	£0.823
	£1.525	(£0.698)
	£0.783	(£1.178)
	£18.793	£1.229
	£89.151	(£0.351)

2024/25 Capital Programme		
Approved FEB23	Proposed In-Year Updates	Revised
£m	£m	£m
£0.000	£0.128	£0.128
£0.000	£1.522	£1.522
£0.000	£1.650	£1.650
£0.000	£0.218	£0.218
£0.000	£0.000	£0.000
£0.000	£0.218	£0.218
£13.447	£0.000	£13.447
£0.800	£0.000	£0.800
£14.247	£0.000	£14.247
£0.000	£0.143	£0.143
£73.500	£64.009	£137.509
£55.330	£37.392	£92.722
£3.446	£22.424	£25.870
£0.477	£3.976	£4.453
£0.000	£0.218	£0.218
£14.247	£0.000	£14.247
£73.500	£64.009	£137.509

2025/26 Capital Programme	
Approved FEB23	Revised
£m	£m
£0.000	£0.000
£0.000	£0.000
£0.000	£0.000
£0.000	£0.000
£0.000	£0.000
£0.000	£0.000
£13.200	£13.200
£0.800	£0.800
£14.000	£14.000
£0.000	£0.000
£28.630	£28.630
£11.057	£11.057
£3.446	£3.446
£0.127	£0.127
£0.000	£0.000
£14.000	£14.000
£28.630	£28.630

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 06 September 2023
Subject:	Support at Home Service Proposal	
Report of	Deputy Leader and Cabinet Member for Health and Wellbeing	

1.0 Summary

Bury Council is proposing to end the Support at Home Service, to reduce spending in the coming years (£500,000 as stated in the Budget Cabinet papers).

To be clear, Support at Home is a non-statutory service, for people over the age of 60, that provides wellbeing checks and advice and support with day-to-day tasks (known as the warden service) and must not be confused with Care at Home that supports people with personal care.

A six-week public consultation ran from 11 May to 21 June 2023. This included face-to-face sessions, an online survey, a paper survey and the offer for individual arrangements and one-to-one conversations.

2.0 Recommendation

The recommendation is to continue with the proposal to cease to provide the Support at Home service once the consultation with the current Support at Home workforce is completed.

Agree to the commencement of consultation with affected staff on the proposed closure of the Support at Home service, as set out within the body of this report and subject to the agreement of the recognised Trades Unions through the Local Government Services Consultation meeting.

Agree to delegate authority to the Executive Director of Health and Adult Care and the Cabinet Members for Health and Wellbeing and HR (Human Resources) and Corporate Affairs, in consultation with the Director of People and Inclusion, Monitoring Officer and S151 Officer to consider responses received from the consultation and produce a final version of the structure.

Six Town Housing will take over the management of the local authority sheltered accommodation schemes and will be available to offer housing related support only to ensure health and safety within the buildings, be contactable Monday to Friday during office hours, introduce tailored housing support plans to those who need them, and signpost/refer to other services as needed. The current cleaning staff will transfer to Six Town Housing in accordance with TUPE regulations.

People in the wider community will also be signposted/referred to other services appropriate for their needs.

Please refer to Section 6 of this report for further details on the proposed new model.

3.0 Reasons for recommendation

Ending the Support at Home service will remove long-standing issues around duplication of service provision with Six Town Housing. Housing responsibilities, including the issues highlighted in section 12 of this report, will clearly be the responsibility of Six Town Housing, and people with care needs will be referred to Adult Care Services.

All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for individual needs. Other services include, but are not limited to, the Older People's Staying Well Team, Calico Floating Support, and Age UK Bury (Information/Advice, Befriending, Social Groups, and a Handyperson Service). All of which are preventative services that promote well-being in-line with the Care Act 2014.

Although most of the consultation feedback highlighted concerns about the proposal to end the Support at Home service, an inequitable demand for support has been created over many years which runs the risk of creating dependency, rather than maintaining independence and we must now support people in the shift towards streamlined services that promote self-help and resilience.

We will work with partners and relevant services to ensure that information and advice on alternative provision is communicated in an inclusive manner.

4.0 Alternative options considered and rejected

Alternative options have been considered but found to be unfeasible at this time, for example, we are unable to increase customer charges to keep the service, because the wellbeing element of the service is not housing benefit eligible and largely subsidised by the Council.

Report Author and Contact Details:

Name: Stephanie Boyd and Deborah Yates

Position: Integrated Commissioning Officer and Strategic Lead for Integrated Commissioning (Older People and Ageing Well)

Department: Health and Care Department, Community Commissioning Division

E-mail: s.boyd@bury.gov.uk and d.yates@bury.gov.uk

5.0 Background

This year the Council had to agree its budget in an extremely difficult context.

Since 2019 the Council has been managing through a pandemic, with the associated resource challenges across increased costs, additional demand, and reduced income.

Whilst using reserves to manage the short-term impacts caused by Covid-19, the challenges of the national economic context have increased, and the budget must respond to the significant worsening of the Council's financial position.

As a result, Bury Council is proposing to end the Support at Home service, by way of reducing spending in the coming years (£500,000 as stated in the Budget Cabinet papers).

A review of the Support at Home service highlighted long-standing issues around duplication of service provision, particularly with Six Town Housing. An inequitable demand for support has been created over many years, which runs the risk of creating dependency, rather than maintaining independence, we must now support people in the shift towards streamlined services that promote self-help and resilience.

6.0 The Proposal

The proposal would see the Support at Home service coming to an end.

Support at Home is a non-statutory service, for people over the age of 60, that provides wellbeing checks and advice and support with day-to-day tasks (known as the warden service) and must not be confused with Care at Home that supports people with personal care.

This will affect approximately 367 people in local authority sheltered accommodation schemes and 148 people in the wider community.

Six Town Housing will take over the management of the local authority sheltered accommodation schemes and will be available to offer housing related support only to ensure health and safety within the buildings, be contactable Monday to Friday during office hours, introduce tailored housing support plans to those who need them, and signpost/refer to other services as needed. The current cleaning staff will transfer to Six Town Housing in accordance with TUPE regulations.

People in the wider community will also be signposted/referred to other services appropriate for their needs.

Staffing impact

The Support at Home Service has a substantive establishment of 18 roles (14.87 FTE):

Role	No. of posts	FTE	Grade
Domestic	5	3.18	3

Home Support Worker/Support Worker	10	8.79	6
Senior Support Worker	2	1.9	8
Registered Manager	1	1	13
TOTAL	18	14.87	

Since the potential closure of the service was identified as a budget option in October 2022 there has been proactive work with the team to understand individual skills and aspirations and identify potential opportunities to mitigate redundancies should the proposal go forwards. Firstly, a skills matrix was developed for each member of staff to help identify suitable alternative roles across the Council. Furthermore, following approval of the Council's Budget in February, any vacancies within the wider organisation were ringfenced to the team, and Managers held 1 to 1 discussions to support individuals in considering movement to these roles. Through this process 4 individuals have been successful in moving into alternative roles within the Council.

There has been ongoing engagement with Trade Union representatives since October 2022 with 2 informal engagement sessions with the team.

Following the proactive work described above, the current structure consists of the following:

Role	No. of posts	FTE	Grade	No. of posts now filled	FTE of posts now filled
Domestic	5	3.18	3	5	5
Home Support Worker/Support Worker	10	8.79	6	6	5.37
Senior Support Worker	2	1.9	8	2	2
Registered Manager	1	1	13	1	1
TOTAL	18	14.87		14	13.37

All 14 remaining employees in the current structure would be affected by the proposal:

In summary it is proposed:

- Home Support Worker/Support Worker – 10 posts are disestablished (of which 6 employees remain in post). These employees would be redundant, subject to consultation. Sufficient posts have been identified and will be ringfenced to the team to apply for within the Rapid Response team and Six Town Housing should they wish to apply
- Senior Support Worker - 2 posts are disestablished. These employees would be redundant, subject to consultation. Sufficient posts have been identified and will be ringfenced to the team to apply for within the Rapid Response team and Six Town Housing should they wish to apply.

- 5 Domestic employees will transfer to Six Town Housing under TUPE arrangements subject to consultation.
- The Registered Manager covers both the Support at Home and the Falcon and Griffin Extra Care Scheme (F&G). Their job description has been revised to remove responsibility for the Support at Home service as a basis for consultation and grading has been re-evaluated and moderated in-line with Council policy.

Staff at risk of redundancy will continue to be proactively supported to move to suitable vacancies in the Department throughout formal consultation.

Eight roles have been identified and will be ringfenced to these individuals to apply for, providing sufficient opportunity for them all to maintain in employment:

- Funding has recently been secured from the NHS to create 6 new posts. The roles will sit within the Rapid Response team within Adult Social Care and will see an emergency response service delivered between 8am and 10pm 7 days a week.
- Six Town Housing have agreed to create 2 vacancies for work that will continue and to ringfence these vacancies to the Home Support Workers/Support Workers and Senior Support Workers should they wish to apply.

Given the nature of these roles they would not be considered a legal suitable alternative to redundancy. Staff may therefore prefer to leave the Council's employment.

Subject to agreement of the recommendations in this report, officers will work to commence consultation for a period of 30 calendar days in-line with the employee consultation toolkit and following a Local Government Consultation (Section 188) meeting with Trade Union colleagues starting 28 September 2023. There will be a whole staff meeting followed by 1-2-1 sessions with individual members of staff.

TUPE

The domestic work will continue through Six Town Housing and therefore as per TUPE regulations there is a service provision change and the five employees engaged as Domestics have the legal right to be TUPE-ed into Six Town Housing. Their work will continue and therefore it is suggested that the TUPE transfer takes place in December 2023.

The ongoing work to consider the future delivery model of Housing in Bury and potential transfer of these functions back into the Council may see these staff move back into Council employment in spring 2024. However, this remains subject to the ongoing Resident Test of Opinion and subsequent Cabinet approval. The Council's obligation to these staff under TUPE remains and hence, in accordance with legal requirements, they would transfer to Six Town Housing in December 2023.

In terms of the Support Workers and Senior Support Workers this work is not continuing and therefore TUPE will not apply.

Redundancy costs

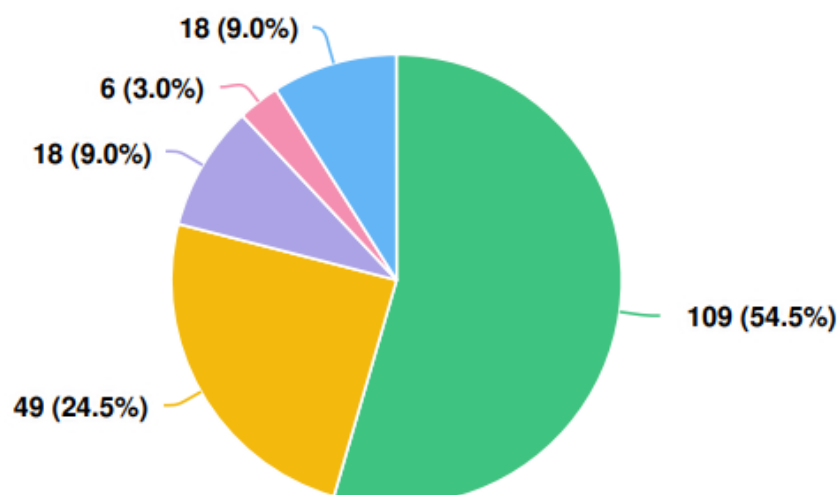
The maximum redundancy cost for the 8 individuals at risk of redundancy would be £66,242, which would be borne by the service and would be offset against the savings that will be delivered from the proposed changes. This sum will reduce if any of the 8 individuals at risk of redundancy secure an alternative role. The associated capital costs related to the early release of pension benefits for the 4 workers over the age of 55 is £65,903. This would be met from the Council's fund held centrally with the Greater Manchester Pension Fund (GMPF) and would again reduce if alternative employment is found.

7.0 Consultation – Key Findings

A six-week public consultation ran from 11 May to 21 June 2023. This included face-to-face sessions, an online survey, a paper survey and the offer for individual arrangements and one-to-one conversations. The Support at Home staff hand-delivered all surveys and offered support to those who needed it.

The chart below provides a breakdown of who completed the survey out of 200 people:

Green: Support at Home Customer
Yellow: Family, friend, carer, or advocate
Purple: Council member of staff
Pink: Partner Organisation
Blue: None of the above



Out of approximately 515 Support at Home customers in total, 109 completed the survey (21%).

Most customers who completed the survey said they do access the Support at Home service and 84% feel the proposal will impact them either, a great deal or quite a bit.

'Support to feel safe and secure in my home' ranked the highest in terms of being very important to people.

Please see Appendix 1 for the Consultation Report.

7.1 Customer Comments

Some customers who completed the survey raised concerns about the proposal. For example:

"The Support at Home team is a highly valued asset and must not be taken away from us. Their help and advice is priceless and very reassuring. Not everyone has family."

"Crucial to check on me daily as I have frequent blackouts and suffer from PTSD and poor mental health and loneliness."

"I could have a fall and not be found for a few days. I will also become more isolated and depressed."

However, some customers agreed with the proposal with one person stating:

"No other ideas necessary, you have hit the nail on the head. Remove all wardens, they are not necessary in the day to day running of sheltered accommodation, if people need help, Careline is at hand."

7.2 Family, Friend, Carer or Advocate Comments

Some people who completed the survey under the category of family, friend, carer or advocate also raised concerns about the proposal. For example:

"Removing this help for the elderly and vulnerable will have a massive detrimental effect on their quality of life and will put more pressure on the NHS through other already overwhelmed support services. Removing this service is just moving the issues, this does not help anyone."

"The Wardens play an integral role in co-ordinating building repairs etc. to six town housing, whose telephone line and answering service are very often difficult to negotiate for residents."

"No one checking on my relative, the removal will not only impact my severely disabled relative but put more caring responsibilities on myself, of which I am unable to continue any longer."

7.3 Council and Partner Organisation Comments

As above, concerns were also raised by Council employees and partner organisations about the proposal to end the service. For example:

"Losing the Support at Home service will be a loss. It is so useful for us social workers for cases that don't require a full package of care but require some oversight."

However, the need to make efficiencies and streamline services was recognised.

7.4 Face-to Face Sessions

Face-to-face sessions took place at the 'under one roof' sheltered schemes (9 in total). The numbers of people attending these sessions varied from scheme to scheme and there was a mixture in attendance (customers, family, and staff).

Many of the same topics came up at each session and clarity was requested on several areas, resulting in an updated 'Frequently Asked Questions' document which has been sent out to all customers – please see appendix 2.

8.0 Links with the Corporate Priorities:

In line with the Let's Do It! Strategy we want to help Support at Home customers to access opportunities and create new ones on their own, without creating long-term dependency on public assistance.

This strengths-based approach means focusing on individuals' strengths and not on their weaknesses. This includes personal resilience and capabilities but also the current and potential social and community networks, to ensure that people stay connected and independent.

9.0 Equality Impact and Considerations:

Inclusion, equality, and the needs of customers have been considered throughout the service review process and will continue to be considered throughout any potential process for change.

Withdrawal of the service, because of its very nature and the demographics of those that use it, will impact certain protected groups to a greater extent. However, the characteristics of users have not been a factor in decision making.

There is a risk that, if the service were withdrawn without any mitigation or assessment of users prior to its cessation there would be a negative impact on certain groups. Through the continuation of the housing-based support via Six Town, signposting to other support options and the assessment and consideration of users for any appropriate statutory provision this impact will be mitigated.

Care will also be taken to ensure all communication and engagement is fully accessible. Where carers are involved, conversations will continue to ensure they are fully engaged and supported appropriately.

Although some stakeholders may view the change as a negative impact, the Council aims to achieve efficiencies, streamline services, create clear roles and responsibilities, and increase equity and independence for customers/tenants.

Please see appendix 3 for Equality Analysis.

10.0 Environmental Impact and Considerations:

The proposal supports the Council's target to be carbon neutral by 2038 as the removal of Support at Home visits will contribute to the plans for low carbon travel.

11.0 Key Risks and Mitigations:

Risk / opportunity	Mitigation
Significant disruption and unrest for staff	Input from HR and Unions as appropriate.
Lack of support for tenants/customers and reduced peace of mind for carers.	All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for individual needs.
Increased demand for other services.	Prior communication with services where demand may increase.
Increased number of concerns and issues at schemes where anti-social behaviour etc. already takes place – please see section 12 of this report.	Six Town Housing to deploy their responsibilities as appropriate.
Lack of savings for 2023/24	Risk accepted – there are potentially savings to be made from quarter 4.

12.0 Housing Related Issues

The issue of anti-social behaviour in sheltered schemes was raised several times throughout the consultation process. For example:

- People (not residents) have been found sleeping in communal areas and stairwells, smoking, taking drugs and leaving fire doors ajar.
- Residents had to call emergency services for someone that had overdosed.
- Some residents are letting these people in.
- Youths turning tables in the communal lounge upside down.
- Vandalism.
- Verbal aggression/abuse from particular residents.

The issue of outstanding maintenance and repair work in sheltered schemes was also raised several times, for example, a front door that anyone can open by simply pulling it, clearly adding to concerns around safety and security.

Lastly, the issue of inappropriate placements in sheltered schemes was also raised, for example, people with dementia who wander, younger people without support needs, and younger people with support needs who may have been better suited to a supported living environment.

Legal Implications:

1. The service currently provided is non statutory in that there is no legal duty stating it should be provided. This decision will lead to the withdrawal of a service, a full EIA is appended to this report.

Financial Implications:

2. The savings from the ceasing of the Support at Home service were included as part of the 2023/24 budget savings proposals approved by Budget Council in February 2023 and totalled £500k. Alternative savings will have to be found to mitigate the part year effect of the implementation within the 2023/24 financial year. Any costs of redundancy should staff not secure alternative roles within the Council or Six Town Housing will be met from within the service budget in year.

Background papers:

Appendix 1: Consultation Report

Appendix 2: Updated Frequently Asked Questions

Appendix 3: Equality Analysis

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

Term	Meaning
Wider Community	Customers who do not live in the local authority sheltered accommodation schemes

Appendix 1 – Support at home on-line survey results

200 responses were received to the on-line survey, which was available for comments from 11th May to 21st June 2023.

Below are the responses.

Q1. How are you responding to this survey?

Responding as	% of respondents
Support at home customer	55%
Family, friend, carer or advocate	25%
Council member of staff	9%
Partner organisation	3%
None of the above	9%

- Respondents could tick as many responses as appropriate

As the table above shows, 55% of respondents were from customers of the support at home service, with a further 25% of respondents being family, friend, carer or an advocate of a current customer.

Q2. As a support at home customer do you access the service?

Response	% of respondents
Yes	94%
No	2%
Don't Know	5%

94% of support at home customers stated that they did access the service. With 5% not knowing if they did or not and 2% not accessing the service.

Q3. How important are the following areas to you?

Area of support	4- very important	3	2	1	0 – not important
Support to maintain my health and wellbeing	83	12	3	0	2
Support to reduce social isolation	81	9	3	2	1
Practical support	69	3	7	4	12
Tenancy support	82	8	0	0	6
Support to keep me safe and secure	88	5	2	0	2

As the table above shows all areas of support from the current service were viewed as 'very important' by the largest number of respondents with support to keep me safe and secure being seen as the most important with support to health and wellbeing the second most important. Practical support was the least important although still a considerable number did consider it 'very important'.

Q4. To what extent will the proposals impact you?

Impact of proposals	% of respondents
A great deal	71
Quite a lot	14
Somewhat	10
Very little	4
Not at all	2

71% of respondents felt that the proposals to the support at home service would impact them 'a great deal' with a further 14% saying they would be impacted 'quite a lot'

Support at Home - Frequently Asked Questions (FAQs)



Q. What is being proposed?

A. The proposal would see the Support at Home service coming to an end.

To be clear, Support at Home is a non-statutory service that provides wellbeing checks and advice and support with day-to-day tasks (known as the warden service) and must not be confused with Care at Home which supports people with personal care.

Before any decisions are made, a period of consultation will begin on 11 May 2023 for 6 weeks. We are inviting you to read the proposal and give us your views.

Q. Why is this being proposed now?

A. This year the Council had to agree its budget in an extremely difficult context.

Since 2019 the Council has been managing through a pandemic, with the associated resource challenges across increased costs, additional demand and reduced income.

Whilst using reserves to manage the short-term impacts caused by Covid-19, the challenges of the national economic context have increased and the budget must respond to the significant worsening of the Council's financial position.

Q. I live in a local authority sheltered accommodation scheme. What support will be available for me under the proposal?

A. Six Town Housing will take over the management of the local authority sheltered accommodation schemes and will be available to offer housing related support only.

Six Town Housing will:

- Maintain current cleaning staff
- Ensure health and safety within the buildings
- Be contactable Monday to Friday during office hours
- Introduce tailored housing support plans to those who need them, this might include assistance with applying for the correct welfare benefits or help for those settling into a new home
- Signpost/refer to other services as needed

Six Town Housing will not:

- Be onsite daily
- Offer daily wellbeing checks
- Provide a Care Link Emergency Response Service

Q. I live in the wider community (not in a local authority sheltered accommodation scheme). What support will be available for me under the proposal?

A. People in the wider community will be signposted/referred to other services appropriate for their needs.

Q. What other services are available for me?

A. This depends on individual needs, however, there is a range of support available for older people across the borough. For example, assessment and input from Social Workers, a referral to the Older People's Staying Well Team, a referral to Calico Floating Support, or signposting to Age UK Bury.

Q. Will there be a change to the charges that I pay?

A. This depends on your individual situation. Customers who are self-payers will see a saving and for those who receive housing benefit, this will be taken from your claim.

If you live in a local authority sheltered accommodation scheme and currently pay an £8.33 weekly wellbeing charge, this will come to an end.

If you live in the wider community (not in a local authority sheltered accommodation scheme) and currently pay a £17.63 weekly wellbeing charge, this will come to an end.

Q. Can I keep my Care Link?

A. If you live in a local authority sheltered accommodation scheme, the Care Link system is built into your home and will remain in place.

If you live in the wider community (not in a local authority sheltered accommodation scheme), you are welcome to keep your Care Link but there will be a charge for this if you do not pay already (£4.90 weekly). If you receive housing benefits, you might be eligible for funding support. Care Link will guide you about any financial support you might qualify for.

Q. What will happen if there is no Care Link Emergency Response Service?

A. Your call will still go through to a Care Link Call Handler 24 hours per day, 7 days per week. The Call Handler will decide on the most appropriate course of action, for example, contact with a family member or the emergency services.

Q. Do the Support at Home staff know about this?

A. Yes, staff have been briefed beforehand.

Q. Do I have to take part in the consultation?

A. No, the consultation is completely voluntary. However, your views are important as they will be taken into consideration when the Council decides on the proposal.

Q. How do I take part?

A. There are different options available which are outlined in the letter that you should have received with these FAQs. This includes face-to-face sessions, an online survey, a paper survey, or individual arrangements for one-to-one conversations.

Q. Can family members and other interested parties take part?

A. Yes, family members, friends, carers, advocates, or other interested parties are welcome to take part.

Q. Will my answers remain confidential?

A. Yes, your answers will be treated in the strictest confidence and will not be used other than for this purpose. You do not have to give us your personal details, and the anonymised results of the engagement exercise will be published on the One Community website: www.onecommunitybury.co.uk

All responses will be held and stored within data protection guidelines and Bury Council's privacy policy.

Q. What will happen with the results of the consultation?

A. The anonymised results of the consultation will be published on the One Community website. The anonymised results will also be included in a final report which the Council will use to make an informed judgement on whether to implement the proposal. All customers will be notified of the outcome.

Q. When does the consultation close?

A. The consultation will run for 6 weeks from 11 May to 21 June.

ADDITIONAL INFORMATION ADDED TO THE FREQUENTLY ASKED QUESTIONS

Please note that any reference to sheltered accommodation schemes is referring to local authority schemes only.

Q. How and when will a decision be made on the proposal?

A. Following the 6-week consultation, the results will be collated, analysed and a report will be taken to Cabinet on 6 September 2023 for a decision to be made.

Q. What is Cabinet and can the public attend?

A. Cabinet is a meeting chaired by the Leader of the Council. Other elected members also attend and together they make major decisions about council services. The public can attend, and meetings are streamed live online – please contact Democratic Services for further information:

democratic.services@bury.gov.uk

Q. Is there a right to appeal the decision?

A. The public do not have the right to appeal a decision, but they can ask non-Cabinet Members to call-in the decision for further scrutiny – please contact Democratic Services for further information: democratic.services@bury.gov.uk

Q. What will happen if Cabinet agrees for the proposal to go ahead?

A. If Cabinet agrees for the proposal to go ahead, the changes will not happen imminently. A 30-day staff consultation will be needed and time to implement the changes safely. We will keep you informed during this process. We will then review the changes to ensure they are working.

Q. Have there been other Council cuts?

A. Yes, efficiencies have been made in other areas of the council.

Q. How much will be saved by ending the Support at Home service?

A. Half a million pounds.

Q. Will the sheltered accommodation schemes become general let for anyone?

A. No, the sheltered accommodation schemes will maintain a minimum age requirement and eligibility criteria.

Q. What will happen to Care Link if the proposal goes ahead?

A. If you live in a local authority sheltered accommodation scheme, the Care Link system is built into your home and will remain in place.

If you live in the wider community (not in a local authority sheltered accommodation scheme), you are welcome to keep your Care Link but there will be a charge for this if you do not pay already (£4.90 weekly). If you receive housing benefits, you might be eligible for funding support. Care Link will guide you about any financial support you might qualify for.

Care Link will also guide you on other pieces of equipment that might be available to you.

Under the proposal, there will be no Care Link Emergency Response Service. However, all Care Link calls will still go through to a Care Link Call Handler 24 hours per day, 7 days per week. The Call Handler will decide on the most appropriate course of action, for example, contact with a family member or the emergency services.

Q. Who will do the Care Link equipment checks if the proposal goes ahead?

A. This needs further consideration by Care Link.

Q. Support at Home staff currently hold keys to the sheltered scheme properties. Will Six Town Housing hold keys if the proposal goes ahead?

A. This needs further consideration by the Council and Six Town Housing.

Q. Who will be responsible for security and safety concerns in the sheltered schemes if the proposal goes ahead?

A. Six Town Housing.

Q. Who will be responsible for building maintenance in the sheltered schemes if the proposal goes ahead?

A. Six Town Housing.

Q. What happens if the sheltered scheme lifts or washing machines break?

A. This will need reporting to Six Town Housing.

Q. Will there be a direct line for sheltered scheme tenants to contact the Six Town Housing Tenancy Support Service?

A. This needs further consideration by the Council and Six Town Housing.

Q. Who will manage the sheltered scheme security cameras if the proposal goes ahead?

A. This needs further consideration by the Council and Six Town Housing.

Q. Who will be responsible for sheltered scheme fire safety if the proposal goes ahead?

A. Six Town Housing, Care Link, and the Fire Service in partnership.

Q. Will the cleaning be affected in sheltered schemes if the proposal goes ahead?

A. No, current arrangements will remain in place.

Q. Will there still be a Christmas Party for tenants in sheltered schemes?

A. Yes, Six Town Housing will support tenants to arrange Christmas Parties.

Q. Can sheltered scheme tenants move if they want to?

A. Yes, of course. However, there are processes to follow within the Council and Six Town Housing, and individual circumstances will be considered case by case.

Q. Has data protection been considered?

A. Yes, if the proposal goes ahead, Support at Home will pass relevant information to Six Town Housing. Everything else that is no longer needed will be destroyed.

Q. Who will update my Support at Home Support Plan?

A. These Support Plans will no longer exist. People can have a Housing Support Plan or be referred to other services.

Q. Will there be a change to the charges that I pay?

A. This depends on your individual situation. Customers who are self-payers will see a saving. For those who receive housing benefit, the Council will see a saving (this is because the Council currently subsidises the wellbeing element of the service for those receiving housing benefits).

If you live in a local authority sheltered accommodation scheme and currently pay a £9.17 weekly wellbeing charge, this will come to an end. Housing management/amenity charges will continue to pay for things like grounds maintenance and the upkeep of communal areas.

If you live in the wider community (not in a local authority sheltered accommodation scheme) and currently pay a £20.37 weekly wellbeing charge, this will come to an end.

Q. I am concerned about my needs. What support will be available for me if the proposal goes ahead?

A. The Support at Home Managers are currently considering the needs of everyone. People will be signposted and/or referred to other sources of support, with their consent. For example, assessment and input from Social Workers, a referral to the Older People's Staying Well Team, a referral to Calico Floating Support, or signposting to Age UK Bury.

Six Town Housing will take over the management of the local authority sheltered accommodation schemes and will be available to offer housing related support.

Q. There will be a greater demand for self-welfare – could a course be arranged for people to attend?

A. The Council will look into this.

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EQUALITY ANALYSIS

This Equality Analysis considers the effect of Bury Council/ Bury CCG activity on different groups protected from discrimination under the Equality Act 2010. This is to consider if there are any unintended consequences for some groups from key changes made by a public body and their contractor partners organisations and to consider if the activity will be fully effective for all protected groups. It involves using equality information and the results of engagement with protected groups and others, to manage risk and to understand the actual or potential effect of activity, including any adverse impacts on those affected by the change under consideration.

For support with completing this Equality Analysis please contact corporate.core@bury.gov.uk / 0161 253 6592

SECTION 1 – RESPONSIBILITY AND ACCOUNTABILITY	
Refer to Equality Analysis guidance page 4	
1.1 Name of policy/ project/ decision	Support at Home Service Proposal
1.2 Lead for policy/ project/ decision	Adrian Crook - Director Adult Social Care and Community Commissioning
1.3 Committee/Board signing off policy/ project/ decision	Cabinet
1.4 Author of Equality Analysis	Name: <i>Stephanie Boyd</i> Role: <i>Integrated Commissioning Officer</i> Contact details: s.boyd@bury.gov.uk
1.5 Date EA completed	29/08/2023
1.6 Quality Assurance	Name: <i>Sam McVaigh</i> Role: <i>Director of People and Inclusion</i> Contact details: s.mcvaigh@bury.goc.uk Comments:
1.7 Date QA completed	14/08/23
1.8 Departmental recording	Reference: Date:
1.9 Next review date	

SECTION 2 – AIMS AND OUTCOMES OF POLICY / PROJECT	
Refer to Equality Analysis guidance page 5	
2.1 Detail of policy/ decision being sought	<p>Bury Council is proposing to end the Support at Home Service, in order to reduce spending in the coming years (£500,000 as stated in the Budget Cabinet papers).</p> <p>To be clear, Support at Home is a non-statutory service, for people over the age of 60, that provides wellbeing checks and advice and support with day-to-day tasks (known as the warden service) and must not be confused with Care at Home that supports people with personal care.</p>

	<p>A six-week public consultation ran from 11 May to 21 June 2023. This included face-to-face sessions, an online survey, a paper survey and the offer for individual arrangements and one-to-one conversations.</p> <p>Following the analysis of the consultation feedback, the recommendation is to continue with the proposal to cease to provide the Support at Home service once the consultation with the current Support at Home workforce is completed.</p> <p>Six Town Housing will take over the management of the local authority sheltered accommodation schemes and will be available to offer housing-related support only. The current cleaning staff will transfer to Six Town Housing. Six Town will also ensure health and safety within the buildings, be contactable Monday to Friday during office hours, introduce tailored housing support plans to those who need them, and signpost/refer to other services as needed.</p> <p>People in the wider community will also be signposted/referred to other services appropriate for their needs.</p>
<p>2.2 What are the intended outcomes of this?</p>	<p>Ending the Support at Home service will remove long-standing issues around duplication of service provision with Six Town Housing. Housing responsibilities will clearly be the responsibility of Six Town Housing and people with care needs will be referred to Adult Care Services.</p> <p>All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for individual needs. Other services include, but are not limited to, the Older People's Staying Well Team, Calico Floating Support, and Age UK Bury (Information/Advice, Befriending, Social Groups, and a Handyperson Service). All of which are preventative services that promote well-being in-line with the Care Act 2014.</p> <p>Although most of the consultation feedback highlighted concerns about the proposal to end the Support at Home service, an inequitable demand for support has been created over many years, this runs the risk of creating dependency, rather than maintaining independence, we must now support people in the shift towards streamlined services that promote self-help and resilience.</p> <p>We will work with partners and relevant services to ensure that information and advice on alternative provision is communicated in an inclusive manner.</p>

SECTION 3 – ESTABLISHING RELEVANCE TO EQUALITY & HUMAN RIGHTS

Refer to Equality Analysis guidance pages 5-8 and 11

Please outline the relevance of the activity/ policy to the Public Sector Equality Duty

General Public Sector Equality Duties	Relevance (Yes/No)	Rationale behind relevance decision
3.1 To eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by Equality Act 2010	Yes	<p>Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.</p> <p>Officers will ensure that any new service model will promote equality, independence, and dignity.</p> <p>HR and Unions will support staff affected by the changes. TUPE obligations will be met and redeployment opportunities will be explored before redundancies are made.</p> <p>If the above mitigations were not made then there would be a risk of discrimination here.</p>
3.2 To advance equality of opportunity between people who share a protected characteristic and those who do not.	No	
3.3 To foster good relations between people who share a protected characteristic and those who do not	No	
3.4 Please outline the considerations taken, including any mitigations, to ensure activity is not detrimental to the Human Rights of any individual affected by the decision being sought.		
The list of Human Rights has been explored and this proposal will not have a detrimental impact on those customers currently receiving this service. All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for individual needs.		

SECTION 4 – EQUALITIES DATA

Refer to Equality Analysis guidance page 8

Protected characteristic	Outcome sought	Base data	Data gaps (to include in Section 8 log)
4.1 Age	To ensure that customer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	27% of the people who receive the service are aged 55 to 64 53% are aged 65 plus The remaining 20% have chosen not to provide their age but will fall into the bracket of 55 and older given the nature of the service.	Only gap here relates to those choosing not to disclose this information.

		<p>12.77% of the population of Bury are aged 55 to 64 years old and 18.29% are aged 65 plus</p> <p>Therefore this change disproportionately effects adults aged 55 plus</p> <p>This is to be expected as the accommodation provided is specifically for those aged 55 and over.</p>	
4.2 Disability	<p>To ensure that customer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.</p>	<p>19% of the population report having a disability</p> <p>20.79% of the people affected by this change self reported as having a disability</p> <p>Whilst there is a small difference here this is not seen as statistically significant..</p> <p>Support and adjustments will be made in communication with those with a disability and specific needs will be addressed through the decommissioning process. However there is no disproportionate effect on people with disabilities when compared with the demographics of the borough.</p>	
4.3 Gender	<p>To ensure that customer needs will continue to be met in</p>	<p>The population of Bury is 51% female and 49% male</p>	.

	line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	<p>The gender of those affected by this change are 52.6% female and 47.38% male</p> <p>Whilst there is a small difference here this is not seen as statistically significant..</p> <p>There is no disproportionate effect on people with disabilities when compared with the demographics of the borough.</p>	
4.4 Pregnancy or Maternity	No – Not applicable given the nature of the service		
4.5 Race	To ensure that customer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	<p>81.84% of those affected are white British compared to 78.2% of the population 2.43% are white Irish 0.19% Indian 0.75% Bangladeshi 0.19% Black Caribbean 0.19% Mixed White and Black Caribbean 0.56% Chinese 0.19% Mixed White Pakistani</p> <p>This compares to the Bury Population</p> <p>Indian 1.0% Pakistani 7.8% Bangladeshi 0.2% Chinese 0.5% Any other Asian background 1.1% Black Caribbean 0.4% Black African 1.3% Other Black British 0.2% white and Black Caribbean 0.8%</p>	We require further understanding of individual customer needs. All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for individual needs.

		<p>White and Asian 0.9%</p> <p>White and Black African 0.4%</p> <p>Any other Mixed-Race background 0.6%</p> <p>Whilst there are some variations here from the borough demographics (i.e. a 3.5% greater representation of white British people) there are no areas where the impact is significantly disproportionate. It should be emphasized that this information is provided for analytical purposes only and the decision making process is not related to the demographic profile of service users.</p>	
4.6 Religion and belief	To ensure that customer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	This data is not available	We require further understanding of individual customer needs. All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for individual needs, this will include any needs specific to their religion .
4.7 Sexual Orientation	To ensure that customer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	This data is not available	We require further understanding of individual customer needs. All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for

			individual needs, this will include any needs specific to their
4.8 Marriage or Civil Partnership	To ensure that customer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	<p>17.9% of those affected are married or living with a partner</p> <p>The remaining 82.1% are either single, divorced or widowed</p> <p>This compares to the population data of Married or Civil Partnership 33.93% Other 22.28% Prefer not to say 0% Unknown 43.79%</p> <p>The lower number of married people is a result of a large portion of the accommodation available being for single people and also the age profile of the residents</p> <p>Whilst there are some variations here from the borough demographics, it should be emphasized that this information is provided for analytical purposes only and the decision making process is not related to the demographic profile of service users.</p>	.
4.9 Gender Reassignment	To ensure that customer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	This data is not available	We require further understanding of individual customer needs. All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for

			individual needs, this will include any needs specific to their gender identity .
4.10 Carers	To ensure that carer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	17% of Bury population report beign carers This data is not available for those who are affected by this proposal	Where carers are involved, conversations will continue to ensure they are fully engaged and supported appropriately.
4.11 Looked After Children and Care Leavers	No – Not applicable given the nature of the service		
4.12 Armed Forces personnel including veterans	To ensure that customer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	This data is not available	We require further understanding of individual customer needs. All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for individual needs, this will include any needs specific to military service.
4.13 Socio-economically vulnerable	To ensure that customer needs will continue to be met in line with statutory duties and the Care Act 2014 and to understand and mitigate any disproportionate negative impact in relation to equality.	This data is not available	We require further understanding of individual customer needs. All customers will be screened by the current Support at Home service prior to it ending, and referrals/signposting will take place as appropriate for individual needs, this will include any needs specific to socio economic vulnerability.

SECTION 5 – STAKEHOLDERS AND ENGAGEMENT

Refer to Equality Analysis guidance page 8 and 9

	Internal Stakeholders	External Stakeholders
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5.1 Identify stakeholders	<ul style="list-style-type: none"> • Project Group (Community Commissioning, Strategic Housing and HR) • Senior Managers • Support at Home Team • Cabinet members • Legal services • Finance • Comms • Procurement • Social Workers • Older People's Staying Well Team • Care Link • Rapid Response 	<ul style="list-style-type: none"> • Tenants/customers • Family/friends/wider community • Six Town Housing • Age UK Bury • Calico Floating Support • Bury Carers Hub • Bury VCFA • Bury Healthwatch • NWAS • Bury Older People's Network • LD, Autism and Mental Health contacts
5.2 Engagement undertaken	<p>A six-week public consultation ran from 11 May to 21 June 2023 – all relevant internal stakeholders were invited to provide feedback.</p> <p>Please refer to the consultation document for further information.</p> <p>E-mails, telephone calls and meetings have taken place with other stakeholders as and when required.</p> <p>The final views have been taken into consideration by the Project Group.</p>	<p>A six-week public consultation ran from 11 May to 21 June 2023. This included face-to-face sessions, an online survey, a paper survey and the offer for individual arrangements and one-to-one conversations.</p> <p>Support at Home staff encouraged tenants/customers to provide feedback and offered support to those who needed it.</p> <p>Please refer to the consultation document for further information.</p> <p>E-mails, telephone calls and meetings have taken place with other stakeholders as and when required.</p> <p>The final views have been taken into consideration by the Project Group.</p>
5.3 Outcomes of engagement	<p>Following the analysis of the consultation feedback, the recommendation is to continue with the proposal to cease to provide the Support at Home service once the consultation with the current Support at Home workforce is completed.</p> <p>Please refer to the consultation document for further information.</p>	<p>Following the face-to-face sessions at the sheltered schemes, the Frequently Asked Questions document was updated and sent out to all customers/tenants.</p> <p>Following the analysis of the consultation feedback, the recommendation is to continue with the proposal to cease to provide the Support at Home service once the consultation with the current Support at Home workforce is completed.</p>

		Please refer to the consultation document for further information.
5.4 Outstanding actions following engagement (include in Section 8 log)	Cabinet Report to be completed. Staff consultation to follow Cabinet decision.	Cabinet Report to be completed. Staff consultation to follow Cabinet decision.

SECTION 6 – CONCLUSION OF IMPACT

Refer to Equality Analysis guidance page 9

Please outline whether the activity/ policy has a positive or negative effect on any groups of people with protected inclusion characteristics

Protected Characteristic	Positive/ Neutral Negative/	Impact (include reference to data/ engagement)
6.1 Age	Negative	<p>There are 35,447 (18.3%) older adults aged 65 years and over in Bury, similar to England average of 18.4%. Elton Vale (31.3%) and Summerseat (31.1%) have the highest proportion and Fernhill and Pimhole (9.6%) have the lowest proportion of older adults in Bury. In sheltered housing in Bury, approximately 52%</p> <p>Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.</p> <p>Withdrawal of the service, because of its very nature and the demographics of those that use it, will impact older people to a greater extent. However, the age profile of users has not been a factor in decision making.</p> <p>There is a risk that, if the service were withdrawn without any mitigation or assessment of users prior to its cessation there would be a disproportionate and inappropriate negative impact. Through the continuation of the housing-based support via Six Town, signposting to other support options and the assessment and consideration of users for any statutory provision this impact will be mitigated.</p> <p>We will work to ensure all users of the service have access to all comms and processes in an accessible format.</p>
6.2 Disability	Neutral	<p>Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable</p>

		<p>support will continue to be provided - signposting/referrals to other services as appropriate.</p> <p>Disability has not been a factor in decision making.</p>
6.3 Gender	Neutral	<p>Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.</p> <p>The gender profile of users has not been a factor in decision making.</p>
6.4 Pregnancy or Maternity	Neutral	No evidence to suggest impact.
6.5 Race	Neutral	<p>Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.</p> <p>Race has not been a factor in decision making.</p>
6.6 Religion and belief	Neutral	<p>Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.</p> <p>Religion and belief have not been factors in decision making.</p>
6.7 Sexual Orientation	Neutral	<p>Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.</p> <p>Sexual orientation has not been a factor in decision making.</p>
6.8 Marriage or Civil Partnership	Neutral	<p>Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.</p> <p>Marriage/Civil Partnerships have not been factors in decision making.</p>
6.9 Gender Reassignment	Neutral	<p>Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.</p> <p>Gender Reassignment has not been a factor in decision making.</p>

6.10 Carers	Negative	<p>Withdrawal of the service, because of its very nature is likely to impact carers.</p> <p>There is a risk that, if the service were withdrawn without any mitigation or assessment of users prior to its cessation there would be a disproportionate and inappropriate negative impact. Through the continuation of the housing-based support via Six Town, signposting to other support options and the assessment and consideration of users for any statutory provision this impact will be mitigated.</p> <p>Where carers are involved, conversations will continue to ensure they are fully engaged and supported appropriately.</p>
6.11 Looked After Children and Care Leavers	Neutral	No evidence to suggest impact.
6.12 Armed Forces personnel including veterans	Neutral	Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.
6.13 Socio-economically vulnerable	Neutral	Service provision is put in place based on the needs of customers. The needs of customers will be considered throughout any potential process for change and suitable support will continue to be provided - signposting/referrals to other services as appropriate.
6.14 Overall impact - What will the likely overall effect of your activity be on equality, including consideration on intersectionality?		<p>Inclusion, equality, and the needs of customers have been considered throughout the service review process and will continue to be considered throughout any potential process for change.</p> <p>Withdrawal of the service, because of its very nature and the demographics of those that use it, will impact older people to a greater extent. However, the characteristics of users have not been a factor in decision making.</p> <p>There is a risk that, if the service were withdrawn without any mitigation or assessment of users prior to its cessation there would be a negative impact on certain groups. Through the continuation of the housing-based support via Six Town, signposting to other support options and the assessment and consideration of users for any appropriate statutory provision this impact will be mitigated.</p> <p>Care will also be taken to ensure all communication and engagement is fully accessible. Where carers are involved, conversations will continue to ensure they are fully engaged and supported appropriately.</p>

	<p>Although some stakeholders may view the change as a negative impact, the Council aims to achieve efficiencies, streamline services, create clear roles and responsibilities, and increase equity and independence for customers/tenants.</p> <p>In line with the Let's Do It! Strategy we want to help Support at Home customers to access opportunities and create new ones on their own, without creating long-term dependency on public assistance.</p> <p>This strengths-based approach means focusing on individuals' strengths and not on their weaknesses. This includes personal resilience and capabilities but also the current and potential social and community networks, to ensure that people stay connected and independent.</p>
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SECTION 7 – ACTION LOG

Refer to Equality Analysis guidance page 10

Action Identified	Lead	Due Date	Comments and Sign off (when complete)
7.1 Actions to address gaps identified in section 4			
All customers will be screened by the current Support at Home service prior to it ending. Through this process we will look to understand any equality specific factors that may have an impact on people. Referrals/signposting will take place as appropriate for individual needs. This process will consider all protected characteristics at an individual level and also be used to help develop an understanding of any cumulative impacts for certain groups, particularly in relation to areas such as religion and sexual orientation where data is not available. .	Naomi Smith (Support at Home Manager)	Sept 2023	Sue Massel (Assistant Director of Adult Care Services) aware of potential need for social work assessments. Further conversations required with other services that may have an increase in demand.
7.2 Actions to address gaps identified in section 5			
Cabinet Report to be completed.	Stephanie Boyd (Integrated Commissioning Officer)	Sept 2023	
Staff consultation to be completed following Cabinet.	Sue Massel (AD of ACS) and Vanessa	Sept 2023	

	Brockbank (HR)		
7.3 Mitigations to address negative impacts identified in section 6			
All customers will be screened by the current Support at Home service prior to it ending. Through this process we will look to understand any equality specific factors that may have an impact on people. Referrals/signposting will take place as appropriate for individual needs. We are also in the process of gathering data that will help us to better understand the equality profile of customers.	Naomi Smith (Support at Home Manager)	Sept 2023	Sue Massel (Assistant Director of Adult Care Services) aware of potential need for social work assessments. Further conversations required with other services that may have an increase in demand.
Maintaining contact and keeping stakeholders updated throughout the process. We will work to ensure all users of the service have access to all comms and processes in an accessible format. Where carers are involved, conversations will continue to ensure they are fully engaged and supported appropriately.	Stephanie Boyd (Integrated Commissioning Officer)	Sept 2023)	
7.4 Opportunities to further inclusion (equality, diversity and human rights) including to advance opportunities and engagements across protected characteristics			
Maintaining contact and keeping stakeholders updated throughout the process.	Stephanie Boyd (Integrated Commissioning Officer)	Sept 2023	

SECTION 8 – REVIEW

Refer to Equality Analysis guidance page 10

Review Milestone	Lead	Due Date	Comments (and sign off when complete)
6 Months after implementation should the proposal be agreed by Cabinet.	Stephanie Boyd (Integrated Commissioning Officer)	June 2024	

Please make sure that every section of the Equality Analysis has been fully completed. The author of the EA should then seek Quality Assurance sign off and departmental recording.

SECTION 9 – QUALITY ASSURANCE		
Refer to Equality Analysis guidance page x		
Consideration	Yes/ No	Rationale and details of further actions required
Have all section been completed fully?	Yes	
Has the duty to eliminate unlawful discrimination, harassment, victimization and other conducted prohibited by the PSED and Equalities Act been considered and acted upon?	Yes	
Has the duty to advance equality of opportunity between people who share a protected characteristic and those who do not been considered and acted upon	Yes	
Has the duty to foster good relations between people who share a protected characteristic and those who do not, been consider and acted upon	Yes	
Has the action log fully detailed any required activity to address gaps in data, insight and/or engagement in relation to inclusion impact?	Yes	
Have clear and robust reviewing arrangements been set out?	Yes	
Are there any further comments to be made in relation to this EA	Yes	

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 06 September 2023
Subject:	Proposals to change the way in which Local Authority school Governors are nominated and appointed	
Report of	Deputy Leader and Cabinet Member for Children and Young People	

1.0 Summary

- 1.1 In accordance with The Constitution of Governing Bodies of Maintained Schools (2017) regulations, Cabinet is requested to determine a proposal in respect of the policy and procedures regarding the nomination and appointment of Local Authority Governors in maintained schools in Bury.
- 1.2 The current nomination and appointment process is based upon the political representation model, where political affiliation determines Local Authority Governor nomination.
- 1.3 The Governance Handbook states in paragraph 52: *Once appointed, LA Governors must govern in the interests of the school and not represent or advocate for the political or other interests of the LA; it is unacceptable practice to link the right to nominate LA governors to the local balance of political power.*
- 1.4 The majority, if not all, of the Local Authorities within the Northwest of England stopped using the political model between 2012 and 2015. This is highlighted in Appendix 2.
- 1.5 Two thirds of the maintained schools in Bury either currently have a vacancy for a Local Authority Governor or have a Local Authority Governor with a term of office which is due to expire before the end of September 2023. This is highlighted in Appendix 1.
- 1.6 It is proposed to move from the political model of nomination for LA Governors to the panel model of nomination for LA Governors, which is detailed in more detail below.

2.0 Recommendation(s)

That:

- Cabinet approves the proposal to move to the panel model of nomination for Local Authority Governors.

2.1 Reasons for recommendation(s)

Many maintained schools within Bury have stated that they have concerns regarding Local Authority Governor recruitment and/or retention. Governor recruitment across all Governor categories remains a national concern, and within Bury the number of Local Authority Governor vacancies presents a

significant challenge. In addition to this, many Local Authority Governors will reach the end of their four-year term of office before the end of September 2023. Further detail regarding the current position is outlined in Appendix 1.

It is also recognised that the Governance Handbook states that it is inappropriate to link the nomination process to political affiliation, as quoted in paragraph 1.3 above.

2.2 Alternative options considered and rejected

It would be possible to retain the current political model of nomination and appointment, but this was rejected owing to the guidance outlined in the Governance Handbook. It was also rejected as the panel model should enable the LA to support schools to fill LA Governor vacancies more quickly.

Within one LA in the North West of England, an alternative model is in place, where the nomination process is delegated to the Executive Director for Children and Young People (or their equivalent). They may then delegate the responsibility within their team. This option was rejected in order to ensure that Elected Members were able to retain a role in the nomination process.

3.0 Background

- 3.1 Bury Council currently has 54 maintained Local Authority schools. Although this is a changing landscape and there are a number of expected Academy orders. Strong Governance is key to ensuring improving educational outcomes and an improvement in the proportion of good or better schools.
- 3.2 Local Authority Governors have always been nominated by the Local Authority, and appointed by each individual school's Governing Board. The School Governance (Constitution) Regulations 2012 were published to support the Department for Education's aim at that time to ensure that Governing Boards were no larger than they needed to be in order to ensure that they had all of the skills necessary to carry out their functions. All maintained schools were therefore required to reconstitute by 1st September 2015.
- 3.3 Prior to this change, many maintained schools had more than one Local Authority Governor on their Governing Board. It was common for there to be two, three or four Local Authority Governors on each individual Governing Board. These were often nominated and appointed according to the system known as the political model, where the political party representation within Council wards in each Local Authority area influenced decisions regarding schools where Local Authority Governors were to be nominated for appointment. This system was based upon the principle that Governing Board composition would be linked to Local Election results and party representation within the Council.
- 3.4 The School Governance (Constitution) Regulations 2012 state that every maintained school must have one Local Authority Governor on their Governing Board. This is a statutory requirement, and if a school reconstitutes it may neither increase nor decrease the number of Local Authority Governors in their Governing Board composition.

- 3.4 Following the publication of The School Governance (Constitution) Regulations 2012, many Local Authorities across the country moved from the aforementioned political model of Local Authority Governor appointments to a model where Local Authority Governors were nominated by a panel made up of Local Authority representatives, including Elected Members, and continued to be appointed by the Governing Board of each individual school. This model is often known as the panel model.

4.0 The proposal

- 4.1 It is proposed that Bury Local Authority move to the panel model to nominate and appoint Local Authority Governors to the Governing Boards of maintained schools. This is a system where a panel of seven Elected Members with a quorum of three would meet once each term to consider applications from prospective Local Authority Governors, and to agree nominations to individual school Governing Boards. The Principal Governance Officer, or their representative, would also be in attendance to advise the Panel regarding the process and to provide support with regard to any relevant governance law and procedure. The Panel may meet more frequently than once during each term of the academic year if this was deemed necessary.
- 4.2 Panel membership would be considered annually in order to ensure that it was representative of the political balance of seats on the Council. This would ensure an appropriate balance of representation across all parties. Applications would not be considered on the basis of political affiliation, but based on the skillset and commitment of the applicant.
- 4.3 Governing Boards would continue to appoint their nominated Local Authority Governor to the Governing Board. If they wished to reject the nomination, they must do this in writing, as set out in paragraph 51 on page 64 of the Governance Handbook.
- 4.4 The Panel would consider new appointments, and would also nominate serving Local Authority Governors for reappointment if they wished to continue as the Local Authority Governor at the end of the four-year term of office period. Local Authority Governors seeking reappointment would not be required to submit the application form
- 4.5 The Panel would be able to remove a Local Authority Governor from a Governing Board if this was considered necessary, and the criteria for removal had been met.
- 4.6 The move to this model would be gradual, as current Local Authority Governors would complete their term of office.
- 4.7 Elected Members would be able to continue to apply to be a Local Authority Governor, and subsequently receive a nomination and be appointed as Local Authority Governors. It is important to note that the nomination would not be a political nomination.

5.0 The Nomination Process

- 5.1 It is proposed that all applicants for the position of Local Authority Governor must meet the criteria set out below. Schools may also propose candidates

they believe to be suitable, who must then complete the online application which would be considered by the Panel.

- The applicant should reside within the boundary of Bury Metropolitan Borough, and have a willingness to serve on either a particular school's Governing Board, or on the Governing Board of any school within the Bury borough.
 - An application can be made by any employee of Bury Council, but not of the Department for Children and Young People, or those employed to work in schools in either a teaching or non-teaching capacity within the borough. This exemption also applies to those employed to work in academies situated within the borough. Employees working within Legal Services and/or Litigation Services would also be ineligible. This is in order to reduce possible conflicts of interest.
 - A Governor who has been disqualified through non-attendance will not be re-appointed to the same governing body for a period of 12 months
 - A Governor previously disqualified through non-attendance must give a commitment to minimum attendance requirements before further nominations to any Governing Board within Bury is made.
 - The applicant should complete and sign a declaration of eligibility form to confirm that they are not disqualified from appointment as a governor.
 - Governing Boards are to ensure that all newly appointed or elected Governors apply for a Disclosure and Barring Service (DBS) check to be undertaken within 21 days after his or her appointment, if they do not already hold an enhanced DBS and also subscribe to the DBS update service. The nomination and subsequent appointment to the Governing Board would be a conditional offer subject to a satisfactory enhance DBS disclosure being received.
 - Governing Boards must also ensure that the appropriate Section 128 check is completed, and that a record of this check is retained by the school.
- 5.2 The panel would consider the contribution that the applicant could bring to the governing body in terms of skills, knowledge and experience, as well as the applicant's commitment to improving and raising aspirations and educational achievements of young people in Bury. This would be supported further through the use of the Skills Audit available through the National Governance Association (NGA). Appendix 3, the draft Code of Practice for the Appointment of Local Authority Governors, contains further information regarding the attributes required in a Local Authority Governor.
- 5.3 It is important to note that the Local Authority Governor cannot be any person who is employed by the school and therefore eligible to be a Staff Governor.
- 5.4 It has been recognised that as maintained schools convert to academy status, the requirement to nominate and appoint Local Authority Governors will naturally diminish. Local Authority Governors may be appointed to the Local Governing Board (or equivalent) of the school following conversion to academy status, but they would most likely become a Co-opted Governor at this point, as Local Authority Governors are only nominated and appointed to the Governing Boards of maintained schools.

6.0 The Decision Making Process

- 6.1 When issuing a decision, the decision-maker can:

- reject the proposal;
- approve the proposal without modification
- approve the proposal with modifications, having consulted the LA; or
- approve the proposal, with or without modification – subject to certain conditions being met.

Report Author and Contact Details:

Name: Amy Appleyard

Position: Principal Governance Officer

Department: Quality, Standards and Performance (Children and Young People)

E-mail address: a.appleyard@bury.gov.uk

Links with the Corporate Priorities:

The proposal will support key ambitions of the Let's Do It strategy:

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

Equality Impact and Considerations:

The outcomes of the initial equality analysis is positive.

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

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

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

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

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

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

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

Environmental Impact and Considerations:

There are no environmental impacts for this decision.

Assessment and Mitigation of Risk:

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

Impact on stakeholders	Consultation, discussion and engagement
Opportunity to recognise and develop the skills of school Governors and prospective Governors	
Opportunity to build capacity within school governance	

Legal Implications:

The adoption of this approach would lead to the current model of Local Authority Governor political affiliation being superseded by the panel model.

Financial Implications:

There are no financial implications for this decision.

Background papers:

[Governance Handbook 2019 \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/governance-handbook-2019)

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

Term	Meaning

Bury Local Authority Governors, June 2023

Terms of office in red expire before the end of September 2023.

School name	LA Governor	Term of office end date	Notes
All Saints C.E. Primary	Vacant		
Bury & Whitefield Jewish Primary	Russell Bernstein	02.05.2025	
Buttersile Primary	Gareth Lloyd-Johnson	05.10.2024	
Cams Lane Primary	Elaine Sexton	17.10.2026	
Chantlers Primary	Dene Vernon	31.08.2023	
Chapelfield Primary	Vacant		
Chesham Primary	Sandra Walmsley	31.08.2023	
Christ Church Ainsworth Primary	Vacant		
Cloughside College	Ian Chambers	24.01.2024	Bolton Governance Services clerk Cloughside
Craig Ormerod	Vacant		
Emmanuel Holcombe Primary	David Hulme	31.08.2023	
Fairfield Primary	Trevor Holt	31.08.2023	
Greenmount Primary	Vacant		
Guardian Angels Primary	Caroline Carlon	31.08.2025	Federation with Our Lady of Lourdes
Hazlehurst Primary	Nabila Afilal	31.08.2023	
Heaton Park Primary	Vacant		
Holcombe Brook Primary	Chris Baron	30.09.2025	
Hollins Grundy Primary	Tahir Rafiq	31.08.2023	
Holly Mount Primary	Khalid Hussain	31.08.2023	
Hoyle Nursery	Jihyun Park	05.07.2025	
Lowercroft Primary	Charlotte Morris	05.10.2024	
Manchester Mesivta High	Allan Quinn	31.08.2023	
Mersey Drive Primary	Mary Whitby	31.08.2023	
Millwood	Vacant		
Old Hall Primary	Jack Rydeheard	24.06.2025	
Our Lady of Grace Primary	Paddy Heneghan	31.08.2023	
Our Lady of Lourdes Primary	Caroline Carlon	31.08.2025	Federation with Guardian Angels
Park View Primary	Allan Quinn	31.08.2023	
Parrenthorn High	Andrea Simpson	23.07.2023	
Philips High	Russell Bernstein	31.08.2023	
Ribble Drive Primary	Andrea Simpson	31.08.2023	
Sedgley Park Primary	Deborah Quinn	22.07.2025	
Spring Lane School	Carol Bernstein	24.06.2025	
St. Andrew's Radcliffe Primary	James Mason	31.08.2023	
St. Andrew's Ramsbottom Primary	Vacant		
St. Bernadette's Primary	Joan Grimshaw	31.08.2023	
St. Hilda's Primary	Vacant		
St. John with St. Mark Primary	Ciaran Bowles	12.12.2025	
St. Joseph & St. Bede Primary	Darren John Walsh	31.08.2023	
St. Joseph's Primary	Lynsey Eaton	31.08.2023	
St. Luke's Primary	Tamoor Tariq	31.08.2023	
St. Margaret's Primary	Vacant		
St. Marie's Primary	Stella Smith	31.08.2023	
St. Mary's Hawkshaw Primary	Roger Brown	24.06.2025	
St. Mary's Prestwich Primary	Ugonna Edeoga	14.12.2025	
St. Mary's Radcliffe Primary	Tony Cummings	31.08.2023	
St. Paul's Primary	IEB in place		
St. Peter's Primary	Nikki Frith	06.01.2025	
St. Stephen's Primary	Vacant		
The Derby High	Susan Southworth	31.08.2023	
The Elton High	John Costello	31.08.2023	
Virtual School	Vacant		
Whitefield Primary	Lucy Smith	22.09.2023	
Woodbank Primary	Sarah Southworth	13.08.2023	

APPENDIX 2**Appendix 2: Local Authority Governor nomination models within the North West Region**

Political Model	Other Appointment Method (usually LA Panel)	Not Known
Bury	Salford	Rochdale
	Bolton	Halton
	Tameside	Liverpool
	Manchester	Westmorland & Furness
	Wigan	Cumberland
	Oldham	
	Trafford	
	Stockport	
	Blackburn with Darwen	
	Lancashire	
	Blackpool	
	Cheshire East	
	Cheshire West & Chester	
	Warrington	
	Knowsley	
	The Wirral	
	St. Helens	
	Sefton	



Bury Code of Practice for the Recruitment and Appointment of Local Authority Governors to Maintained Schools

Contents

1.	Introduction	
2.	Background Information: Local Authority Governors	
3.	The Local Authority School Governor Appointment Panel	
4.	Criteria/Attributes for Local Authority Governors	
5.	The Appointment Process	
6.	Removal Process for Local Authority Governors	
7.	Academies: Local Authority Trustees and Local Authority Associated Persons	
	Appendix 1: The Role of the Local Authority Governor	
	Appendix 2: Recommended Code of Conduct for Governing Boards of Maintained Schools	
	Appendix 3: Declaration of Eligibility Form	

Important Note

This guidance is for those governing boards of maintained schools which have reconstituted under the School Governance (Constitution) Regulations 2012, and subsequent amendments. This guidance does not apply to Local Authority Governors of Pupil Referral Units.

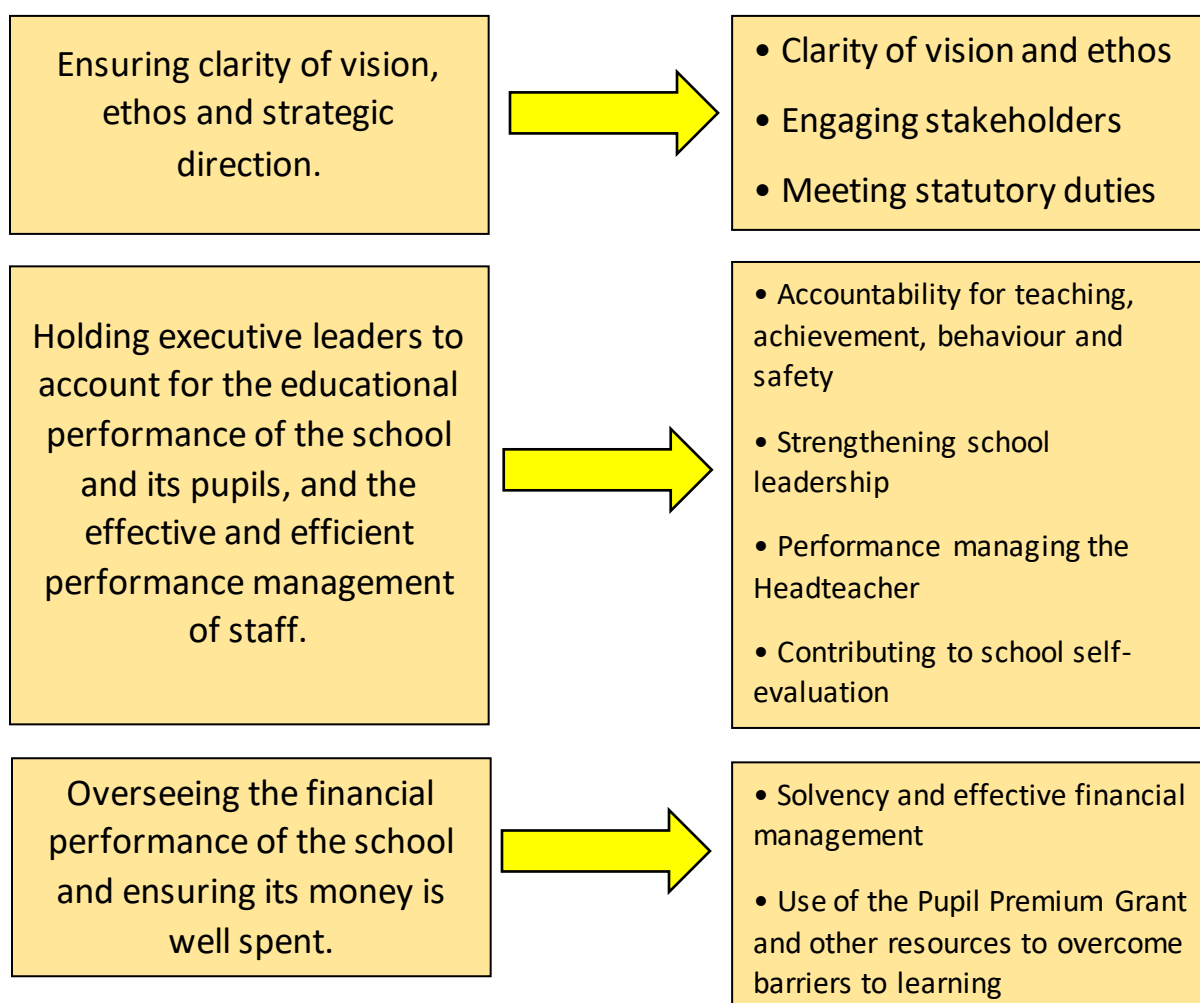
Information has been included with regard to academies, where the Articles of Association state that the Trust Board includes a Local Authority Trustee. However, it is important that academies refer to their own Articles of Association when recruiting trustees and/or local Governors.

If you have any queries regarding this guidance, please contact the Principal Governance Officer.

Introduction

Being a school Governor is very rewarding and worthwhile experience. Effective Governors do not need educational expertise, but do need to be committed to their school, willing to ask questions and offer appropriate challenge and support. They also need to be able to work as an enthusiastic member of the Governing Board, with the aim of raising and maintaining high educational standards for all children and young people.

Governors are asked to conduct themselves with integrity, honesty and objectivity, and to act at all times in the best interests of the school. The prime focus of the Governing Board is to support and develop the strategic direction of the school, be accountable to stakeholders and to ensure that financial resources are spent appropriately. The Department for Education has identified three core functions that Governing Boards of state funded schools should prioritise, and these are explained below.



There are various positions available on Governing Boards, and how Governors are appointed or elected is dependent

on the category of governor. The information in this document relates only to Local Authority Governors.

All maintained schools have an Instrument of Government which sets out the constitutional arrangements, including categories and numbers of Governors, for the Governing Board. Representation on the Governing Board is therefore dependent on the school's Instrument of Government. The School Governance (Constitution) Regulations 2012 and subsequent amendments detail the different categories of Governors, and how they are appointed or elected in maintained schools. Academies do not follow these regulations and instead have their own Articles of Association which are specific to each individual academy trust.

Background Information: Local Authority Governors

Governing Boards reconstituted under the School Governance Constitution Regulations 2012 and subsequent amendments, allow for one Local Authority governor on any maintained Governing Board.

Local Authority Governors are nominated by the Local Authority and then appointed by the Governing Board as a governor having, in the opinion of the Governing Board, the skills required to contribute to the effective governance and success of the school and having met any additional eligibility criteria set by the Governing Board.

Local Authority Governors cannot be instructed by the Local Authority with regard to how they should vote on matters to be decided by the Governing Board, and like other categories of Governors, Local Authority Governors are free to contribute their own views and experiences and to make their own minds up on what they think is in the school's best interests.

If a maintained school subsequently converts to academy status, the Governing Board of the maintained school would often be offered the opportunity to remain as Governors on the Local Governing Board (sometimes known as a Local Academy Council or similar). Local Authority Governors should note that they would be eligible to join the LGB in these circumstances, but that they would no longer hold the position of Local Authority Governor as this would only apply in a maintained school. They would most likely become a Co-opted Governor following conversion to academy status.

Local Authority Governors cannot be a person who is eligible to be a staff governor of the school (i.e. who is employed to work at the school).

Bury Council will monitor and maintain a register of all governor vacancies within the Metropolitan Borough of Bury.

To apply to become a Local Authority Governor, please go to [Apply to become a school governor - Bury Council](#) to complete the online application form.

For further information, please e-mail Governors.support@bury.gov.uk.

The Local Authority School Governor Appointment Panel

Terms of Reference

In accordance with the principles and process of the Bury Code of Practice for Local Authority Governor Appointments, the School Governor Appointments Panel have the power to act on behalf of the Cabinet Member(s) for the Department for Children and Young People in:

- (a) nominating Local Authority Governors to serve on maintained school governing boards and other educational establishments; and
- (b) removing Local Authority Governors from maintained school governing boards and other educational establishments.

Membership of the LA School Governor Appointments Panel

The panel will be comprised of at least seven elected members (or their nominees). The quorum is three. The Principal Governance Officer, or their representative, will be in attendance at all meetings to advise the panel regarding the process and with regard to any relevant governance law and procedure

Frequency of Panel Meetings

The School Governor Appointments Panel will normally meet once during each term of the academic year, or as required, to consider nominations to vacant Local Authority governor positions

Criteria and Attributes of a Local Authority Governor

Criteria for Appointment or Re-Appointment

The School Governor Appointments Panel will agree nominations for Local Authority Governors based on the following criteria:

- 1) The applicant should reside within the boundary of Bury Metropolitan Borough, and have a willingness to serve on either a particular school's Governing Board, or on the Governing Board of any school within the Bury borough.
- 2) The contribution that the applicant could bring to the Governing Board in terms of skills, knowledge and experience.
- 3) The applicant's commitment to improving and raising aspirations and educational achievements of young people in Bury.
- 4) An application can be made by any employee of Bury Council, but not of the Department for Children and Young People, or those employed to work in schools in either teaching or non-teaching capacity within the borough. This is in order to reduce possible conflicts of interest. This exemption also applies to those employed to work in academies situated within the borough.
- 5) A governor who has been disqualified through non-attendance will not be re-appointed to the same Governing Board for a period of 12 months
- 6) A governor previously disqualified through non-attendance must give a commitment to minimum attendance requirements before further nominations to any Governing Board within Bury is made.
- 7) The applicant should complete and sign a declaration of eligibility form to confirm that they are not disqualified from appointment as a governor.
- 8) Governing Boards are to ensure that all newly appointed or elected Governors apply for a Disclosure and Barring Service (DBS) check to be undertaken within 21 days after his or her appointment, if they do not already hold an enhanced DBS and also subscribe to the DBS update service.
- 9) Governing Boards must also ensure that the appropriate Section 128 check is completed, and that a record of this check is retained by the school.

Skills and Attributes

Applicants for Local Authority Governor positions in Bury will be expected to have some or all of the following attributes. The person to be considered for appointment or re-appointment must complete an application form, and the decision to nominate an individual for the position of Local Authority governor is made by considering how an applicant shows, on the form, that they can demonstrate the following attributes:

1. An interest in education

2. An understanding that being a governor requires a time commitment

To attend meetings regularly and to prepare adequately.

To be willing to take a share of the workload.

To be willing and able to learn about the school through visits during school hours.

3. An understanding that they are joining a team

To demonstrate an ability and willingness to work as a team member and understand the principle of collective responsibility.

4. An understanding that they will work in support of any school to which they are appointed

To be ready to use their skills, as appropriate, in support of their work as a governor.

To be willing to act in a positive and supportive manner.

5. A commitment to learning about the role and responsibilities of Governors

To be willing to take part in regular training.

To be willing to learn about the role of Governors and keep to the rules of procedure, especially confidentiality, where appropriate.

6. An ability to demonstrate skills and experience required by the Governing Board.

The Appointment Process

The Local Authority School Governor Appointment Panel, acting under delegated arrangements approved by the Council, has been established to consider Local Authority Governor nominations for appointment in Bury schools and other educational establishments.

All candidates will be required to complete an application form, which is to be returned to Bury Governors Support, on behalf of the Executive Director of Children's Services.

A school, Governing Board, or panel member may encourage potential applicants to submit an application for consideration by the panel.

Applications from local Ward Councillors will be considered if they meet the appointment criteria, and have the skills and experience required by the Governing Board.

A commitment to training will be required.

Bury Council will maintain a register of all applications received.

When a vacancy occurs on a Governing Board, Bury Governors Support will contact the Chair of Governors to ascertain whether there are any specific skills or experience required by the Governing Board, or if there are any additional eligibility criteria set by the Governing Board.

At the earliest opportunity, the Local Authority School Governor Appointment Panel will meet to consider any applications received as appropriate against the vacancies, having also considered any specific skills, experience, or any additional eligibility criteria set by the Governing Board, and if possible, agree a nomination for appointment.

Following the panel meeting, Bury Governors Support will contact the Chair of Governors to confirm the nomination and request that the Governing Board consider the nomination for appointment at the next available full Governing Board meeting.

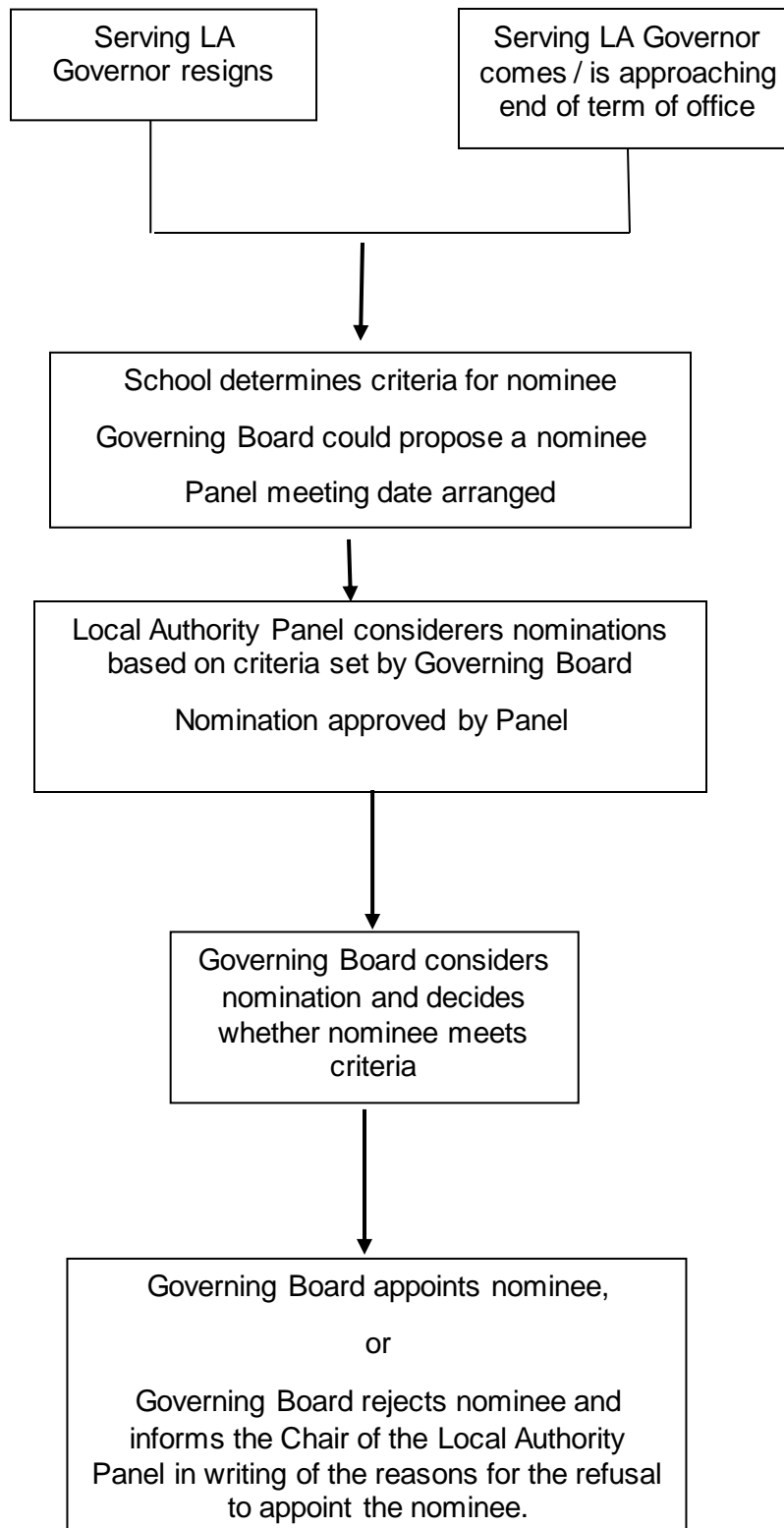
As the appointing body, the Governing Board is responsible for considering the re-appointment, if appropriate, of the Local Authority governor.

If a Governing Board refuses to appoint a nomination made by the Local Authority, the Chair of Governors must write to the Chair of the Local Authority School Governor Appointment Panel, clearly documenting the Governing

Board's reasons for the refusal. This will then be considered further at the next meeting of the Local Authority School Governor Appointment Panel.

The appointment flowchart can be found overleaf.

Procedure for the Appointment of Local Authority Governors



Removal Process for Local Authority Governors

Background

Regulation 22 of the School Governance (Constitution) (England) Regulations 2012 gives the Local Authority the right to remove a local authority governor from office, that they have nominated, by giving written notice to the clerk to the Governing Board for the Governor to be removed. The regulations do not give any clear procedure for removal which is therefore for the local authority to determine.

Although the removal of Local Authority Governors from office is infrequent, it is important that procedures are in place in order that such circumstances can be addressed consistently, should the need arise. It is expected that these procedures would be used, for example, where there is evidence that the governor concerned has seriously or persistently breached their Governing Board's code of conduct or those grounds for removal listed under section 7.3 below. Removal of a Local Authority Governor from office will only be used as a last resort after seeking to resolve any difficulties or disputes in a constructive way. Before the Local Authority begins a formal process of removal, Local Authority Officers will offer some form of conciliation, if appropriate, to seek to resolve the situation. Where there is no effective remedy, then the governor may be considered for removal from office. Removal of Governors in respect of non-attendance at Governing Board meetings should be dealt with by the Governing Board in accordance with the disqualification procedure in Regulations 17 (Schedule 4) of the School Governance (Constitution) Regulations 2012. It is anticipated that requests for removal may come from two sources:

1. Directly from a School or Academy (in the case of a Local Authority Trustee);
or
2. from a Director or Member of the Local Authority.

Requests for Removal and Decision on Grounds for Removal

All requests to remove a Local Authority governor from office would in the first instance be referred to the Executive Director of Children's Services, who will consider the grounds for removal. The Director will then make a recommendation to the Chair of the LA School Governor Appointments Panel on whether there are grounds for removal, and he/she will take a decision. If the Chair of the Local Authority School Governor Appointments Panel decides that

there are no grounds for removal, he/she will write to the proposer and if appropriate, the governor concerned, setting out the reasons for the decision and advising, where appropriate, on a way forward to resolve any remaining difficulties. If the Chair of the Local Authority School Governor Appointments Panel decides that there may be grounds for removal, he/she will write to the governor concerned setting out the reasons why the matter has been referred for decision by the Local Authority School Governor Appointments Panel and invite the governor to make written representation.

Grounds for Removal

Reasons for the removal from office may involve, but may not be limited to, any of the following:

- Conduct that is inconsistent with the ethos or religious character and has or is likely to bring the school, the Governing Board or their office as a governor, or the LA into disrepute.
- Serious failure to co-operate with the LA, Governors or the Governing Board as a whole.
- Irretrievable breakdown in relationship between the governor and the Governing Board
- Failure to act in accordance with principles set out in the document at Appendix 1 (Role of the Authority Governor).

Removal Decision

The LA School Governor Appointments Panel will meet and make a decision on the matter following receipt of the written representations from both parties. If necessary, both parties may be called to a meeting to give an account of their representation.

After the Removal Decision

If a decision to remove is made, the Chair of the Local Authority School Governor Appointments Panel will write to the governor dismissing him or her from the Governing Board of the School/Academy, setting out the reasons for the decision. A copy of the letter will be copied to the clerk to the Governing Board.

If the proposal is not agreed, the Chair of the LA School Governor Appointments Panel will write to the proposer and governor concerned, setting out the reasons for the decision and advising, where appropriate, on a way forward to resolve any remaining difficulties. Any governor who is removed from office may not be appointed to a Governing Board as a Local Authority governor for a period of twelve months from removal. Should the governor concerned hold office on another Governing Board, that position would not necessarily be affected by his/her removal from the Governing Board the removal relates to; however, consideration would be given to this at the same time.

Local Authority Trustees and Local Authority Associated Persons within Academy Trusts

Although rare, Local Authority Trustees are occasionally appointed to the Trust Board of academy trusts, where this is stipulated in the Articles of Association. This is more common where academy trusts use older Articles of Association. The current model Articles of Association from the Department for Education do not include a Local Authority Trustee.

Where reference is made to a Local Authority trustee, they are usually appointed by the Local Authority. With regard to the removal of a Local Authority Trustee, this process may be undertaken by the appointing body, in this case the Local Authority. However, in academy trusts, the Members have the right to remove any Trustee under the Companies Act 2006, so the Members also have the power to remove a trustee if they wish to do so.

Academy trusts will need to check their Articles of Association carefully, as these detail the regulations for each individual academy trust.

Local Authority Associated Persons

The Articles of association for some academy trusts contain a rule that no more than 19.9% of the voting rights of trustees can be held by “LA-associated persons”, known as LAAPs.

Any Trustee could be a LAAP. A Local Authority Trustee may or may not also be a LAAP.

The definition of a LAAP is found in the Local Government and Housing Act 1989 (revised 2014), which explains that a person qualifies as a LAAP if they:

- Are currently an elected member of a Local Authority (e.g. a councillor)
- Have been an elected member of a local authority in the past four years
- Currently work for a Local Authority
- Are both an employee and either a director, manager, secretary or other similar officer of a company which is under the control of the Local Authority.

If someone meets the definition of a LAAP, they may only be appointed or elected to the academy Trust Board with the permission of the relevant Local Authority.

Appendix A

The Role of the Local Authority Governor

1. Although nominated by the Local Authority and appointed by the Governing Board, Local Authority Governors are not delegates of the Local Authority. Those appointed must be free to make and/or contribute to decisions in the light of circumstances, the full information available to the Governing Board and any debate within the Governors' meetings.
2. The interests of the school must come before any party-political considerations, or any instruction from the Local Authority.
3. Notwithstanding the above, Local Authority Governors should maintain an awareness of local policies and issues and attempt to bring a wider perspective to the discussion in governing boards so as to reflect the broader picture of education and children's services across the borough.
4. Local Authority Governors should make attendance at Governing Board meetings a priority, and attempt to contribute fully to the work of the Governing Board through participation in its committee arrangements.
5. Local Authority Governors should aim to act as a "critical friend", supportive of the school but representing the interests of the wider community and seeking to raise the standards of achievement for pupils within the school and across the borough.
6. Together with other Governors and taking advice from the Headteacher, Local Authority Governors will contribute to the school's self-evaluation and school improvement planning processes.
7. Together with other Governors, Local Authority Governors will monitor implementation of school policies and priorities.
8. Together with other Governors, Local Authority Governors will ensure that the school consults as appropriate with parents and its community, and reports to parents, the Local Authority and Ofsted as required.
9. Local Authority Governors will develop their knowledge and understanding of their role and current educational developments by attending appropriate governor training courses.
10. Local Authority Governors should arrange, according to the school's agreed procedures, to visit school informally at least once each year, to see it at work.

11. Local Authority Governors should attempt to support other informal school events.

12. Local Authority Governors should comply with the Code of Conduct for the Governing Board of the school to which they are appointed.

13. A Governor of a school is a holder of public office and in carrying out the roles and responsibilities should abide by the seven principles of public life, as recommended by the Nolan Committee's report "Standards in Public Life". The Principles, in summary, are: -

Selflessness: Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain any financial or material benefit for themselves, their family, or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interest relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

Appendix B

Governing Board Code of Conduct Local Authority Model

This code, developed through the National Governors' Association, sets out the expectations on and commitment required from school Governors in order for the governing board to properly carry out its work within the school and the community. As individuals on the board we agree to the following:

Role and Responsibilities

1. We understand the purpose of the board and the role of the Headteacher.
2. We accept that we have no legal authority to act individually, except when the board has given us delegated authority to do so, and therefore we will only speak on behalf of the Governing Board when we have been specifically authorised to do so.
3. We accept collective responsibility for all decisions made by the board or its delegated agents. This means that we will not speak against majority decisions outside the governing board meeting.
4. We have a duty to act fairly and without prejudice, and in so far as we have responsibility for staff, we will fulfil all that is expected of a good employer.
5. We will encourage open government and will act appropriately.
6. We will consider carefully how our decisions may affect the community and other schools.
7. We will always be mindful of our responsibility to maintain and develop the ethos and reputation of our school. Our actions within the school and the local community will reflect this.
8. In making or responding to criticism or complaints affecting the school we will follow the procedures established by the governing board.
9. We acknowledge that all individuals have fundamental human rights and welcome the diversity of the community living, working and learning in the Borough. We will be committed to promoting equality and tackling social exclusion and as such will integrate equality into all of our activities.
10. We will actively support and challenge the head teacher.
11. We will undertake an enhanced Disclosure and Barring Service (DBS) check on appointment and ensure that the Chair (or Headteacher in the case of the Chair) be informed of any subsequent criminal convictions or cautions received at the earliest opportunity.

Commitment

12. We acknowledge that accepting office as a governor involves the commitment of significant amounts of time and energy.

13. We will each involve ourselves actively in the work of the governing board, and accept our fair share of responsibilities, including service on committees or working groups.

14. We will make full efforts to attend all meetings and where we cannot attend explain in advance why we are unable to.

15. We will get to know the school well and respond to opportunities to involve ourselves in school activities.

16. We will visit the school, with all visits to school arranged in advance with the staff and undertaken within the framework established by the governing board and agreed with the Headteacher.

17. We will consider seriously our individual and collective needs for training and development, and will undertake relevant training.

18. We accept that in the interests of open government, our names, terms of office, roles on the governing board, category of governor, the body responsible for appointing us and attendance information will be published on the school's website.

19. We will abide by the seven principles of public life recommended in the Nolan Committee's report "Standards in Public Life" as detailed below.

Relationships

20. We will strive to work as a team in which constructive working relationships are actively promoted.

21. We will express views openly, courteously and respectfully in all our communications with other Governors.

22. We will support the Chair in their role of ensuring appropriate conduct both at meetings and at all times.

23. We are prepared to answer queries from other Governors in relation to delegated functions and take into account any concerns expressed, and we will acknowledge the time, effort and skills that have been committed to the delegated function by those involved.

24. We will seek to develop effective working relationships with the Headteacher, staff and parents, the Local Authority and other relevant agencies and the community.

Confidentiality

25. We will observe complete confidentiality when matters are deemed confidential or where they concern specific members of staff or pupils, both inside or outside school.

26. We will exercise the greatest prudence at all times when discussions regarding school business arise outside a governing board meeting.

27. We will not reveal the details of any governing board vote.

Conflicts of Interests

28. We will record any pecuniary or other business interest (including those related to people with whom we are connected) that we have in connection with the governing board's business in the Register of Business Interests, and if any such conflicted matter arises in a meeting, we will offer to leave the meeting for the appropriate length of time. We accept that the Register of Business Interests will be published on the school's website.

29. We will also declare any conflict of loyalty at the start of any meeting should the situation arise.

30. We will act in the best interests of the school as a whole and not as a representative of any group, even if elected to the governing board.

The Seven Principles of Public Life

(Originally published by the Nolan Committee: The Committee on Standards in Public Life was established by the then Prime Minister in October 1994, under the Chairmanship of Lord Nolan, to consider standards of conduct in various areas of public life, and to make recommendations).

Selflessness: Holders of public office should take decisions solely in terms of the public interest. They should not do so in order to gain any financial or material benefit for themselves, their family, or their friends.

Integrity: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their duties.

Objectivity: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when wider public interest clearly demands.

Honesty: Holders of public office have a duty to declare any private interest relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership: Holders of public office should promote and support these principles by leadership and example.

Appendix C

Declaration of Eligibility and Privacy Consent Form

Title: _____ **First Name:** _____ **Surname:** _____

Address: _____

_____ **Postcode:** _____

Contact Number: _____ **Email:** _____

1. Appointment Details

Governor Position:

Parent Governor	<input type="checkbox"/>	(Please check as appropriate)
Co-opted Governor	<input type="checkbox"/>	
Authority Governor	<input type="checkbox"/>	
Foundation Governor (PCC)	<input type="checkbox"/>	
Foundation Governor (Diocesan)	<input type="checkbox"/>	
Foundation Trust Governor	<input type="checkbox"/>	
Foundation Ex-Officio Governor	<input type="checkbox"/>	
Staff Governor	<input type="checkbox"/>	
Head Teacher Governor	<input type="checkbox"/>	

Governing Board: _____

2. Declaration

- In accordance with the governor qualifications and disqualifications as per the School Governance (Constitution) (England) Regulations 2012 - Schedule 6
-
- **I declare that:**
- **I am** aged 18 or over at the date on this form;
- **I do not** already hold a governorship of the same school;
- **I am not** disqualified on grounds of non-attendance at governing body meetings;
- **I am not** subject of a bankruptcy restrictions order, an interim bankruptcy restriction order, a debt relief restrictions order or an interim debt relief restrictions order, **nor is** my estate subject to a sequestration order, **nor am I** subject to a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986, Part 2 of the Companies (Northern Ireland) Order 1989, the Company Directors Disqualification (Northern Ireland) Order 2002 or under section 429(2)(b) of the Insolvency Act 1986;

- **I have not** been removed from the office of trustee for a charity by an order made by the Charity Commissioners or the High Court on the grounds of any misconduct or mismanagement in the administration of the charity **nor**, under section 34 of the Charities and Investment (Scotland) Act 2005, from being concerned in the management or control of any body;
- **I am not** included in the list kept under S.1 of the Protection of Children Act 1999 of persons considered as unsuitable to work with children and young people; **nor am I** subject to a direction under S.142 of the Education Act 2002; **nor am I** disqualified from working with children under S.28 and S.29 of the Criminal Justice and Court Services Act 2000; **nor am I** disqualified from registration for child minding or providing day care; **nor am I** disqualified from registration under Part 3 of the Childcare Act 2006;
- **I have not**, in the five years prior to or since becoming a governor, been convicted in the U.K. or elsewhere of an offence and received a sentence of imprisonment, suspended or not, for a period of three months or more without the option of a fine;
- **I have not**, in the twenty years prior to becoming a governor, been convicted in the U.K. or elsewhere of an offence and received a sentence of imprisonment for a period of two and a half years or more;
- **I have not**, at any time, prior to becoming a governor, been convicted in the U.K. or elsewhere of an offence and received a sentence of imprisonment for a period of five years or more;
- **I have not**, in the five years prior to or since becoming a governor, been convicted and fined for an offence of nuisance and disturbance on school premises.
- **I agree**, that my appointment or election as a school governor is subject to an enhanced criminal record Disclosure and Barring Service (DBS) and Section 128 check.
- **I agree** that the information I have supplied in this form will be held by the Governors Support team at Bury Council in accordance with their Privacy Notice.

Signed _____ Date _____

After completion, please return this form either:

- To your Clerk at the meeting
- Scan and e-mail to Governors.support@bury.gov.uk
- Post to:

School Governors Support Team,
Fourth Floor,
3, Knowsley Place,
Duke Street,
Bury,
Lancashire,
BL9 0EJ.



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 06 September 2023
Subject:	Bury Economic Strategy	
Report of:	Cabinet Member for Culture, Economy and Skills	

Summary

Bury Council aim to refresh its growth ambitions through the creation of a new Economic Development Strategy (EDS). The development of the new strategy has now reached a place where the draft version is shared in advance of finalising the published version.

This report provides an update on progress and seeks approval to move to the final stages of a published strategy including the delivery actions plans.

The refreshed Economic Strategy supports the overarching strategy of the LET'S Do It! strategy. The previous Economic Development Strategy expired in 2018.

Recommendation(s)

That Cabinet:

- Notes the progress made with the Bury Economic Development Strategy
- Approves the next stage of finalising the strategy

Reasons for recommendation(s)

To enable the EDS to move to the final phase of approved content and format, complete the supporting delivery action plans, produce a formatted, published version and prepare for launch.

Alternative options considered and rejected

No other options were considered/were applicable.

Report Author and Contact Details:

Name: Sarah Porru

Position: Assistant Director of Regeneration (Economy & Business)

Department: Business, Growth & Infrastructure

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

1.0 Background

- 1.1 The Economic Development Strategy (hereafter known as 'EDS') links three pillars of Place, People and Business and the Economy to support the ambition of:

The development of a fairer, greener and more competitive and resilient economy that delivers successful places, people and businesses

- 1.2 The EDS is a working document to deliver the ambitions of our Let's Do It! strategy

To stand out as a place that is achieving faster economic growth than the national average, with lower than national levels of deprivation.

- 1.3 The EDS places a thriving, inclusive economy at the heart of our ambition for the future of Bury and includes three interlinked and interdependent ambitions:



- 1.4 Bury Council commissioned Hatch to undertake the evidence study, consultation and draft context for a refreshed EDS.

- 1.5 The brief set out 3 key integrated elements to the commission:

- A detailed evidence base, using a range of economic data and forecasting to set out the current economic context, including the impact of Covid, and future economic trends.

- A strong local consultation/engagement plan with the full range of local stakeholders involved, to ensure the Strategy is co-designed, representing the views and ambitions of the range of stakeholders, to drive forward a strong and inclusive economy.
- A complete strategy with an easy read design, infographics and action plan.

2.0 Progress to date

2.1 Progress of the EDS faltered in 2022 for a number of reasons including unfilled vacancies and competing priorities (UKSPF, Levelling Up). However, the EDS is now firmly at a stage where Cabinet members are asked to review, support and enable the final document to be published and continue work needed to meet the ambitions.

2.2 The draft plan has not been developed in isolation it has been the result of an intensive period of engagement, co-design and co-production with key stakeholders from across the borough:

- 3 'pop up' events in Radcliffe, Bury and Ramsbottom town centres
- Dedicated online platform for digital engagement
- Online questionnaire
- Dedicated 'pop up' event at the Bury Employment, Health and Skills Fair
- Stakeholder session - Team Bury Away Day
- Presentations at Bury Business Leadership Group
- Shared via Bury Council's consultation platform
- Link shared with Team Bury members
- Link shared with Council employees
- Shared via Business Newsletter
- Shared via Social Media platforms

2.3 A partnership steering group was established at the start of the process to oversee the development of the plan. This included officer representatives, elected members, Bury Council's Chief Executive and the Deputy Chief Executive. The Steering Group have provided comment and direction as the draft plan has developed. The Bury Business Leadership Group has played a significant leadership role in developing the draft plan, providing comment and input throughout the development process. The Bury Business Leadership Group will continue to have an ongoing oversight of the EDS.

2.4 Key Officers from across the Council were engaged to provide strategic direction from their own strategies and plans in order to provide cross cutting workstreams bringing the plan to life

3.0 Draft EDS

- 3.1 To guide the development of the EDS a comprehensive SWOT analysis was produced. The following key messages have influenced the priority actions of the emerging EDS.

FIVE DEFINING STRENGTHS	FIVE DEFINING WEAKNESSES
<ul style="list-style-type: none"> • Strong road and public transport links make Bury a well-connected and accessible place to live, work and visit • Diverse and growing business base • Highly skilled occupations. • Strong technical education offer. • High quality of life 	<ul style="list-style-type: none"> • Significant COVID-19 Economic Impacts. • Low job density resulting in high outflow commuter rates. • Employment is concentrated in lower value sectors • Large parts of Bury fall within the most deprived areas of England. • Bury has one of the lowest proportions of residents aged 16+ earning above the national living wage in GM.
FIVE DEFINING OPPORTUNITIES	FIVE DEFINING THREATS
<ul style="list-style-type: none"> • Northern Gateway/Atom Valley • Increasing job density and retaining talent. • Forecast growth in high value sectors • The regeneration of town centres is crucial to improving the attractiveness of Bury as a place to live, work and visit. • Bury's quality of life offer. 	<ul style="list-style-type: none"> • Bury's ageing population is compounded by a slow increase in its working age population. • Skill shortage vacancies are a barrier to business growth and productivity. • Enterprise and scaling up. • Inequality becomes more entrenched in Bury • Poor digital 'cold spots' could hinder Bury's business competitiveness and undermine digital inclusion

- 3.2 The draft EDS appended to this report, sets out several actions under the three pillars, to help drive forward the priorities. It is progress on these actions over the next decade that will form the basis for assessing the impact of the EDS. Some of these actions will be intensifying local focus of existing activity, e.g., delivery of Levelling Up funded projects, delivery of town centre plans and further regeneration activity across the borough. The UK Shared Prosperity Fund projects and future devolved activity through the GM Trailblazer deal will also bring forward new actions for delivery. It is important to acknowledge that other strategic plans will have invaluable

contributions to achieving the cross cutting workstreams such as our Housing Strategy, the Climate Action Strategy, the Transport Strategy and the Places for Everyone Plan.

- 3.3 The EDS forms a vital part of the Borough's response to the economic impacts of the pandemic and the current cost of living crises and has been developed in partnership with stakeholders to articulate a shared set of priorities and actions to address both the economic challenges but also the economic opportunities identified for Bury.

4.0 Next Steps

- 4.1 The next iteration of the EDS will include a detailed Delivery Plan, setting out specific actions for both the Council and other stakeholders with anticipated timescales for delivery. The proposed actions will require a collective reprioritisation of resources across departments to enable delivery and achieve the identified benefits.

5.0 Resources

- 5.1 Delivery and coordination of the EDS and its action plan will require a dedicated resource within the Business Growth & Infrastructure (BGI) directorate, this will be managed within the existing team. Support will be expected from the Council's Programme Management Office (PMO) to monitor progress against the action plan and measuring impacts.

6.0 Governance

- 6.1 Delivery of the EDS and its action plan will be monitored and evaluated by the current Economic Development Strategy Steering Group with input from officers from the range of relevant workstreams.
- 6.2 Progress will be reported annually to Team Bury, which will further be disseminated to internal regeneration boards and the Bury Business Leadership Group

7.0 Conclusion

- 7.1 The EDS sets out the vision and guiding principles for the local economy for the next decade. Further work will be undertaken to progress the detailed actions, incorporating the views and feedback from Cabinet Members.
- 7.2 Members are recommended to review, comment on, and endorse the draft Plan.

Links with the Corporate Priorities: Let's Do it Strategy, Places for Everyone, Climate Change Strategy, Population Health and Wellbeing Plan

Equality Impact and Considerations:

Please provide an explanation of the outcome(s) of an initial or full EIA.

An EIA is currently in progress and will be reported against the Strategy in full.

Environmental Impact and Considerations:

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

Bury Council's Climate Action Plan is a key cross cutting priority of the EDS and is reflected in the strategy.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Adequate Officer resources is not available to progress to the delivery of the EDS and sufficient governance does not drive the plan forward.	The Council is committed to monitor progress against the EDS and its underpinning Action Plan, to measure, monitor and track progress.
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 and ensuring that partners and stakeholders report on their own contributing strategies and plans. The EDS and action plan delivery will be shared across services.

Legal Implications:

It is a statutory requirement for Local Authorities to identify their strategic priorities and have plans to address these. The EDS will act as a supporting delivery plan to the Let's Do It Strategy.

Financial Implications:

There are no direct financial implications of the development of the strategy beyond those already incurred to commission Hatch and in staff time and resources. However, the significant component parts such as UK Shared Prosperity Fund, Levelling Up Fund, Atom Valley all have financial implications and the benefits that they will bring should also have financial benefits. These costs and benefits will be spread across a number of stakeholders and our residents should share within the benefits through increased high-quality jobs and public and private sector facilities.

Appendices

Appendix 1 – Bury Council Economic Strategy

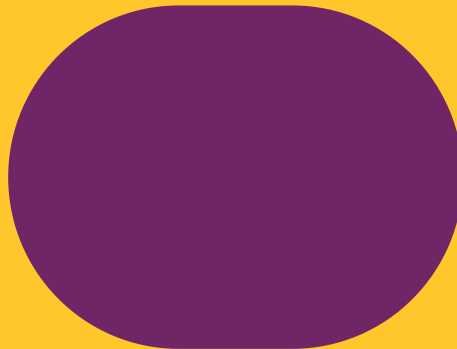
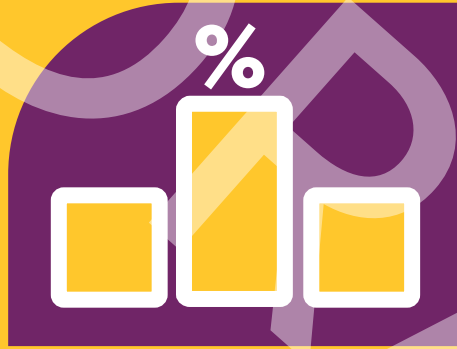
Background papers:

Bury EDS consultation Report (available upon request)

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

Term	Meaning
EDS	Economic Development Strategy
UK Shared Prosperity Funding (UKSPF)	Funding source that is supporting the Government's Levelling Up agenda.

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Bury
Council

**ECONOMIC
STRATEGY**

DRAFT



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Leader's Foreword

Our new Economic Strategy sets-out a clear framework and priorities to guide a collaborative 'Team Bury' approach to delivering a more sustainable, competitive, inclusive, and resilient local economy.

An Economy that fulfils its growth potential, while making a significant contribution to Greater Manchester's wider economic growth ambitions over the next decade and beyond.

Like many areas across the UK, and particularly in the North of England, we have had to deal with the varied and challenging socio-economic headwinds arising from the UK's exit from Europe, a global pandemic, as well as a cost of living crisis which has been exacerbated by high levels of inflation and wider instability in Europe.

Through this strategy we want to ensure the borough has a strong economy in the future and offers a range of job and career opportunities for all. Key to achieving our economic objectives is to ensure we retain and can facilitate growth across the range of businesses in the borough – from start-ups, SMEs, and world leading brands and companies – and ensure these companies can provide long-term, higher-skilled, and well-paid employment.

We must ensure that we have enough employment land in the right locations to facilitate existing businesses to grow, while also attracting new businesses, particularly those in growth sectors, such as advanced manufacturing, digital services and technologies, to locate here. The Northern Gateway site, which is part of the Atom Valley Mayoral Development Zone (MDZ), offers a game-changing opportunity to exponentially expand the borough's business base, for the benefit of Bury but also the wider region.

The expansion of economic opportunity will bring real benefits to our communities, but it will also need reform and change to the skills system.

We need to prepare young people better for careers in key growth sectors and to support existing companies with issues which are constraining the labour force, such as health and wellbeing, and an ageing workforce.

As part of Greater Manchester's Trailblazer Devolution deal, we need to take the opportunity of skills devolution in the region to develop a system which is much more responsive to business needs. We also need to make sure that the skills system adjusts to the profound changes to our economic system being driven by a rapid move to a digital and zero-carbon economy.

Place is a key strand of the new Economic Strategy. We recognise that economically successful places, which embrace placemaking, offer residents higher quality of life, while also playing a key role in attracting new investment and businesses.

Vibrant town centres, which includes more residential and a diverse mix of uses, are critical to the economic health of places. We will make a range of investments to modernise and future proof our key centres. Critical to this will be the borough's housing strategy and ensuring this drives the delivery of high-quality, well-connected new communities, designed with green space, local amenity, community facilities and good connectivity at their heart.

Leader's Foreword

We will continue to invest in our critical transport infrastructure. Our Transport Strategy for the Borough guides investment into the strategic highway network, as well as promoting better bus services and cycling options. We will work with the Department of Transport and TfGM to ensure major highways schemes are implemented that will open-up the Northern Gateway opportunity site, as well as bring forward a new transport Interchange for Bury Town Centre.

This Strategy and the accompanying Action Plan enables Team Bury to have a clear focus on the borough's economy. It has been informed and shaped by valuable consultations with residents, businesses, and key stakeholders.

On behalf of Team Bury, our platform for doing things together, I am pleased to commend the borough's new Economic Strategy to you.



Cllr. Eamonn O'Brien
Leader of Bury Council



Cllr. Charlotte Morris
**Cabinet Member,
Culture, Economy and
Skills**



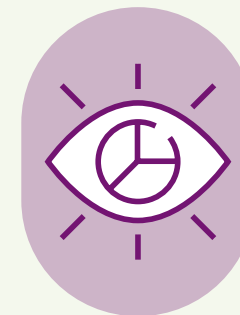
Vibrant town centres, which includes more residential and a diverse mix of uses, are critical to the economic health of places.

INTRODUCTION



The development of a new Economic Strategy for the borough was a key outcome arising from the publication in 2020 of Bury's ***Let's Do it Strategy...!***

The 'Let's Do it Strategy' is the borough's overarching and integrated approach for achieving our vision of tackling deprivation and inequality, whilst securing economic recovery and, ultimately, securing ambitious growth by 2030.



“To stand out as a place that is achieving faster economic growth than the national average, with lower than national average levels of deprivation”

Bury 2030 Let's Do It Strategy Vision

The Let's Do It Strategy is underpinned by the guiding principles of:

Local Neighbourhoods:

empowered residents, families and local communities within our townships at the heart of decision making to make a difference to people's lives.

An Enterprising Spirit:

We are known for our spirit of enterprise and innovation. We will harness that spirit to raise aspirations, remove barriers, and maximise opportunities to grow and develop our people and businesses.

Delivering Together:

We want to deliver a new relationship between public services, communities and businesses which is based on co-design, accountability and shared decision making to focus on wellbeing, prevention, and early intervention.

A Strength's-based approach:

a borough in which people are helped to make the best of themselves, by recognising and building on the strengths of all our children, families and our communities and taking an evidence-led understanding of risk and impact to ensure the right intervention at the right time.

Considering these guiding principles, particularly the focus on an **Enterprising Spirit** and our opportunity to '**build back better**', it is timely to deliver a new Economic Strategy for the borough. We want the borough to be a place that stands out not just in Greater Manchester, but nationally as an example of what inclusive growth looks like.

While a new Economic Strategy can support the achievement of our overarching vision, the strategy will also be important in mitigating the direct and indirect impacts arising locally from:

- **The on-going impact and implications for residents and businesses from the Covid-19 pandemic since 2020**

- **The on-going and challenging economic headwinds for the UK and local economy associated with EU exit, instability in Europe, and inflation which is significantly impacting upon the cost of living for our residents and businesses.**

Our new Economic Strategy sets out a **clear framework and priorities** to guide and steer the Council and partners' ('Team Bury') collaborative approach to delivering a **sustainable, competitive, inclusive, and resilient** local economy that fulfils its growth potential, while making a significant contribution to Greater Manchester's wider economic growth ambitions over the next decade and beyond.

Whilst Bury's economy is integral to supporting Greater Manchester's growth agenda, it is recognised that there is a distinct imbalance even within the Greater Manchester economy with economic output from the north of the conurbation, including Bury, falling behind that of the central and southern areas of Greater Manchester.

Through a clear, comprehensive and ambitious strategy, we are well placed to play a key role in driving forward sustainable economic growth in the borough and in Greater Manchester. This will be achieved through the realisation of identified key opportunities. For example, the realisation of significant new and higher-skilled employment opportunities through the release of employment land at Atom Valley/ Northern Gateway, which presents a '**Game changing**' opportunity for Bury and for Greater Manchester.

In addition, increasing the supply and development of new and affordable housing in the borough, the ongoing regeneration of our town centres through a 'place-based' approach, and ensuring our residents have the training and skills to access employment opportunities within our foundational economy, as well as in growth sectors such as low carbon and advanced manufacturing.

Underpinning our strategy is a focus on **inclusive growth** and **community wealth building**. We want to ensure that our residents, businesses, and communities derive the maximum benefit from the growth vision and priorities identified for the borough. In addition, our strategy will also ensure our economy is **greener** through prioritising growth which is sensitive to the climate emergency imperative and facilitates sustainable lives.

OUR APPROACH

Has been informed by extensive socio-economic analysis and stakeholder engagement. This analysis and engagement have been framed around three pillars:

Bury's Place

Understanding the spatial, social and environmental factors affecting the prosperity and vitality of Bury's places

Bury's People

Understanding Bury's resident and worker population to ensure that the local economy meets their needs and aspirations and supports inclusive growth

Bury's Economy & Business Base

Understanding Bury's business landscape, employment characteristics and specialisms



The socio-economic analysis also provided a summary overview of each of the six towns/key neighbourhoods in the borough – Bury, Prestwich, Whitefield, Radcliffe, Tottington and Ramsbottom. This outlined the current socio-economic baseline position of each area including who lives and works there, and identified strengths, weaknesses, opportunities, and challenges.

In addition to the socio-economic evidence analysis, engagement was also undertaken with 'Team Bury' stakeholders and thematic groups. As a result of the outbreak of the Omicron variant of Covid-19 in late 2021 and 2022, an online engagement tool was used to capture a wider set of residents, community, and stakeholder perspectives on key issues. This was supplemented by three in-person 'pop-up' events in Bury, Radcliffe and Ramsbottom town centres.

The overarching pillars of Bury's **Places, People, and Economy and Business Base** flow through into the Strategy, supported by identified priorities ('statements of intent' for the borough) and associated actions.

The process of informing and developing the strategy has been collaborative, drawing on expertise and insights from a wide range of stakeholders. This Economic Strategy is not owned by Bury Council - it is a living document which is owned and needs to be delivered by all Team Bury



BURY'S LOCAL AND STRATEGIC CONTEXT

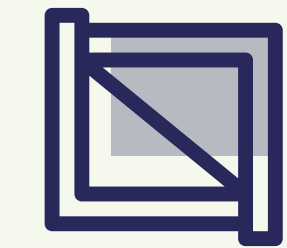
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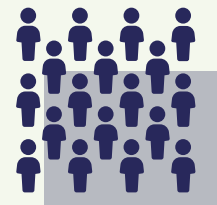
The borough was formed in 1974 following local government reorganisation and is now one of the ten local authority areas within the Greater Manchester Combined Authority (GMCA) area. The creation of the borough brought together a diverse mix of six towns (Bury, Prestwich, Whitefield, Radcliffe, Tottington and Ramsbottom) and rural areas. The more rural townships and areas to the north of the borough continue to have close ties to Lancashire, whilst the more urbanised towns in the central and southern parts of the borough have closer ties to other parts of Greater Manchester including the city of Manchester, Salford, Bolton, and Rochdale.

The borough has a significant and proud history of industry and manufacturing which played a significant role in the UK's industrial revolution as a major printing and textile centre. While the borough experienced significant growth and prosperity during this period, challenges emerged as industry across the borough began to decline in response to shifts in global trade and manufacturing overseas. While the borough has had some success in re-orientating its economy over recent decades, like other Greater Manchester boroughs and post-industrial northern towns and cities, this is an on-going process and one which the new economic strategy aims to accelerate.

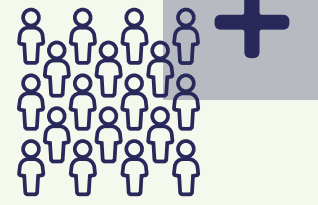




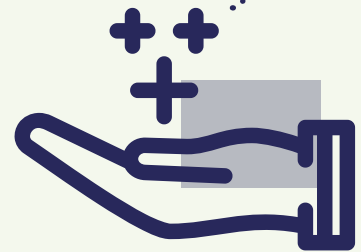
Area:
99 km²



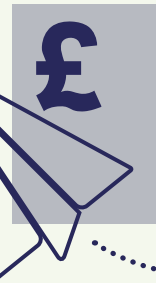
Population (2021):
193,800



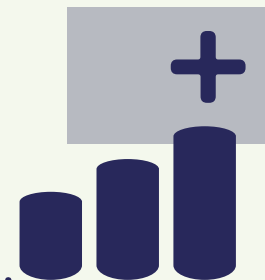
Population change (2011-2021):
8,700 or +4.7% (UK Avg. 6.6%)



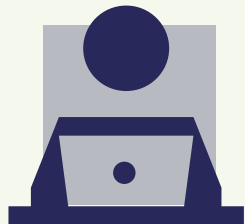
GVA (2021):
£3.57bn with an increase of 6% from 2020



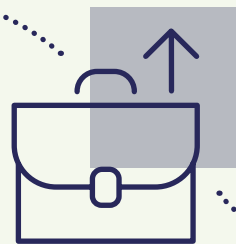
No. of Businesses (2022):
8,060



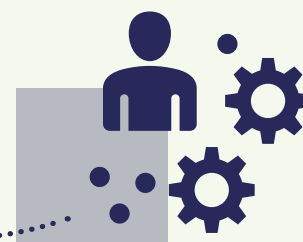
Business Base Growth:
20% business base growth between 2016-2022



No. of Jobs (2021):
71,000



Employment Growth (2015-21):
6% vs 13% GM, 9% NW, 6% England



Jobs Density:
0.7 per working age adult

NEW LOCATION MAP
overview map showing
Bury in a UK/NW/GM and
local context. Important
to note a key borough in
the 10 GMCA boroughs,
located to the north of GM,
key towns, strategically well
connected – road/tram, ties
to Lancashire etc.

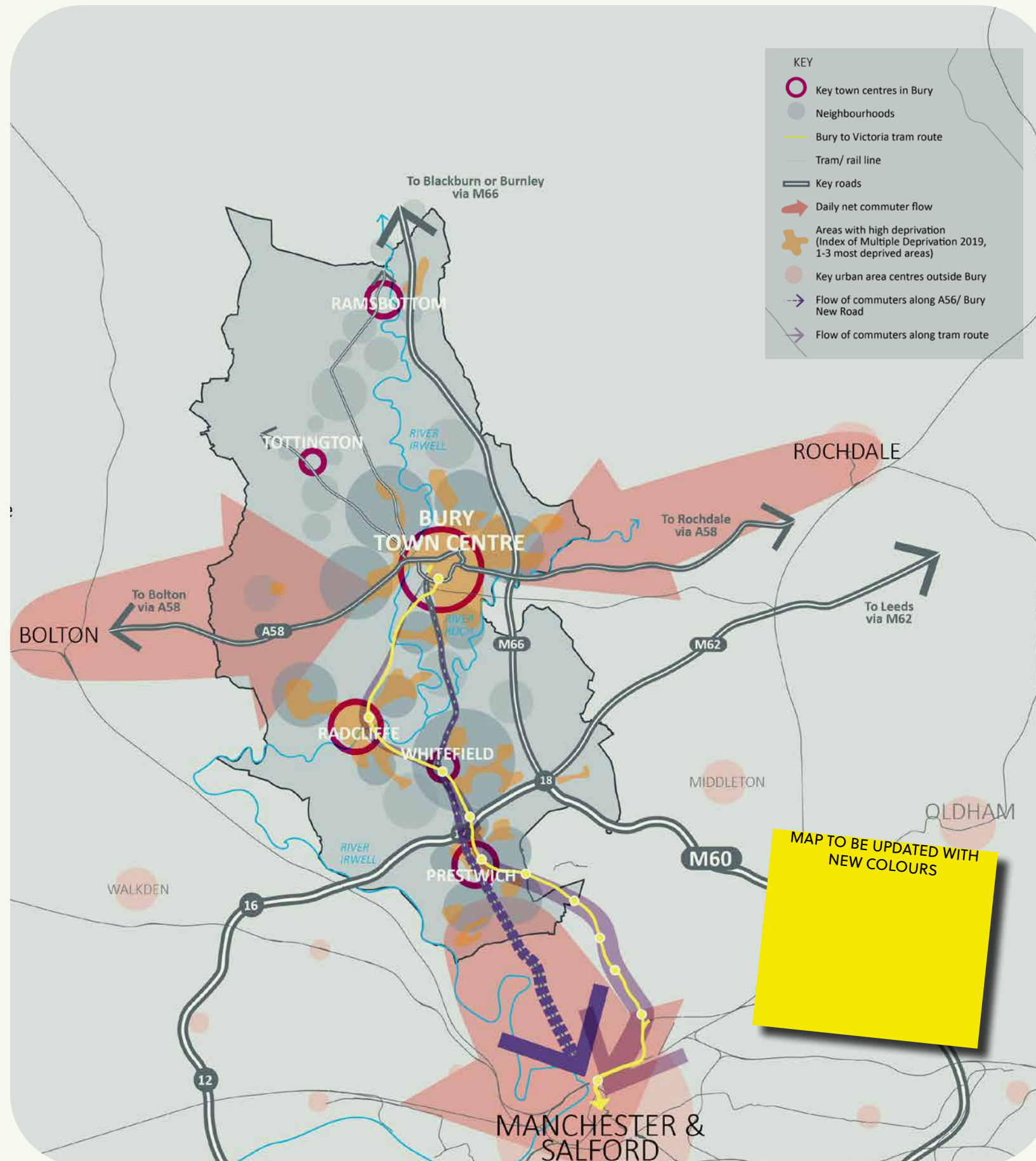
BURY'S STRATEGIC POSITION WITHIN GREATER MANCHESTER

As one of the ten boroughs within the Greater Manchester Combined Authority (GMCA) area, the borough has significant economic, political, social and transport infrastructure ties to the ten boroughs in Greater Manchester.

Strategically Connected

In terms of strategic transport connectivity, the borough sits on the edge of the M60 motorway with key connections at Junctions 17 and 18 adjacent to the town of Prestwich. The M66 motorway provides strategic connections north to Rawtenstall and other Lancashire towns, such as Blackburn and Burnley. Bury town centre connects into Manchester City Centre via the A56 which also passes through the areas of Whitefield and Prestwich.

The borough is also well served by the Metrolink tram network, which sustainably connects Bury, Radcliffe, Whitefield and Prestwich to Manchester City Centre and other Greater Manchester suburbs. The East Lancashire Railway, a heritage railway, also connects Bury Town Centre with key towns in the local area and provides access to areas of surrounding natural capital.



Connecting Opportunity and Need

Analysis shows the greatest daily net inflow of commuters is from Bolton and Rochdale, with a net out flow of commuters to Manchester, who most likely commute along the A56 road corridor and tram routes. The sustainable and relatively efficient connectivity offered by the Metrolink means Bury, Radcliffe, Whitefield and Prestwich residents can easily access the employment and business opportunities within Manchester City Centre and the wider central Manchester/Salford core area.

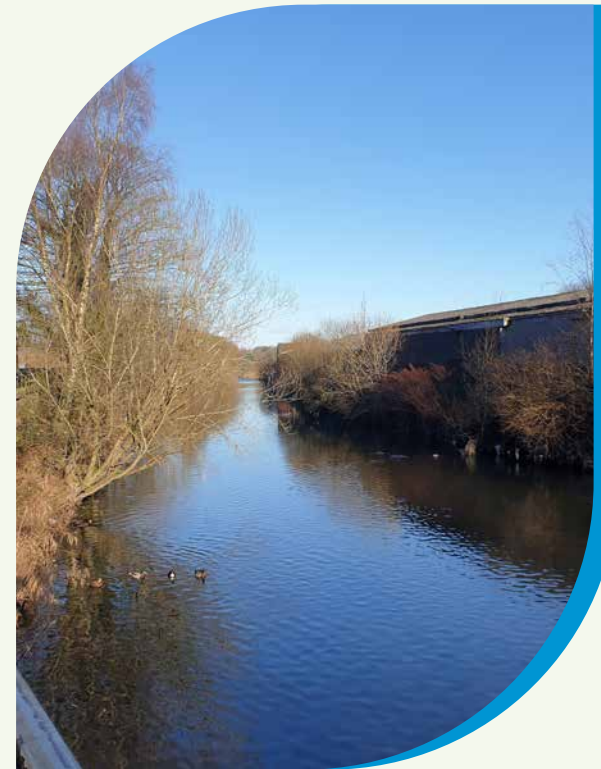
The areas within the borough with higher levels of deprivation are those around the inner areas of Bury Town Centre. Radcliffe also experiences a high number of areas with deprivation, with Whitefield, Ramsbottom and Prestwich experiencing deprivation to a lesser extent. Tackling the issues associated with areas of deprivation will support the regeneration and improved economic performance of each of the centres. By doing so, areas situated around the core of local and district centres can help support and unlock economic growth.

Targeting Strategic Growth Opportunities

Bury plays a significant strategic role in collaborating on several cross-GM policy initiatives – most notably the recent Places for Everyone (PfE) plan for jobs, new homes, and sustainable growth. The GMCA 'Places for Everyone' (PfE) plan identifies key areas of the borough for significant new housing and employment growth. These include town centres, such as Bury and Prestwich, alongside land at Elton Reservoir and Radcliffe. These areas are located within or next to existing urban areas within the borough, creating an opportunity to increase the number of visitors and users of local and district centres.

The PfE plan also highlights the opportunity for growth along the 'North-East Growth Corridor', located 3.5km south east of Bury Town Centre. Two sites have been identified here which make up the 'Atom Valley/Northern Gateway' with the potential to deliver significant new employment space, as well as further housing. The PfE plan also proposes investment in new public transport infrastructure and routes to connect Bury and Rochdale Town Centres with the Northern Gateway sites and to Manchester City Centre.

The North-East Growth Corridor can help to connect the eastern and central parts of the borough with economic growth and investment opportunities. The proposed new sustainable rapid mass transit corridor will provide improved accessibility and link employment opportunities within the cross-borough Northern Gateway sites.



Maximising Green and Blue Infrastructure Assets

The borough is traversed by two key river corridors, the River Irwell and the River Roch which weave through a number of key open spaces including Philip's Park and Burrs Country Park. Towards the northern parts of the borough around Tottington and Ramsbottom, the setting of the neighbourhoods becomes less urban and more rural, approaching the West Pennines Moors and its moorland geography.

The borough is also well served by a variety of parks and open spaces of differing scale and function, with spaces to the south serving a more urban setting and those to the north becoming more open and expansive. Each of the larger urban areas within the borough are within close proximity to open green space or more rural open spaces, such as West Pennine Moors SSSI. These add to the distinctiveness and the attractiveness of living and working within the borough.



A 'Game-changing' Intervention: Northern Gateway – Part of Atom Valley MDZ

Delivering one of the most significant proposed interventions in the Places for Everyone (PfE) Spatial Plan is critical to our ambitions of enabling and supporting employment growth and unlocking significant new economic opportunity in Bury, but also for Greater Manchester.

The Northern Gateway is focused on the M62 corridor from Junction 18 (the confluence with the M60 and M66) to Junction 21 (Milnrow), extending across parts of Bury, Rochdale and Oldham – the North-East Growth Corridor. Now designated as part of the Greater Manchester Atom Valley Mayoral Development Zone (MDZ), this area represents a transformative opportunity for inward investment on a national and international scale.

The scale of this initiative is considered necessary in order to deliver 'Levelling-up' in Bury and Greater Manchester, and to transform perceptions of, and opportunities within, the north of Greater Manchester.

The Northern Gateway comprises of key strategic sites identified as GM1.1 and GM1.2 within the Growth Corridor and PfE plan. Importantly, the proposals for releasing land at GM1.1 are of a scale that has the capacity to deliver transformational change for Bury and Greater Manchester.

The development of the site has the potential to deliver c.1.2 million sq.m. of industrial and warehousing floorspace and around 15- 20,000 new jobs, depending upon the end uses (e.g. manufacturing/advanced manufacturing and warehousing/logistics uses).

To unlock the Northern Gateway, its growth potential and to maximise socio-economic benefits and GM's net-zero ambitions, significant new transport and other infrastructure investment will be required to meet future demand generated by the site, as well as ensure employment opportunities are accessible to local residents.

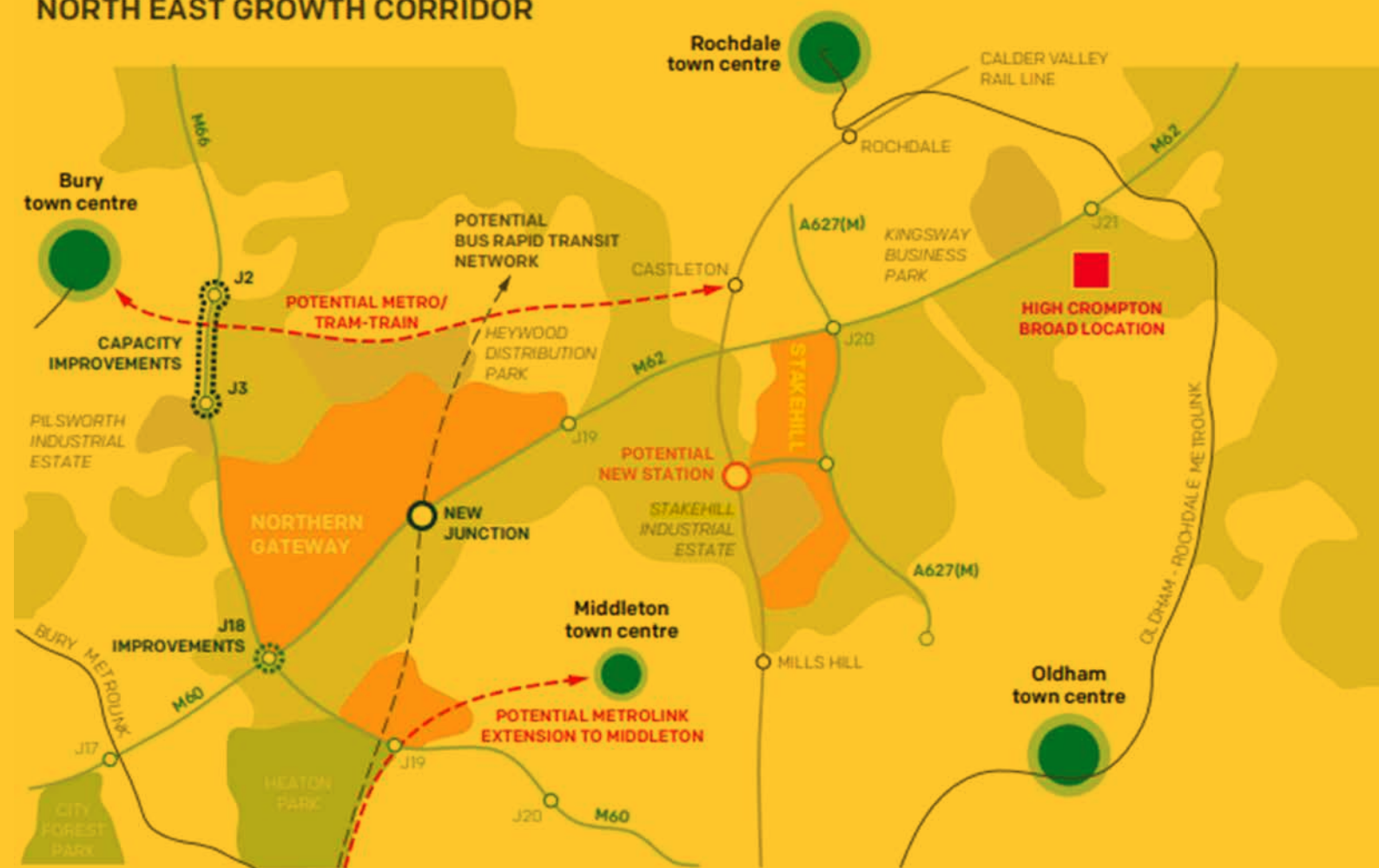
A strategy to maximise opportunities for local residents and businesses in the construction and operational phases will be required, particularly the opportunity to up-skill residents so they have the right skills to access new employment opportunities as they come forward.

A Growth Location with:

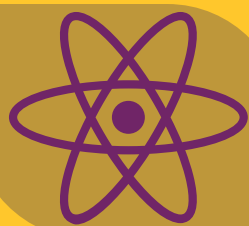
1.2 million sqm
of floorspace

Upto 15-20,000 new jobs

NORTH EAST GROWTH CORRIDOR



Extract from the Places for Everyone Strategy, GMCA

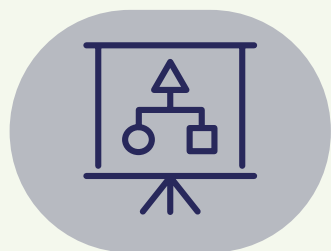
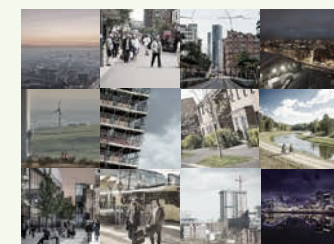
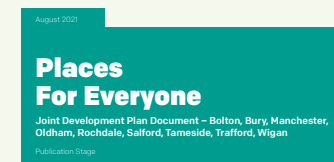
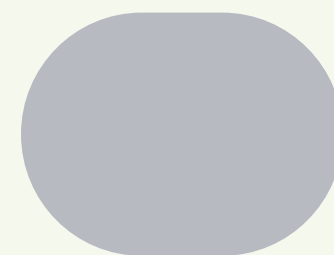


STRATEGIC ALIGNMENT

The development of our new Economic Strategy has been undertaken within the context of relevant local, sub-regional and national plans, policies and strategies. Ensuring Bury's new Economic Strategy compliments and aligns with existing policy, plans and strategies will drive impact and 'buy-in' from local, sub-regional and national stakeholders.

Our aligned and coordinated approach provides the opportunity to leverage wider support and interventions. For example, it has the potential to unlock our growth and development goals, such as public sector investment through 'levelling up' to redevelop our town centres, support Greater Manchester's plans for a 'Fairer, Greener, Growing Economy', while helping to secure more private sector investment in the borough through a clear and coordinated approach.

The policies and strategies most relevant to the borough's new Economic Strategy are summarised below. This is not a list of every strategy and policy that will likely have an impact on the borough's development. However, the policies listed provide a broad overview of the key issues at the national, sub-regional and local level.



The 2022 Levelling Up White Paper provides the immediate national level policy context for shaping this new strategy. The White Paper plays significant attention to the development of UK region's outside of the London and the South East. Bury's place within the Levelling Up agenda can be seen within two contexts: the borough and as a part of the wider Greater Manchester city region.

The borough has already been successful in securing Levelling Up Funding (LUF) to support projects at Bury Market to develop the Flexi-Hall concept and in Radcliffe with a new Civic Hub - £40m in total. However, levelling-up the borough will require significant further public and private investment and a new Economic Strategy is key to providing a clear direction on the borough's priorities.

At the sub-regional level, Bury will be impacted by existing Greater Manchester policies such as the Greater Manchester Strategy, Places for Everyone (PfE) plan, Local Industrial Strategy, Transport Strategy 2040, and the Plans for a Fairer, Greener, Growing Economy. Underpinning many policies, plans and strategies is a significant emphasis on the need to ensure development that is sustainable and creates the conditions for sustainable economic growth across Greater Manchester. It is imperative that Bury, as well as all Greater Manchester as a whole, ensures we deliver the greatest impact and benefits for our residents, communities, and businesses.

In addition, Greater Manchester continues to be at the forefront of devolution in England through the signing of a 'trailblazer' devolution deal with government in March 2023. Building further on Greater Manchester's existing devolved powers and responsibilities, this new deal marks a significant step-change for Greater Manchester and for Bury. It provides the region with an improved and less fragmented funding approach, as well as greater responsibility and powers over a range of issues to deliver regeneration and levelling-up. This includes more control and decision-making on spending priorities and approaches to support housing, regeneration, transport and, importantly, skills – this includes post 16 technical skills and adult skills.

At a local level, Bury's Let's Do It Strategy sets the borough's overarching vision and direction of travel. A new Economic Strategy is identified as one of the key enablers in supporting the achievement of our Let's Do It vision and delivering sustainable growth for the borough, alongside other key plans and strategies on planning, housing, town centre regeneration, transport, and climate change.

Our aligned and coordinated approach provides the opportunity to leverage wider support and interventions.



THE CASE FOR CHANGE



An extensive evidence baseline was prepared which has underpinned the development of the Economic Strategy and supported the process of establishing the case for change in the borough.

The evidence base was wide ranging and structured around the three Pillars of **Place, People and Business & Economy**. It has informed our understanding of what the key opportunities and challenges are within the borough and across its towns and neighbourhoods.



Drawing upon the key information and evidence from the baseline, this section of the strategy provides a high-level summary of:

1. The borough's 'Strengths, Weaknesses, Opportunities and Threats' (SWOT)

2. The borough's key strategic opportunities

3. Key issues/Barriers to overcome under the three Pillars of Place, People, and Business & Economy

This analysis is underpinned by a comprehensive evidence base report.

HIGH-LEVEL SWOT ANALYSIS

The following summarises the five defining strengths, weaknesses, opportunities, and threats shaping economic growth and prosperity in the borough.

FIVE DEFINING STRENGTHS



- **Strong road and public transport links make Bury a well-connected and accessible place to live, work and visit.** The borough's access to the M60, M66, A56 corridor and tram links within Greater Manchester offers strong connectivity to this economic powerhouse. This could be further enhanced by continued investment in public transport, improving active travel infrastructure, and encouraging people to switch to more sustainable modes of transport, helping reduce fossil fuel-based emissions and accelerating decarbonisation efforts in the borough.



- **Diverse and growing business base.** Over the last ten years, the borough's business base has grown by 49% which exceeds both the national and regional averages. Supporting these businesses to survive, scale up and grow within the borough will facilitate local jobs and productivity growth. Bury has sector specialisms in high productivity sectors such as manufacturing to be nurtured, and foundation sectors such as health and social care which can help to meet the needs of the current and future population of the borough.



- **Highly skilled occupations.** Compared to the national and regional averages, the borough has a higher proportion of residents working in highly skilled occupations (49%). This typically supports better paid and less precarious employment opportunities, supporting social mobility and life chances for residents. Retaining resident spend locally will support community wealth building.



- **Strong technical education offer.** The alignment of apprenticeship starts to important sectors provides a level of responsiveness to meeting current and future skill needs and is equipping residents with relevant skills to gain employment in the borough.



- **High quality of life,** with a diverse range of well-connected towns and villages, and a strong recreation and leisure offer including parks and open spaces. The provision of sites for new housing creates an opportunity to lever the borough's quality of life offer to retain and attract population.

FIVE DEFINING WEAKNESSES

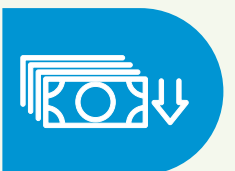
- **Significant COVID-19 Economic Impacts.** The borough's economy (measured by GVA) contracted by 6% as a result of COVID-19 impacts (2019-2020)), but is now recovering back to 2019 pre-covid levels. Prior to Covid-19 growth had been low, with employment only experiencing a 6% growth rate since 2015 compared to 13% in Greater Manchester. Weaker economic performance has direct implications for the prosperity of the borough and living standards of its residents.

- **Low job density resulting in high outflow commuter rates.** With a job density of 0.7 jobs per adult resident, a large proportion of residents commute out of the borough for work. This means the borough is not able to fully benefit from the talent and spend opportunities presented by these out-commuting residents.

- **Employment is concentrated in lower value sectors.** With specialisms in sectors such as health, retail and construction, the borough has a reliance on sectors which are typically lower value and are vulnerable to disruptors such as automation, EU exit and macro-economic shocks.

- **Large parts of the borough fall within the most deprived areas of England.** The borough consistently scores poorly across the indicators for deprivation which further entrenches low social mobility and limited life chances of its residents. Unemployment has risen during the pandemic and is most severe in areas of high deprivation.

- **Bury has one of the lowest proportions of residents aged 16+ earning above the national living wage in Greater Manchester.** This has a negative effect on the living standards of residents and reduces opportunity for residents to reinvest in the local economy through greater disposable income.



FIVE DEFINING OPPORTUNITIES



- **The Northern Gateway/Atom Valley** is a site of strategic importance in Greater Manchester. It will help tackle the borough's current undersupply of commercial floorspace and support job growth. By maximising the potential of this site and unlocking its employment opportunities, this presents a chance for Bury to grow its economy and key high value sectors, such as advanced manufacturing.



- **Increasing job density and retaining talent.** The construction and operation of major projects would harness the talent of the local workforce and provide opportunities to upskill and train residents who have struggled to enter or stay in the labour market. With a large number of highly skilled residents, these opportunities could also improve Bury's ability to retain those people who currently migrate out of the borough for employment.



- **Forecast growth in high value sectors.** Forecast growth in sectors such as professional, scientific and technical employment will support the provision of high value local jobs. A focus on growing and supporting key sectors such as advanced manufacturing, low carbon and creative and digital will further support productivity growth in the borough.



- **The regeneration of town centres is crucial to improving the attractiveness of the borough as a place to live, work and visit.** Planned major investment provides an opportunity to work with local institutions and organisations to maximise the benefit to support community wealth building. Creating vibrant town centres with a range of uses will help support post-Covid recovery. This includes the provision of flexible workspaces and a housing offer which responds to hybrid working trends.



- **Bury's quality of life offer.** If the borough is to thrive and grow then it will need to leverage assets that support life satisfaction and well-being. This includes improving health outcomes by working with local partners to reduce economic inactivity, tapping into its key assets such as proximity to greenspace, and providing a range of housing opportunities to encourage people to live in the borough.

FIVE DEFINING THREATS

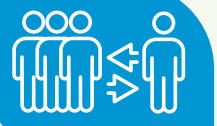
- **Bury's ageing population is compounded by a slow increase in its working age population.** The borough has seen a 15% increase in its 65+ population over the last decade (2012-21), while its working age population has only grown by 1.5% compared to 3.9% in GM and 3.6% nationally. These population challenges are forecast to continue, with growth concentrated in the 65+ cohort. This will contribute to a shrinking pool of labour to fuel our economic growth.

- **Skill shortage vacancies are a barrier to business growth and productivity.** With 9% of employers reporting a skill shortage vacancy (relative to 6% in GM).

- **Enterprise and scaling up.** The borough experienced a negative business birth rate in 2020, which contrasts with the positive position experienced elsewhere. The provision of supporting infrastructure including employment sites and affordable/flexible workspace meeting a range of end-uses to support business start-up and growth is part of a supportive business environment.

- **Inequality becomes more entrenched in Bury.** Areas which face the greatest deprivation are also more likely to have faced either no change or a decrease in their employment and business count in the last 5 years. As the borough pursues major opportunities for economic growth, it will need to ensure that these opportunities are inclusive to local residents and businesses.

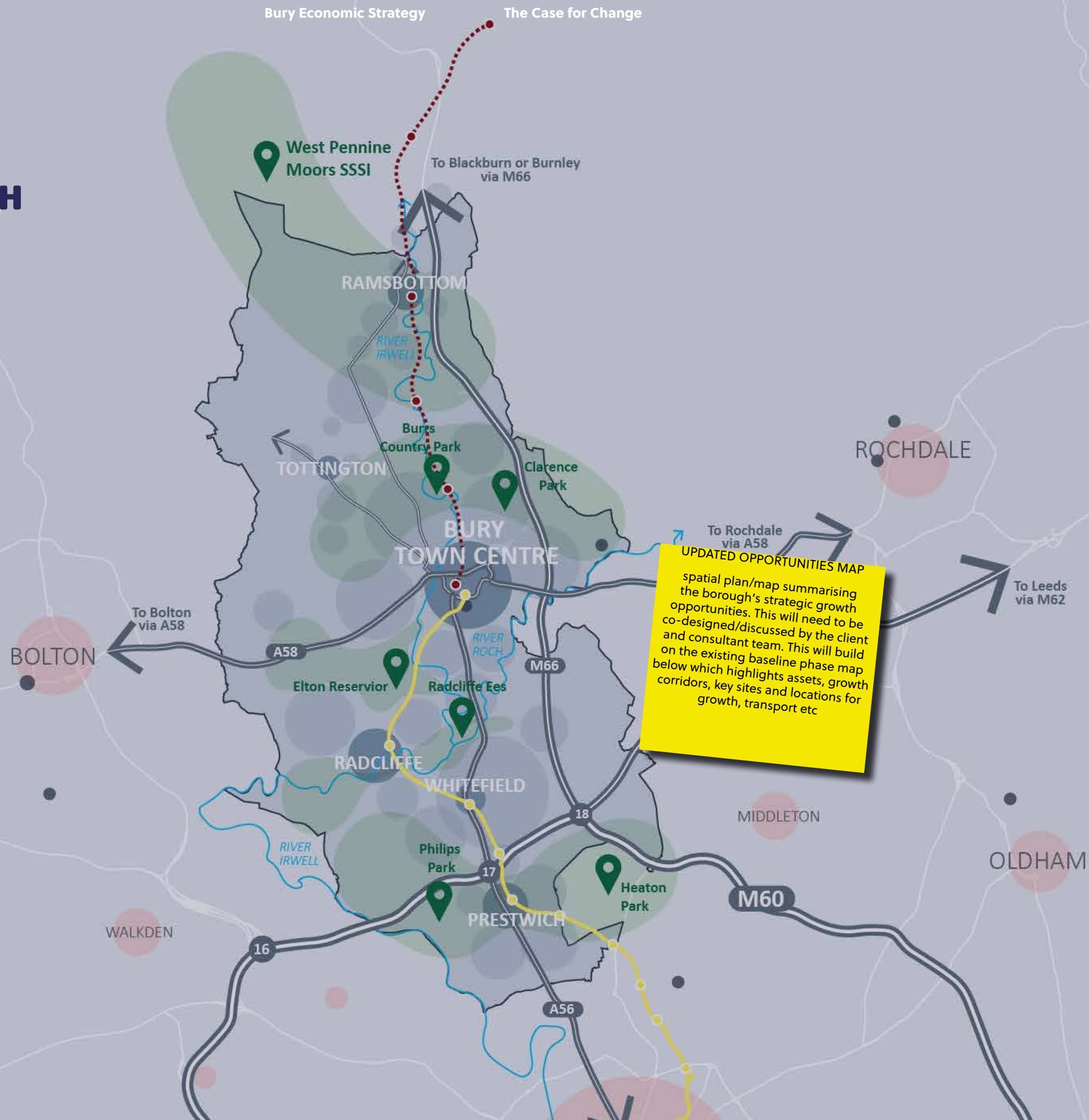
- **Poor digital 'cold spots' could hinder business competitiveness and undermine digital inclusion.** Slow download speeds and access to ultrafast broadband below the GM average, future businesses may choose to locate elsewhere. This threatens the borough's competitiveness and could deter investment.



STRATEGIC GROWTH OPPORTUNITIES

Bury Economic Strategy

The Case for Change



KEY ISSUES- BARRIER TO OVERCOME

Our Place: Where Are We Now?

Key Issues

Constrained Supply of Employment Land

- For many years, the borough has suffered from an inadequate and constrained supply of employment land, in terms of both quantity and quality, which has constrained the borough's ability to retain and attract investment.
- Only 12 sites are currently available – 9.52 hectares. 8 are small-scale sites of less than 0.4 hectares in size.
- Land at Chamberhall (Phase 2) accounts for 40% (3.9 hectares) of available land and will be developed in the near future now a development partner has been secured.
- The borough has the lowest existing baseline supply in Greater Manchester's Places for Everyone (PfE) nine districts for industrial or warehousing development. (10, 231 sqm or 0.54% of PfE supply).

Housing Affordability

- A combination of natural population growth and net internal migration from other parts of Greater Manchester and England have created significant housing demand and affordability challenges in the borough.
- House prices have risen by 57% over the last decade (50% nationally). Acute pressures in Prestwich and suburbs around Radcliffe (100% rises in the last 5 years).
- Based on PfE between 2022 and 2039, the borough needs to create an additional 7,678 homes, equivalent to building 452 homes per year. The borough does not have enough land within the urban area or brownfield sites to accommodate its housing target

Need for Revitalised Towns

- The borough is made up of six distinct and unique towns each with their own economic opportunities and scope for growth and development.
- Maximising the success of our towns will ensure the whole borough is able to perform to its highest potential. Our focus on town centre regeneration and revitalisation needs to continue following our work in setting out regeneration masterplans and strategic frameworks in Bury, Radcliffe and Prestwich.
- Diversification of uses and less reliance on retail will be key, alongside tackling issues of footfall, public realm and road and transport accessibility.



Key Issues

Supporting Leisure, Culture and Tourism

- The leisure, culture, and tourism sectors contribute to local economies through visitor spend, create a vibrant and interesting place to live and help create a positive image of Bury as a culturally vibrant place.
- Supporting the leisure, cultural and tourism economy will contribute to the revitalisation of the borough and provide much needed economic diversification in the borough's town centres and beyond.

Ageing and Inadequate Infrastructure

- The borough has some relative strengths when it comes to infrastructure – Metrolink, road links (M66/M60). However, the borough's socio-economic challenges are exacerbated by gaps in other good quality and reliable infrastructure.
- For example, demand for Metrolink services outstrips supply at peak times, bus services across Bury (e.g. east-west) do not meet local needs, while active travel infrastructure needs significant improvement.
- Improvements required in the scale and speed of Bury's digital infrastructure to meet business and resident demands.
- The borough's digital infrastructure challenge is most acute in the north of the borough with lower than average download speeds.
- Ensuring all large developments are well served by appropriate infrastructure is key, with a focus on low carbon and local energy generation.

KEY ISSUES- BARRIER TO OVERCOME



Our People: Where Are We Now?

Key Issues

An Ageing Population

- The borough has a diverse demography with a younger population located around its town centres and an older demographic concentrated in the more rural parts in the north of the borough.
- An ageing population is already presenting challenges for the borough by restricting the supply of labour in the working age population and increasing demand for health and social care services.
- This challenge is anticipated to escalate into the next decade and without proactive policymaking to support this ageing population and encourage larger numbers of working age adults to move into the borough any future economic opportunities will be seriously compromised.

Significant Health Inequalities

- As the borough's population continues to age, further challenges around health and wellbeing are expected to increase. Some of the most significant health challenges are likely to be faced by residents who are already in some of the most deprived parts of the borough.
- While life expectancy across the borough averages at 78 for men and 82 for women, below national rates of 79 and 83 for men and women respectively, there are major disparities across the borough. For example, Radcliffe's average life expectancy for men is ten years lower than the borough average.
- Such significant health inequalities mean disparate health needs across the borough and lead to significant consequences for our labour force and health and social care services.

Deprivation & Social Mobility Challenges

- While there are pockets of relatively low deprivation across the borough there are large parts of the borough that are within the top 20% most deprived areas in England.
- Deprivation in the borough is most acutely concentrated around the town centres of Bury, Radcliffe, Whitefield and Prestwich while there are smaller pockets of deprivation in the north of the borough
- Over a fifth of the borough's neighbourhoods are in the 20% most deprived places in England for crime and a fifth of neighbourhoods being in the 20% most deprived places for income deprivation.

Key Issues

- The borough needs to improve levels of social mobility. On the Social Mobility Index, compared with all 324 English local authorities the borough ranks 213th
- The borough has particular social mobility challenges amongst the 'early years' category, ranking as the least socially mobile local authority in the country.

Aligning Skills Supply & Demand

- The borough's connections to Greater Manchester are a significant asset and provide job opportunities for residents, with these roles tending to be oriented around higher level skills. For the borough's residents to access and benefit from these jobs there is a need to invest in higher level skills to support them
- 43% of adults in the borough hold level 4+ qualifications (GM 39%). This rate is in line with the England level of 43% however lags behind other GM boroughs of Trafford (55%), Manchester (45%) and Stockport (47%). The borough must invest in the skills base of its workforce to ensure it can maintain and further develop a competitive skills supply offer in the Greater Manchester city region.

Low Jobs Density

- The borough has a relatively low job density level of 0.7 jobs per working age adult compared to 0.86 across Greater Manchester and an average of 0.86 nationally.
- Over 74,000 residents leave the borough for work. This contributes to a self-containment rate (the proportion of residents living and working in their place of residence) of 44%. This means that nearly two-thirds (66%) of residents leave the borough for work (mostly to other parts of GM, Lancashire).
- While outflow commuting is not inherently a challenge, it does imply a lower degree of opportunity within the borough and therefore a reliance on surrounding areas for employment and prosperity.

KEY ISSUES- BARRIER TO OVERCOME

Our Economy & Businesses: Where are we now?

Key Issues

GVA and Covid-19 Impacts

- The borough's economy was estimated to be worth around £3.5bn in 2019, the equivalent of around 5% of the wider Greater Manchester economy. The economy contracted by 6% between 2019 and 2020. As a result, the borough's economy was worth around £3.4bn in 2020.

The borough's economy has been recovering more recently, with GVA rising back to slightly above pre-pandemic levels to around £3.6bn, equivalent to 5% of Greater Manchester's economy. Geographically, the borough's townships, particularly Bury, represent hotspots of economic activity and GVA.

COVID-19 impacted the economy in a wide variety of ways, with some sectors experiencing significant rates of contractions. For example, the food and accommodation service sector lost 63% of its value between 2019 and 2020. This sector has not yet recovered to pre-covid levels with only a 34% increase seen in 2021

Small Businesses exposed to economic shocks

- The borough's businesses are predominantly in the micro businesses category, often self-employed businesses. Over 90% of the businesses in the borough employ fewer than 9 people.
- The borough has a higher-than-average business density rate of 68 businesses per 1,000 working age adults (GM business density of 59 businesses per 1,000 working age adults), highlighting the borough's entrepreneurial activity.
- However, it also indicates that the business base in the borough is typically made up of some of the most vulnerable types of businesses that may be highly exposed to economic shocks. The pandemic and high energy costs crises have highlighted this issue most recently.



Key Issues

A Reliance on Public Sector Jobs

- The borough has a significant amount of employment in the healthcare and education sectors, these sectors – while fundamental foundational sectors of the economy – are predominantly oriented around public sector employment.
- While not inherently a negative aspect of the borough's labour market composition this reliance on the public sector with over 25% of workers employed in the public sector – compared to just 22% across the wider North West region – may open the borough up to potential future risks.
- The possibility of further budgetary cuts could impact local employment in the borough and lead to significant losses in prosperity and opportunity for many residents.

Preparing for the Future Economy

- In addition to an overdependence on public sector employment, there is a broad range of employment in the borough that is oriented around supporting the Foundational economy, including roles which can be lower skilled (e.g. retail, care sector).
- While these roles provide crucial services for the wider economy of the borough, they are roles that are most at risk of automation and therefore redundancy. These are also roles that will tend to provide less economic opportunity for those in them.
- The borough must consider how best to transition people in the economy away from lower skilled roles to ensure future job security. In the future, attracting and retaining higher skilled roles, for example in the advanced manufacturing sector, will allow for greater economic opportunity and enhanced life chances for residents of the borough

OUR VISION FOR THE BOROUGH



The overarching vision for the borough is outlined in our 'Let's Do It Strategy':

"To stand out as a place that is achieving faster economic growth than the national average, with lower than national average, with lower than national levels of deprivation"

In response, Bury's Economic Strategy will:

"Support the development of a fairer, greener and more competitive and resilient economy that delivers successful places, people and businesses"





The Economic Strategy has three pillars which each establish a clear statement of ambition:

Bury's Place

Ambition: To create an inclusive, sustainable and prosperous place, where people choose to live, work, invest and visit

Bury's People

Ambition: To build the capabilities of people to find, sustain and progress in employment and achieve economic security

Bury's Economy & Business Base

Ambition: To create the conditions for business to prosper and accelerate the transition to a fairer, greener and more resilient economy



The following 'Pillar' chapters set out how the borough will achieve the ambitions. Under each Pillar a number of **Priorities** have been identified. These outline our intent for where we want the borough to be heading over the next 10-15 years, and how we will collectively get there through a set of **Priority Actions**.

In addition, the following **cross-cutting principles** underpin our approach and are central to our ambition for each Pillar:

- Building wealth across our communities to support inclusive growth and reduce inequalities.
- Diversifying and strengthening our economy to support resilience to drivers of change, including climate change.
- Strengthening our quality of life offer to underpin our investment proposition to residents, visitors and businesses and enhance life satisfaction, health and wellbeing, and pride in place.

OUR PLACE



OUR AMBITION & PRIORITIES

The baseline evidence review, analysis and stakeholder engagement activity has highlighted the importance of 'Place' in creating the conditions to support the following ambition for the borough:

Place Ambition: Creating an inclusive, sustainable, and prosperous place, where people choose to live, work, invest and visit

To achieve this 'Place' ambition over the next 10-15 years, the borough needs to focus on the following Priorities:

1. **Enabling and supporting investment, employment and business growth and unlocking economic opportunity through an increased supply of employment land.**
2. **Creating successful, attractive and vibrant town centres which have diverse uses and create the right conditions for investment, including supporting the growth and development of Bury's wider leisure, culture, tourism and evening and night-time economy offer.**
3. **Creating great places to live through a strong, mixed and affordable housing offer in the borough.**
4. **Improving our infrastructure - transport, energy, and digital - to support sustainable growth.**
5. **Supporting a carbon neutral borough and adapting to climate change.**



1. Enabling and supporting investment, employment and business growth and unlocking economic opportunity through an increased supply of employment land.



Where do we want to be?

The borough has for too long been constrained in its ability to enable and support significant new employment and business growth by a poor supply of good quality employment land. This has undoubtedly held back the local economy due to the lack of opportunities for attracting new inward investment, while existing businesses have struggled to meet their growth needs, with some choosing to relocate out of the borough due to a lack of sites and premises to expand or relocate to. This has also had an impact on the scale and quality of jobs available within the borough and contributes to the low job density and high proportion of residents working outside of the borough.

Over the next decade and beyond, we want Bury to be a borough which:

- Has a thriving and growing business base and economy.
- Has an economy which is more competitive, productive, and resilient through supporting an on-going transition to a higher skilled, higher value, better-paid and lower carbon economy, whilst recognising the value of the Foundational Economy.
- Is on an economic growth trajectory which creates a range of employment opportunities for all our residents, delivering balanced and inclusive economic growth.



Our growth will be driven by both public and private sector investment and regeneration activity within our existing town centres and employment areas. It will also be driven by the allocation of land for employment-led development at the Northern Gateway through the emerging Places for Everyone (PfE) joint development plan. This will support **transformative growth** in Bury, will boost the competitiveness of the north of the conurbation and support Greater Manchester's wider economic growth ambitions and overarching Greater Manchester strategy.



How do we get there?

To enable and support the unlocking of economic opportunity within the borough over the next 10-15 years, including significantly increased levels of investment, business and employment growth, an increased supply of employment land is crucial if we are to achieve transformative growth. Our key priority actions to increase employment land supply in the borough include:

■ Priority Action: Allocation and Successful Delivery of the Northern Gateway/Atom Valley Mayoral Development Zone

The Northern Gateway is the most significant development proposal within the PfE joint development plan. It straddles the boundary between Bury and Rochdale and is fundamental to the sub-regional aspiration to deliver a more balanced economy within Greater Manchester by significantly boosting economic output from the north of the conurbation. This includes the proposed allocation of land at Heywood/Pilsworth for employment-led development with the potential to deliver around 1.2 million square metres of new industrial and warehousing floorspace and around 15,000-20,000 new jobs.

The Northern Gateway is also a key component of the Atom Valley Mayoral Development Zone (MDZ) which has been formally designated in recognition of the area's potential to deliver transformational change in this part of Greater Manchester. The designation of the Atom Valley MDZ provides a clear mechanism to align public and private sector investment and ensure that there is commitment to delivering inclusive and sustainable growth across the area and adjoining towns. The development of the Northern Gateway / Atom Valley MDZ will therefore be critical to realising our ambitions of enabling and supporting employment growth and unlocking significant new economic opportunities in Bury, but also for Greater Manchester.

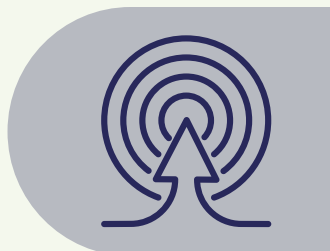
■ Priority Action: Delivery of other Key Employment Land Sites

The successful delivery of other key employment sites in the borough – including Phase 2 of the Chamberhall development site and redevelopment of the Bradley Fold Trading Estate will also be critical to our ambitions of enabling and supporting employment growth. The development of these sites will play a key role in delivering the mix of employment sites and premises for our existing businesses to grow, as well as helping to attract new businesses, sectors and investment into the borough.

■ Priority Action: Protection of Existing Employment Sites

The borough's industrial heritage means that Bury has a diverse range of existing employment sites and areas ranging from older, traditional mill buildings to modern industrial estates. Existing sites are generally individual premises in isolated locations or part of a wider concentration of employment uses. Whilst some existing employment sites and areas may not be of particularly high quality, they can fulfil an important economic role in providing affordable accommodation for local businesses that do not necessarily have the means or desire to occupy modern, high-quality accommodation. In addition, many of these sites offer the opportunity for people to work close to where they live, potentially reducing travel distances and reliance on the private car as a way of travelling to work. It is important that suitable and viable existing employment sites and areas are retained.

2. Creating successful, attractive and vibrant town centres which have diverse uses and create the right conditions for investment, including supporting the growth and development of Bury's wider leisure, culture, tourism and evening and night-time economy offer.



Where do we want to be?

Our town centres play a key role in the economic, business, social and community functions of our borough. Their function and roles continue to evolve given changing trends in business, retail (e.g. from larger and out of town shopping and leisure locations to online), demographics, working trends (particularly accelerated following Covid-19), and enhanced public and private transport options resulting in more choice for where residents and visitors spend their money and time.

Given the scale of this change over the last 10-20 years, particularly in retail trends with increased competition from other centres and online, as well as the more recent implications of the Covid-19 pandemic, the importance of town centre regeneration as a driver of economic opportunity and change for the borough is clear.

This is not just an issue for our borough, this is an issue across Greater Manchester's town centres and nationally. Changes in the retail market and the way that both public and private sector services are delivered have placed pressures on town centres, for example, resulting in the closure of some shops, including both historic national and local 'anchor' stores in town centres.

It is imperative that our town centres continue to adapt and respond to changing circumstances if they are to continue to flourish and successfully meet the needs of our

communities, as well as be attractive to visitors and inward investment. Town centres which have a diverse mix of uses and functions will have greater resilience to withstand changing trends and future economic shocks, while being more attractive and vibrant local centres with greater choice for residents and visitors.

The opportunity for change is not just focussed on the retail sector. The borough's town centres need to be able to provide an attractive and successful leisure offer, as well as a thriving tourism and evening and night-time offer to meet the needs of its residents, businesses and visitors. Bury town centre currently boasts a safe destination after dark due to its Purple Flag accreditation that confirms its excellence in the evening and night-time economy.

Amongst many other heritage attractions, Bury is the main location for East Lancashire Railway – a very successful heritage railway. We want to be able to continue to support the growth of the railway so it can continue to thrive and provide a successful visitor attraction.

How do we get there?

We are already making great strides in the borough with our approach to preparing, co-designing and now approved town centre Masterplans or Strategic Regeneration Frameworks (SRFs) for Bury, Prestwich, Radcliffe and Ramsbottom (as well as a developing town centre plan for Whitefield). These have set a clear vision and strategy for the future

sustainable and inclusive growth of these town centres. Bury and Radcliffe have already been successful in securing a total of £40 million from Round 1 of the Levelling Up Fund (LUF), and Bury Council is now in joint venture partnerships with Bruntwood to redevelop the Millgate Shopping Centre and Muse Developments to regenerate Prestwich Village.

What is clear is that diversity of uses in our town centres, including a balanced mix of retail, commercial, leisure, cultural, civic, public and community functions, alongside increased residential uses, creates multiple reasons for local residents and visitors to use our town centres.

Aligned with improvements and investments in public realm and the environment of our town centres, improvements to transport connectivity, as well as cultural and events programmes; residents and visitors will have more compelling reasons to dwell and spend time and money within our borough's town centres. We are already seeing the upsides of a strategic and planned approach to town centre regeneration through increased private sector investment and investor confidence (i.e. in Bury and Prestwich).

Our key priority actions to create successful, attractive, and vibrant town centres which have diverse uses and create the conditions for investment, include:

Priority Action: Funding secured for regeneration plans/strategic frameworks to enable these to be prepared for our remaining towns

Bury, Prestwich, Radcliffe and Ramsbottom all have approved regeneration plans that clearly set out our ambition, vision and identified proposals to successfully develop our town centres. There is an opportunity to do the same for our remaining towns, ensuring that each town's maximum potential is realised to support the overall ambition of creating successful, attractive, vibrant and fit for purpose town centres.

Priority Action: Funding secured to ensure the successful delivery of our regeneration plans/strategic frameworks

As well as securing funding to prepare our regeneration plans, it is vital we secure the right level of funding to enable each identified proposal/project to be successfully developed and delivered so that we can meet our stated aims, objectives and overall vision for each town. It is important we develop funding strategies, create project pipelines and take full advantage of external funding opportunities both locally, regionally and nationally. Internal funding sources are fast becoming more challenging but nevertheless, we also need to be continuing to identify them to support project delivery.

Priority Action: A new borough-wide Culture Strategy that includes a key role for our town centres to contribute towards maximising opportunities for the borough's visitor economy/cultural assets, alongside its rural offer

Bury's town centres play a key role in engaging people both who reside in and visit the borough through their various cultural and heritage attractions, visitor assets and events. We want to build on these strengths by developing a new Culture Strategy that will facilitate culture across the borough, recognising that it has an important part to play to support place shaping and promoting health and wellbeing. The strategy needs to recognise a borough-wide approach to culture i.e., in both towns and wider rural areas/natural assets. There is a desire to also develop a community framework that all partners can work within, to enable culture to be led and delivered by the borough's communities.



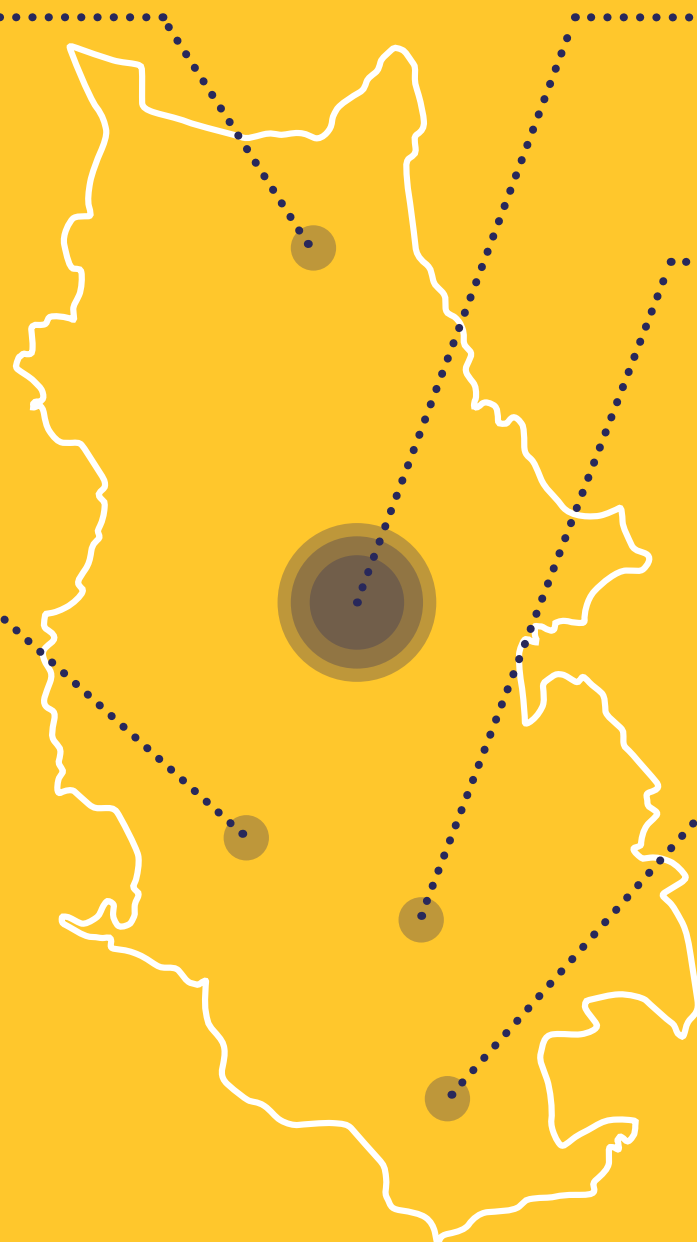
Town Centre Regeneration – Our Positive Direction of Travel

Ramsbottom

There is an approved town centre plan that will support investment and development in the town centre. The plan sets out a series of high-level proposals and concepts to improve the future of the town for residents, businesses and visitors in the short, medium and long-term. This includes creating quality workspace in the heart of the town, as well as identifying opportunities for improvements to the built environment and public realm and active travel routes in and around the town centre.

Radcliffe

In Radcliffe, the Strategic Regeneration Framework (SRF) was prepared in 2020 and provides a single integrated plan for the strategic regeneration of Radcliffe. It identifies a clear set of interventions and approaches to guide growth and to deliver the town's much-needed regeneration. £20 million of funding has been secured from the LUF towards the development of a new Civic Hub in the town centre bringing together key services and functions at the heart of the town. Other priority projects include the refurbishment of the market's basement for new uses including events space, refurbishment of the Market Chambers building, new leisure facilities, a secondary school, new housing, active travel, better links to the Metrolink and new car parking.



Whitefield

There is an ambition to develop a town centre plan supported by the Council but largely driven by local stakeholders and residents, which identifies opportunities for community-led regeneration, as well as potential town centre improvement proposals. Proposals are likely to include public realm, active travel, place marketing, place making and community empowerment, as well as larger-scale improvements to some Council-owned assets.

Prestwich

Regeneration plans for Prestwich focus on the redevelopment of the Longfield Centre in Prestwich Village through a joint venture partnership with Muse Developments. This will include new and enhanced civic and health related services, new commercial units to meet modern demands and uses, increased residential development, improved active travel provision, public realm and placemaking. It also aims to maximise transport connectivity between Prestwich Village to other parts of the borough and to Manchester via bus and tram links.

Bury

Bury is currently furthest along in its regeneration journey, with an overarching town centre masterplan and the previously successful Rock redevelopment. Recent proposals for the redevelopment of the Mill Gate Shopping Centre have also been announced. This is through a joint venture partnership with developer Bruntwood to deliver the next step in bringing forward new uses - office, leisure and residential in the town centre. Proposals are also being developed by Bury Council and Transport for Greater Manchester (TfGM) for the redevelopment of the transport interchange in the town centre to offer multi-modal transport options, including active travel/low emissions travel facilities. Bury has also received £20m in LUF investment for its Bury Market 'Flexi-Hall' project. This proposal also includes market improvement works, public realm, improved links to the town centre, transport interchange and Bury College.

3. Creating great places to live through a strong, mixed and affordable housing offer in the borough.



Where do we want to be?

Our 2021 Housing Strategy sets a clear route-map for how the borough intends to work to create the right conditions so that housing, across all tenures, supports Bury's 2030 Let's Do It Strategy. It recognised that housing, in its widest sense, affects many parts of our lives. The COVID-19 pandemic and lockdowns showed just how important it is to have a healthy, suitable, and secure home. It has also made us more conscious of our local neighbourhoods and of the spaces between our homes, places where we can meet, dwell, socialise and spend leisure time. There is a clear impetus to ensure that we support and help people of all ages to live well within our communities.

Housing supply, mix and offer, as well as the locations of new housing, has a significant role to play in shaping the economic success of our borough over the next 10-15 years. For example, increasing the supply of homes that are both affordable and attractive for younger people and younger professionals starting out will help to retain more of our talented young people and attract others to live in the borough.

Our strategy is to deliver a better range of housing options for households across the life-course (e.g. young people, families, older people, people with additional needs), as well as ensure we deliver quality places which will help attract people who can fill skills gaps in the borough to live and spend their money here, while also playing an important role in encouraging new businesses to locate in the borough.

The submitted draft of the Places for Everyone (PfE) Joint Development Plan identifies that Bury is required to deliver 7,228 homes to 2037 – approximately 450 homes annually (although this is subject to change pending the outcome of the PfE Examination). Our existing housing land supply consists of brownfield sites within our existing urban areas, including potential development sites within our town centres and former industrial sites. However, this supply is not sufficient to meet the requirement set out in the PfE Plan, and it has therefore been necessary for PfE to identify a number of strategic housing sites outside Bury's existing urban area.



How do we get there?

Our intention to create great places to live through a strong, mixed and affordable housing offer in the borough can only be met by addressing our shortfall in housing land supply. Our key priority actions will achieve this through a **balanced approach** to housing site allocation and delivery which consists of a focus on residential growth within our existing town centres and urban areas, as well as the release of land for new strategic housing sites.

Priority Action: Maximising new housing growth in our town centres and urban areas by continuing a comprehensive and holistic approach to regeneration and placemaking.

Housing presents an opportunity to breathe new life into our town centres and help achieve our inclusive regeneration ambitions. Changes in our retail habits are forcing a reinvention of our town centres. Centres with an aspirational housing offer, which includes affordable homes, with good access to employment, transport connectivity, leisure facilities, parks, culture, art and a wide range of community facilities, is a key route to achieving sustainable development within our town centres and urban areas. We are making significant progress with residential development as part of our holistic regeneration plans. Our approach to town centre regeneration will continue and evolve to ensure sustainable and inclusive locations for new housing comes forward in our town centres. In addition, we will continue to focus on former brownfield industrial sites in our towns and urban areas for new housing, alongside the funding opportunities sites of this nature bring from Homes England and the Greater Manchester Combined Authority (GMCA)

Priority Action: The successful allocation and delivery of strategic allocations identified within the PfE Plan to enable the borough to meet its identified housing requirement

Strategic housing sites: To meet Bury's housing requirement set out in PfE, it has been necessary to identify a number of strategic housing sites within the borough in addition to those already identified within the existing housing land supply. It is important that, once formally allocated through the PfE process, the strategic housing sites identified in the Plan are successfully delivered in order to ensure that a sufficient amount and variety of housing can come forward where it is needed and that the needs of groups with specific housing requirements are addressed, including the provision of affordable homes.

4. Improving our infrastructure - transport, energy, and digital - to support sustainable growth.



Where do we want to be?

Our borough's future economic success will rely on residents, visitors, businesses and potential future inward investors having access to modern and resilient infrastructure, including transport, energy and digital, to support their needs. These types of infrastructure provide the backbone to our economy. For example, they enable connections between workers and their jobs to happen more effectively and efficiently; they enable the movement of goods and services to be made within the borough and beyond; they help to enable a wide range of digital services for businesses and residents; while they can also help to unlock economic benefits and development opportunities for the borough by providing confidence to developers, businesses and investors.

We recognise the importance of transport connectivity to the social and economic success of our neighbourhoods and towns. As part of our commitments to the Greater Manchester 2040 Transport Strategy and the borough's own emerging Local Transport Strategy, we are committed to delivering a sustainable transport infrastructure that provides a genuine alternative to private vehicle use. We are committed to delivering economic growth in a planned and managed way and putting sustainability and the right mix of transport options at the forefront of our plans. We share Greater Manchester's bold vision to deliver the Bee Network, a joined-up London-style transport system, starting with buses beginning to be integrated from 2023, trams from 2024 and commuter trains by 2030. We will work with our partners to deliver the Bee Network, including the roll-out of the bus franchising scheme from September 2023 which will bring buses back under local control.

We also want to improve access to Metrolink for our residents, workers, students and visitors, as well as relieve local communities of congestion and poor air quality through creating cleaner and greener street initiatives. Investment in active travel and public transport connections to key opportunity sites, including Northern Gateway, as well as our town centres, will be critically important for residents to access new employment and training opportunities.

Our ambitious transition towards a carbon-neutral borough by 2038 will be supported, in part, by ensuring that we effectively plan what the energy infrastructure needs are for our key housing and employment sites. To assist with this, we have our Local Area Energy Plan as part of GM Green City. To contribute towards longer-term sustainable energy options, where opportunities arise, we will encourage the delivery of localised low carbon or renewable energy solutions and technologies. This approach can also provide local low carbon business, supply chain and employment opportunities.

Our digital infrastructure must continue to improve across the borough if we are to achieve our ambitions for a higher growth, higher value economy, and to be a place which can attract inward investment. Our residential neighbourhoods, town centres, key employment sites and major strategic sites, such as Northern Gateway, will increasingly rely on fast and reliable digital connectivity.



How do we get there?

Our intention is to ensure that that over the next 10-15 years we strive for our borough to achieve sustainable economic growth through delivering the necessary modern and resilient infrastructure our residents, visitors, businesses and inward investors will rely on to support their varying needs. The following priority actions focus upon delivering improvements across the borough's transport, energy and digital infrastructure to achieve our ambitions.

Our ambition is to have an integrated transport network, an advanced digital infrastructure, and clean energy that supports a healthy, green, connected and thriving borough. Achieving this will be a challenge and will need us to rethink how we travel, changing our behaviour so that more of us can choose to walk, cycle or use public transport more often. We will play our part by investing in new infrastructure and working with our partners to improve Metrolink and bus services.

We want to make it safer and easier for residents and visitors to walk, wheel and cycle for shorter journeys and to enjoy walking, wheeling and cycling as a healthy activity. This will help with our plans to become a carbon neutral borough by 2038 and to clean up our air. Walking, wheeling and cycling are also the cheapest and healthiest forms of travel.

Priority Action: Successful delivery of the Bury Interchange project.

We will transform the experience of established bus and tram passengers and encourage new passengers with modern facilities, enhancing accessibility and the visitor experience. The existing Bury Interchange will be replaced with a modern, future-proofed, low carbon, safe, secure and accessible facility connecting people to place and work.

Priority Action: Deliver significant new active travel options linking residential areas to existing and future employment and growth sites ensuring residents can access employment opportunities.

We will support sustainable, inclusive economic growth and regeneration through good transport connectivity, enabling new jobs and houses across the borough to be delivered in a sustainable manner through targeted transport investment in key growth and development locations.

Priority Action: Work with development partners and stakeholders to examine opportunities for low carbon and renewable energy solutions for key development sites.

We have worked with Energy Systems Catapult and the GMCA to develop a Local Area Energy Plan (LAEP) for the borough. The plan applies a whole system approach to the planning and design of net zero local energy systems. The plan provides an overall vision that illustrates the scale of change needed through to 2038 to achieve carbon neutrality. The plan also identifies priority areas to demonstrate and test how to roll out the necessary measures. We will use this LAEP to work with development partners to firstly test and secondly roll out low carbon and renewable energy solutions, including solar PV and heat pumps. This will help to build the capacity needed for wide scale deployment.

We will ensure the outcomes of our Climate Action Strategy and Action Plan are embedded within our Local Plan and the Atom Valley Mayoral Development Zone. This will ensure that new developments are designed and delivered with mitigation to climate change and adaptation/resilience to climate change in mind.

Where the Council has some input into new developments, we will use all available influence to ensure that these developments align with our carbon neutral target.

Priority Action: Digital – Expand the success of the GM Full Fibre roll out by collaborative partnership work to improve the digital infrastructure across Bury, raising the average download speeds for businesses and citizens.

Support the delivery of the GM One Network by creating a single active network infrastructure across our public sector organisations providing efficient, secure digital connectivity. This investment lays the foundations to support the principles of future 'smart cities' while also stimulating the market to support further investment in businesses and places. Enhanced digital connectivity will enable the borough's towns, as well as its strategic sites, to be attractive and lower cost locations for digital businesses and other business sectors. Businesses locating in our towns and key sites will benefit from excellent digital connectivity, as well as access to high quality town centre amenities, skilled workers and excellent transport connectivity.



5. Supporting a carbon neutral borough and adapting to climate change.



Where do we want to be?

Bury is a great place to live and work, but we recognise that climate change presents a significant challenge to the health and wellbeing of our communities. We must take responsibility now to protect ourselves, our children, our grandchildren from the dangers of it. In 2019, Bury Council declared a climate emergency and set an ambitious target to be carbon neutral by 2038.

Living in a carbon neutral borough will mean that the carbon emissions we produce are matched by the carbon emissions we are able to capture or offset.

How do we get there?

The borough's ambitious target to be carbon neutral by 2038, will require large systemic changes across the borough. We will have to transition away from fossil fuel sources of energy to low carbon alternatives, as well as generating as much renewable energy as possible.

Alongside this we will need to significantly increase the energy efficiency of our buildings to reduce their energy demand. This includes retrofitting our current residential, public, and commercial buildings and ensuring that new developments are designed with a carbon neutral future in mind.

It is also important to change the way we travel around the borough. We need to significantly increase active travel, public transport, shared mobility and support the transition to low emission vehicles, such as electric cars.

There needs to be a change in how we consume to move away from our current 'use and throw away' culture to a circular/sharing economy, where we make the most of our natural resources.

We will need to help our existing businesses to become carbon neutral and also support the creation and development of new businesses that will provide the technologies, innovations, goods and services of a carbon neutral future. These new businesses will create a new generation of jobs in the industries and infrastructure that we need to tackle the climate crisis and a workforce that will be able to contribute and benefit from a new green economy.



Unfortunately, climate change is already with us, and therefore we also need to start adapting to our new climate so that we are resilient to these effects.

Priority Action: Ensure that our strategies, plans and programmes support those who want to make renewable and environmentally friendly energy modifications and improvements.

We will work with the GMCA to support residents to have access to initiatives such as Your Home Better to assist with making energy efficiency improvements in their private homes. As well as exploring innovative ways to help residents fund these works.

The Council will lead by example by implementing a planned programme to energy audit and decarbonise all Bury Council's corporate buildings and schools. We will further lead by collaborative work and support with other Public Sector organisations and Private Sector partners.

We will work with Six Town Housing to support them to decarbonise their housing stock supporting people in social housing.

Priority Action: To adapt our borough's buildings, infrastructure, and natural environment to the changing climate and to increase the climate resilience of our residents and organisations.

We have made this a priority in our Climate Action Strategy and Action Plan. We will work with relevant partners and stakeholders to develop an overarching plan that outlines what action needs to happen for us to be in a better position to deal with a different climate.

We will specifically be looking at how we can prevent or adapt to flooding events as well as looking at how we change our environment to cope with increased heat. We will particularly be focussed on nature-based solutions, where possible.

Priority Action: To help our businesses to transition to carbon neutrality and to provide a suitable and sufficient green commercial sector to future proof our local economy and to enable us to meet our 2038 target.

We will strengthen our Business Engagement Strategy to include the ambitions of our Climate Action Plan. We will do this by developing clear support pathways for businesses through our partners to include several actions to help our businesses become carbon neutral and also to promote the Green Economy along with the necessary related skills and education.

We will pro-actively encourage green businesses to locate to Atom Valley to build our local Green Economy and to help future proof the skills of our local workforce.



OUR PEOPLE



OUR AMBITION & PRIORITIES

The baseline evidence review, analysis and stakeholder engagement activity has highlighted the importance of 'People' in creating the conditions to support the following ambition for the borough:

People Ambition: To build the capabilities of people to find, sustain and progress in employment and achieve economic security

Our 'People' Priorities are:

1. Improving all age education and skills provision to support increased life chances.
2. Attracting and retaining talent to help fuel our growth.
3. Reducing economic inactivity and unemployment.
4. Improving health and wellbeing.



1. Improving all age education and skills provision to support increased life chances.



Where do we want to be?

We want young people and adults in the borough to thrive and leave education and training ready to succeed in the labour market and well prepared for work with a balance of technical, academic and life skills. Our young people and adults need to have the skills, mindset and support they need to achieve their potential and adapt to changing circumstances throughout their working lives. This requires a responsive education and skills system which can meet the rapidly changing nature of work, and support employers to compete effectively through highly productive work.

Building a talent pipeline of local people who can access well paid, good quality jobs will support inclusive growth objectives whilst meeting the skill needs of major investments and important sectors in Bury. By equipping young people and adults in our borough with the appropriate tools for the current and future workplaces we can ensure opportunity for them in the long term. This must be done without the exclusion of the important jobs in the foundational economy that underpin many aspects of the borough's prosperity.

The impact of unemployment for younger people and adults is proven to be a significant detriment to that person's life-long career prospects and health. As a borough we can ensure that our young people and adults have the best access to the skills they will need in the labour market that will in turn ensure longer term success for them and therefore increased prosperity for our borough.

Exciting opportunities for upskilling residents are already in place with provision from Bury College and Holy Cross College both providing a University Centre both offering higher educational opportunities and technical qualifications. Recent investment includes a new Health Innovation STEM Centre with state-of-the-art learning facilities including a laboratory, simulated hospital ward and simulated domestic home.



How do we get there?

The following actions will support our approach to improve life chances for all our residents within our borough, over the next decade and beyond, ensuring we can deliver our ambitions for sustainable and inclusive growth.

Priority Action: Inspire our young people to understand the world of work by planned interaction at key stages throughout their primary and secondary education.

Low attainment rates and a lack of soft skills can have a negative impact on life chances for our young people. We will, through creative activity ensure that young people are prepared for adulthood, we will promote labour market information and pathways to employment – ensuring that they are moving towards decent quality, sustainable work.



Priority Action: Support the expansion of an evidence based integrated Higher Education and Adult Skills in Bury

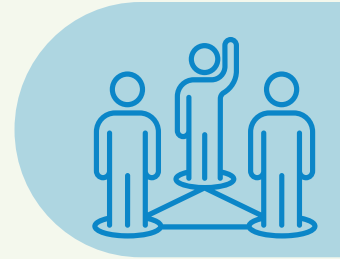
We will support education and training providers to deliver and expand Higher Education and Adult Skills offer, enabling high quality industry-led learning environments and facilities to support upskilling and the acquisition of higher-level skills. The roll out of technical education reforms will support progression pathways to higher technical qualifications and embed routes into careers provision in Bury.

Priority Action: Development of Employer Led Skills Plans aligned to Greater Manchester Local Skills Implementation Plans

Develop Local Skills Implementation Plans (LSIPs) aligned to major investment opportunities and important sectors such as construction, health and social care, manufacturing, creative and digital, tourism and hospitality, and low carbon. This action will seek to facilitate community wealth-building through strengthening local skills and employment opportunities through the commissioning, procurement and planning processes associated with major development in the borough.



2. Attracting and retaining talent to help fuel our growth.



Where do we want to be?

We need to harness current and future planned population growth as an economic driver and ensure we retain and attract young and working age residents to help fuel our growth. This needs to be underpinned by a compelling and quality housing, jobs, culture and leisure offer.

The borough offers a diverse range of lifestyles, from rural and spacious living to town centres that are well linked to the wider Greater Manchester city region. These inherent aspects of our borough make it a desirable place to live, work and start a business. This can be sustained and further built upon in the future and ensure our borough retains and attracts talent needed to fuel our growth. Though this must be done in a considerate and sustainable manner that considers housing needs and amenity requirements of existing and prospective residents.

The borough has a relatively skilled population, with increasing investment in Level 4+ qualifications. However, job density is currently low, and the borough experiences a significant net outflow of commuters with key destinations including Manchester, Salford, Bolton and Rochdale. The planned major investment in the borough presents an opportunity to retain talent in high quality local jobs, helping to retain wealth and facilitating sustainable neighbourhoods.



How do we get there?

The following actions will support our approach to attracting and retaining talent within our borough, over the next decade and beyond, to ensure that we can deliver our ambitions for sustainable and inclusive growth.

Priority Action: Bury Investment Prospectus

The borough has an emerging strong value proposition which can be articulated in a compelling Investment Prospectus. This prospectus can be used to target potential investors, residents, and businesses by raising awareness of the breadth of the opportunities in the borough (e.g. strategic sites, investment locations, growth sectors, skilled workforce etc). This aligns with our ambition to increase housing stock in the borough to attract economically active residents to the borough, addressing our issue of an ageing workforce.

Priority Action: Graduate Work Placements & Apprenticeships

Our emerging Higher Education offer and increasing demand for higher level skills presents an opportunity to attract and retain graduate and apprenticeship talent. This action seeks to support graduates and young people to build experience and skills whilst raising awareness of the value of graduate talent amongst employers through facilitating graduate placements and the creation of apprenticeships.

Priority Action: Inspirational Careers and Lifelong learning

A focus on employability and skills must support residents of all ages ability to secure good employment with pathways to upskilling, promotion and social mobility throughout their careers. This action seeks to inspire Bury's young people and adults with the breadth of opportunity for employment and progression. Targeted careers education, information, advice, and guidance (CEIAG) will support young people, transitioning education leavers through collaborative action, tailored solutions and enhanced engagement. A spotlight will be shone on important sectors and key employers to inspire young people and adults to progress into local and regional opportunities.



3. Reducing economic inactivity and unemployment.

Where do we want to be?

We have a supportive welfare system that provides access to work for those who can, support for those who could, and care for those who cannot. However, there is a pool of inactive labour in the borough which could be better utilised, although some of the barriers to work are deeply entrenched, systemic and intergenerational. We need to better understand the complexity of these issues and forge long term and integrated solutions to support and incentivise people back into work. Evidence has highlighted the increasingly tight labour market and the scale of current and future skills needs which presents opportunities for those currently inactive in the labour market to access.

There needs to be a focus on community wealth building through planned projects and investment in the borough to align opportunity and need. Sources of funding such as the UK Shared Prosperity Fund and Levelling Up Funding can facilitate these objectives.



How do we get there?

The following actions will support our approach to reducing economic inactivity, inequality and poverty, over the next decade and beyond, to ensure that we can deliver our ambitions for sustainable and inclusive growth.

Priority Action: Coordination of multi-agency Work and Skills ecosystem activity to tackle the barriers to employment faced by Bury's out of work residents

Greater Manchester has a well-resourced but complicated landscape of provision aimed at helping to broker those disengaged from the labour market through skills provision and back to work support. This action seeks to continue to embed and grow the integrated employment and skills eco-system which has the individual and employer at its heart, and that better responds to the needs of residents and businesses.



Priority Action: Delivery of UK Shared Prosperity Fund (UKSPF) Investment Plan and further devolution of skills and employment activity through the GMCA Trailblazer devolution deal.

The Greater Manchester UKSPF Investment Plan is built around eleven high-level interventions across three Investment Priority areas of Communities and Place, Local Businesses and People and Skills. As one of the ten constituent authorities, Bury will play an important role in delivering against the intended outputs and outcomes sought by the plan.

Bury will ensure its people, places and businesses influence and benefit from further devolved funding to Greater Manchester. Delivery across the borough will have inclusive growth and the creation of pathways to up-skilling and job opportunities at its core. We will ensure that there is a skilled pipeline of talent for all sectors of our economy at a local and regional level. Our ambition is to reduce unemployment and underemployment to levels not seen in the borough previously, thus reducing dependency on Council services and increasing economic life chances for more people.

Priority Action: Support Community Employability Spaces

Neighbourhood based employability spaces can provide trusted spaces which can be used by local people to develop skills, access services, and provide grassroots support for some of Bury's most vulnerable residents, including young people and adults living in deprived areas with a focus on supporting progression into employment, health services education and training. The focus will be to support delivery partners to integrate in neighbourhoods, linking to regeneration activity.

4. Improving health and wellbeing and reducing inequalities



Where do we want to be?

Improved population health can support our ambitions for improving quality of life and extended life expectancy. This can be facilitated through improvements in the wider determinants of health e.g. housing environment, employment, education etc, facilitating healthy lifestyles through improving access to parks and open spaces.

In addition, we want to facilitate behaviour change support, provide access to health and well-being advice, and create healthier environments and places. We will create more cycle and walking routes and deliver integrated healthcare systems targeting those with the greatest need to change lifestyle choices.

Increasing positive health and wellbeing outcomes will have the most significant impact in some of our most deprived communities. Health inequalities are caused by differences in access to the basic building blocks of health. These include good jobs and enough money to live well, safe affordable homes, healthy food, healthy environments, and high-quality healthcare. Focused efforts to improve key building blocks in our deprived areas will improve the quality of life for some of our most disadvantaged areas and contribute to creating a borough of growth inclusivity and equality of opportunity.

How do we get there?

The following actions will support our approach to improving health and wellbeing and reducing inequalities within our borough, over the next decade and beyond, to ensure that we can deliver our ambitions for sustainable and inclusive growth.

Priority Action: Embedding good health outcomes as an integral part of the employment and skills system.

Embed good employment outcomes as a wider determinant of good health outcomes. Bury Council has a dedicated health and employment officer which provides a mechanism by which we can better promote the role of good work in supporting health and evolve existing initiatives to meet identified need in the borough. Good work offers job security, provides an income, widens social networks and gives people a purpose, contributing to improved health and well-being. This action will champion innovative approaches between health providers, DWP (Department for Work and Pensions) and Bury Council to tackle poor health as a barrier to labour market participation and build on existing programmes such as the Working Well (Work and Health) programme.



Priority Action: Targeting Population Health

Improving population health and reducing health inequalities can be achieved through developing targeted initiatives to support health and wellbeing in the borough (e.g. through health and wellbeing coaches and social prescribing activities.) There is evidence that social prescribing can lead to a range of positive health and wellbeing outcomes for people, such as improved quality of life and emotional wellbeing.

Priority Action: Focused actions to Improve living standards

Improving living standards is one of the most important causes of increases in life expectancy, just as health is an important driver of economic productivity. For economic growth to reduce health inequalities it must be evenly shared and benefit the least well off most. We will work across Council departments, teams, and partners, including business growth and infrastructure, planning, public health, education and skills and local businesses, to ensure all residents and communities have access to good quality and secure employment opportunities.



COULD BENEFIT FROM IMAGE ABOUT HEALTH AND WELL BEING

OUR ECONOMY & BUSINESS



OUR AMBITION & PRIORITIES

The baseline evidence review, analysis and stakeholder engagement activity has highlighted the importance of 'Economy & Businesses' in creating the conditions to support the following ambition for the borough:

Economy & Business Ambition: To create the conditions for businesses to prosper and accelerate the transition to a fairer, greener and more resilient economy

Our 'Economy & Business' Priorities are:

1. **Building the economy of the future by providing responsive infrastructure and targeted support to realise our growth potential**
2. **Supporting and inspiring a 'Bury' model of inclusive growth, community wealth building and social value**
3. **Assisting Businesses to address barriers to growth and harness opportunities**
4. **Promoting key sectors to maximise opportunity and inclusive growth**
5. **Resilient and growing SMEs supported through an integrated and connected business ecosystem**



1. Building the economy of the future by providing responsive infrastructure and targeted support to realise our growth potential



Where do we want to be?

The borough has tremendous economic growth potential framed by the sheer scale of planned and potential major investment in employment and housing sites, town centres and within key sectors. This presents an opportunity to create a step change in the number of jobs and stem the outflow of talent seeking jobs elsewhere.

We need to leverage these opportunities to facilitate a more resilient and innovative economy characterised by increased private sector employment and a broad range of quality jobs across diverse sectors. At present one in five jobs in the borough is in the public sector, while these roles provide important foundational services, they also contribute to skills shortages in the private sector. We need to build an inclusive economy which strategically positions residents and businesses to access the resultant jobs, spend and investment.

There is scope for us to become a leading location in some of the UK's new and emerging sectors. Forecasts undertaken by the Greater Manchester Forecasting Model suggest rapid growth of over 50% in the scientific, research and development sector in the next two decades, compared to predicted growth of 17% nationally. Ensuring our future economy is one of advanced sectors will create prosperity for residents, in the form of high skilled high paid employment, investment for our businesses and overall economic development for the borough as a whole.



How do we get there?

The following actions will support our approach to building the economy of the future in the borough through providing the responsive infrastructure and targeted support required to realise our growth potential.

Priority Action: Development of an 'All Age' Skills Strategy

Building a talent pipeline from a young age will align future skills needs with opportunity. Developing a Bury Skills Strategy for all age groups to support progression pathways and encourage upskilling and reskilling in response to identified demand will facilitate business competitiveness and address barriers to growth. The Skills Strategy will focus on major investment (including Atom Valley and town centres) and key sectors (such as manufacturing, health and social care, creative and digital etc) to identify future skill needs and ensure responsive supply. Prior to the COVID-19 pandemic the borough had a skills shortage induced vacancy rate of 9%. Closing this gap would allow businesses to overcome growth barriers while providing opportunities for our residents. Cross cutting themes such as digital skills, green skills, and leadership and management skills will support residents and businesses to be responsive and better navigate the current drivers of change.

Priority Action: Bury Means Business Support

Bury Means Business to act as a single point of first contact for businesses seeking support across various themes. Providing a tailored response to future trends and disruptors such as automation, decarbonisation, EU Exit, the energy crisis, and recruitment pressures through raising awareness and directing Bury businesses to access high quality business support.

COULD BENEFIT FROM IMAGE
OF BURY MEANS BUSINESS
WEBSITE

2. Supporting and inspiring a 'Bury' model of inclusive growth, community wealth building and social value



Where do we want to be?

All our residents are entitled to reap the benefits of a growing economy through the process of community wealth building and the encouragement of social value led programmes we will create a new Bury model of inclusive growth.

As outlined in the Let's Do It strategy, through partnerships we will leverage Bury's collective power for social and economic development as a means of improving the health and wellbeing of our residents.

The people in our borough have significant scope to benefit from emerging employment opportunities such as the kickstart initiative and Bury Works. We must ensure that there are sufficient pipelines in place that will allow for all our residents regardless of age, skill level and geographical location to benefit from the opportunity of rewarding and fulfilling work.

COULD BENEFIT FROM IMAGE OF PEOPLE AT WORK/ IN APPRENTICESHIP

How do we get there?

The following action will support our ambition to deliver a 'Bury' model of inclusive growth, community wealth building and social value. This will be critically important in ensuring that our growth ambitions are met in a way which delivers the maximum benefit for the borough's residents and businesses.



COULD BENEFIT FROM NEW IMAGE

Priority Action: Through collaboration with partners a joint programme of activity will be delivered

A joint programme with Bury Council and Bury VCFA organisations to support the growth of a Bury network of potential co-operatives, mutuals and social community enterprises and linking into the Greater Manchester Inclusive Growth Platform engagement. A spotlight will be shone on important sectors and key employers to inspire young people and adults to progress into local and regional opportunities.



3. Assisting Businesses to address barriers to growth and harness opportunities



Where do we want to be?

The Greater Manchester Independent Prosperity Review (IPR) provided an assessment of the city-region's economy and the factors contributing to its performance, including the challenges related to productivity improvements. Amongst other things, the IPR recommended that the productivity of businesses across sectors could be improved through increasing skills utilisation, supporting the evolution of sectors to increase their capacity for innovation and transition to higher value activity, providing good and well-paid work, and more support for better health in the workforce. These recommendations resonate with identified needs and opportunities in the borough.

The borough already has a skills under-utilisation rate lower than Greater Manchester level, with a proportion of underutilised skills estimated to be 34% compared to 36% across the city region. We can further improve this and ensure our skills gaps match any underutilised skills in our economy to resolve challenges around under-employment alongside skills shortages in the borough.



How do we get there?

The following actions will support our ambitions for growth by providing greater insights on the barriers businesses are facing, to better understand the growth opportunities which are available to businesses, while also enabling the promotion and delivery of targeted and tailored business support.

Priority Action: Business Needs Survey

A Bury Business Needs Survey will be undertaken to explore opportunities and barriers to growth in greater depth, including skill needs, sites and premises requirements, business support needs etc. This can facilitate a tailored response to address identified issues and opportunities. This can build on the understanding gained through the Growth Company business survey undertaken across Greater Manchester and add value and insight at a local level.



Priority Action: Promote and deliver business start-up and growth support with our partners

The borough is home to a micro-dominated and fast-growing business base. We want to capture the entrepreneurial spirit in Bury and support untapped creativity. With our partners we will promote easy to access start-up and growth support with a pipeline of wrap around provision including access to finance, mentoring, digital enablement, and post start up support. We will also actively create and promote flexible working spaces to provide a platform for expansion and co-working.

Priority Action: Work collaboratively with our partners to build pathways to employment in those sectors that have high vacancy rates

The borough is experiencing high vacancy rates in both the frontier and foundational economy in the short-term. We will respond to skill shortages by working closely with employers to test innovate approaches to recruitment and retention and further support organisations to become members or aspire to membership of the Greater Manchester Good Employment Charter.



4. Promoting key sectors to maximise opportunity and inclusive growth



Where do we want to be?

The sectors of advanced manufacturing, creative and digital, hospitality and tourism, and low carbon are identified as sectors of growing importance for the Bury's economy which can play a key role in the borough's economic growth. Major development in Atom Valley and in town centres will support growth in these key sectors.

These sectors will provide a diverse range of employment activity for the borough, with high paid and high skilled employment opportunities being particularly plentiful in the advanced manufacturing, creative and digital sectors. It will be necessary to ensure home grown talent is available for this future economy if Bury's residents are to take advantage of these emerging opportunities.

While hospitality and tourism are not traditionally considered high paid employment sectors, they are nevertheless sectors that offer a wide degree of opportunity. The borough's visitor economy presents the ability to draw in visitors and expenditure from outside of the borough and, despite challenges presented by COVID-19, can be revitalised by leveraging on the diverse visitor assets that exist across the borough.

How do we get there?

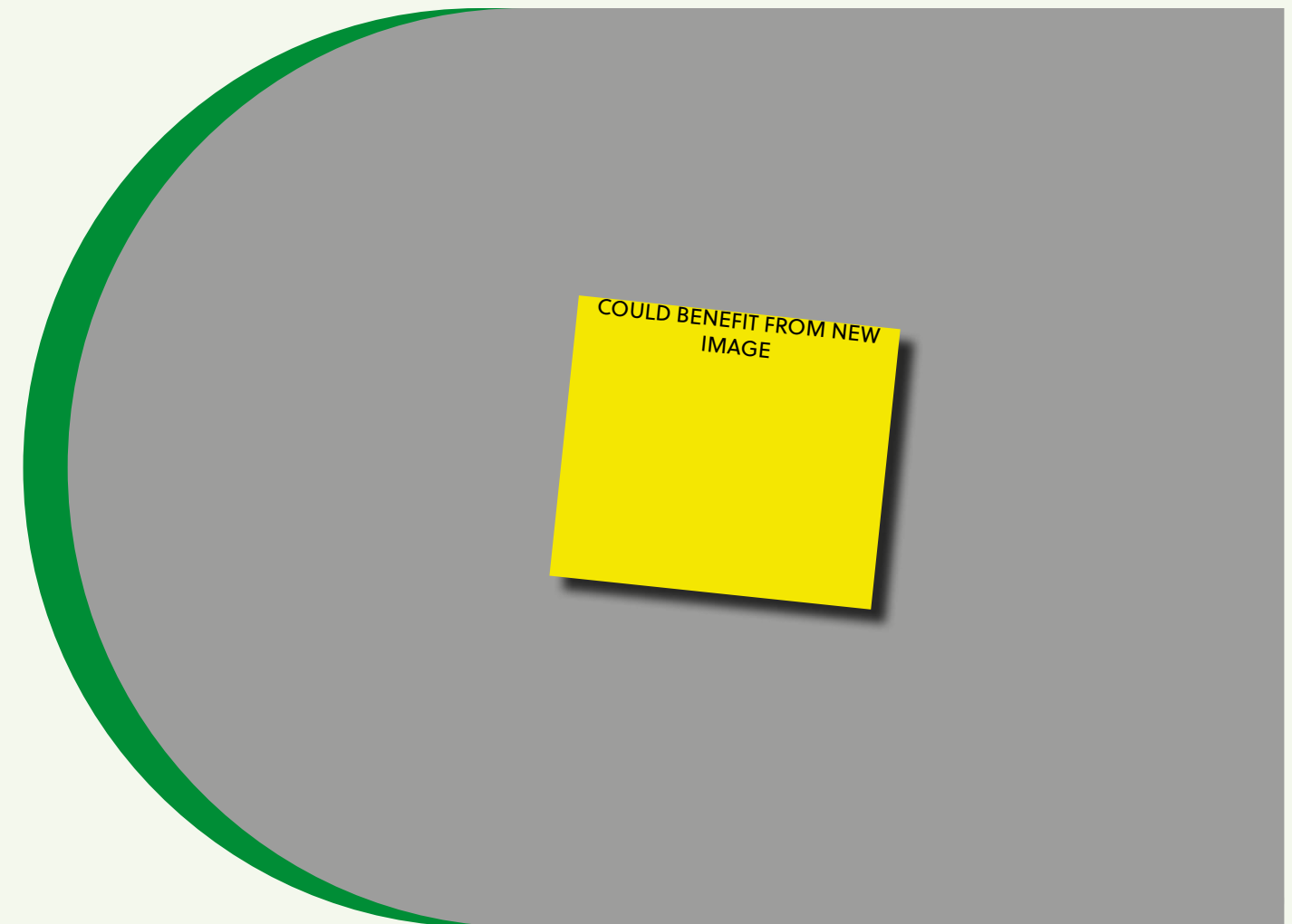
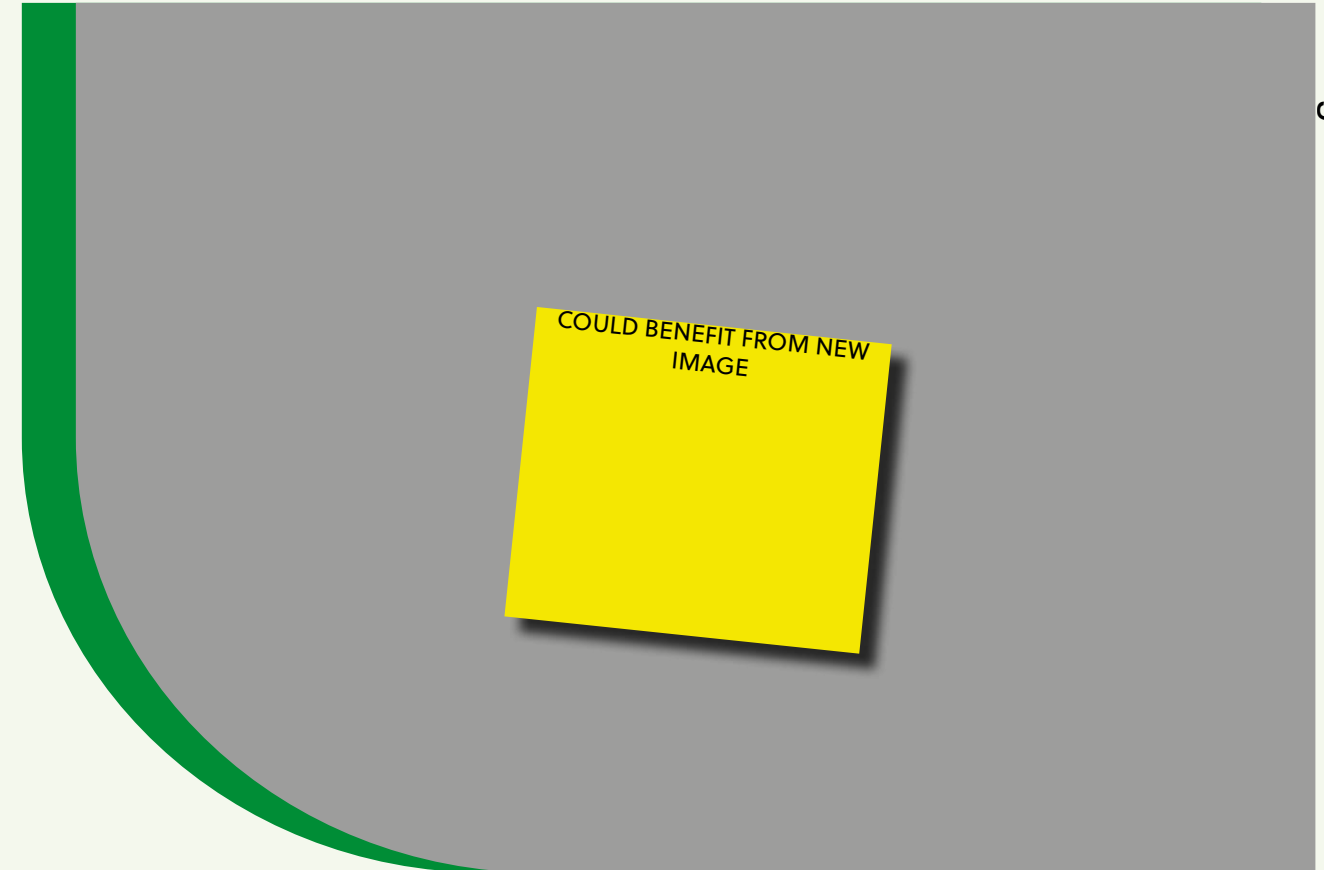
The following actions will support our approach to developing and promoting key sectors in order to maximise economic opportunities and to deliver inclusive growth for residents across the borough.

Priority Action: Inward Investment Strategy

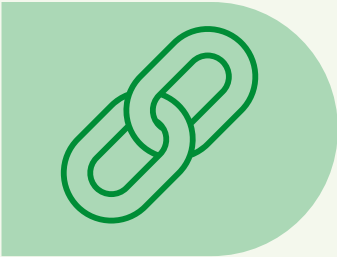
A borough-wide inward investment strategy which focuses on key sites such as Atom Valley and key sectors will raise the profile of Bury's investment proposition and facilitate targeted action to secure investment. A key output will include updated intelligence on the borough's investment proposition to facilitate a bespoke response to enquiries.

Priority Action: Support high value and growth businesses to plan for future developments

Atom Valley and the Northern Gateway present a 'gamechanger' opportunity delivering economic prosperity in Bury and our neighbouring Local Authorities. Bury Council will work with our business support partners to prepare our indigenous high value and growth potential businesses to plan for future growth through innovation, digital enablement, and new models of operation to benefit from this huge investment in the North of the conurbation. We will bring our foundational economy with us recognising its importance to the economy.



5. Resilient and growing SMEs supported through an integrated and connected business ecosystem



Where do we want to be?

Building on the borough’s large micro business and fast-growing business base, there is a need to support the further development of entrepreneurship, the start-up and scale up of new and micro-businesses and encourage growth in social businesses.

We need to support our SMEs to be responsive and agile to drivers of change and be well positioned to access emerging opportunities presented in supply chains and major investment. This requires access to simplified, coherent and tailored business support which our businesses can easily navigate.

The current economic climate around inflation and rising costs of energy is a significant concern for many of our SMEs. Recent economic challenges have shown that many of our SME community are resilient and with the right degree of support and guidance will be able to weather these challenges. This will be best done through a collaborative process between small businesses and business support mechanisms.

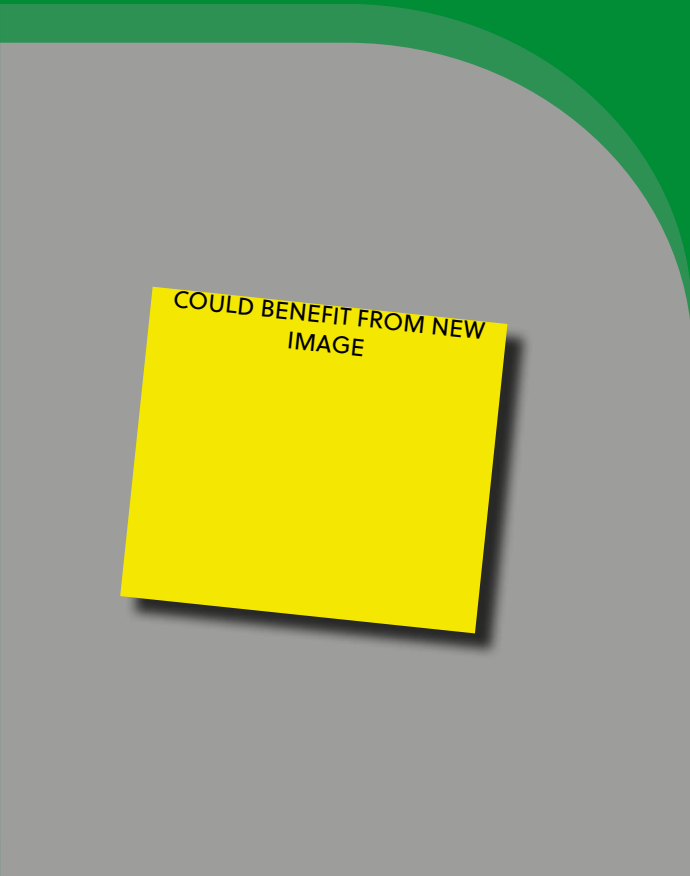


How do we get there?

The following actions will support a more integrated and connected business support ecosystem, enabling the borough’s SME business base to grow and be more resilient in the face of drivers of change, as well as be better positioned to respond to business opportunities over the next decade.

Priority Action: Enterprise Support for Start Ups and Scale Ups

Working with current providers to provide a targeted Bury support offer to nurture start-ups and scale ups in the borough. 90% of Bury businesses are small or micro-organisations with specific needs and growth barriers - supporting these businesses will provide prosperity and, importantly, resilience to the borough’s economy. This also aligns with GM UKSPF (UK Shared Prosperity Fund) intentions to strengthen local entrepreneurial ecosystems and support businesses at all stages of their development to start, sustain, grow, and innovate, including through local networks.



Priority Action: Supply Chain Development aligned to major investment

Facilitate community wealth building through strengthening supply chain opportunities associated with planned major investment through commissioning, procurement, and planning processes. Build on and extend supply chain business support programmes to tailor to the opportunities presented in Bury which local businesses can be supported to access.

Priority Action: Bury Means Business Support Offer

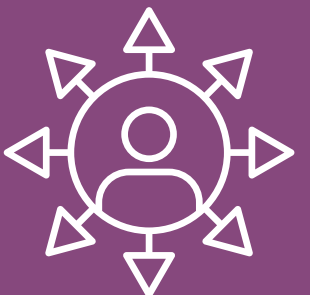
A simplified and joined up business support offer will guide businesses and investors to the most appropriate support. This action will include an enhanced business database/ CRM system, an updated Bury Means Business website, and joining up activity in the different parts of Council through a single point of contact.

Priority Action: Workspace Development

Aligned to the Place Pillar, this action will facilitate the provision of a comprehensive workspace offer to ensure that the borough has the sites and premises available to enable businesses to start up, scale up and grow within the borough. Recent data has suggested low vacancy rates in all commercial property types. Awareness of available sites and premises will be promoted through the ‘Bury Means Business’ portal. This action includes securing continued investment to expand and refurbish the offer to meet modern requirements.



DELIVERING OUR VISION & STRATEGY



Bury's Economic Strategy can only be successfully delivered through the combined efforts of our partners and stakeholders. Our borough already benefits from a strong culture of partnership working, ensuring there is a shared interest in striving for the best outcomes for our residents, businesses, and our environment.

GOVERNANCE - ROLE OF BURY COUNCIL & PARTNERS

We want and need to harness the collective knowledge, insight, skills and passion for delivering positive change within our borough.

The Economic Strategy and the accompanying Action Plan will be owned by Team Bury supported by the Bury Business Leadership Group.

Team Bury and the Bury Business Leadership Group is fortunate to have a diverse and committed talent pool on which we can draw relevant expertise that will support and enable the delivery of an ambitious programme of priorities and actions within the Strategy and Action Plan.

While Bury Council has a key role to play through its service delivery and functions, the role of the partnership is key to ensuring there is the necessary collective drive and influence to deliver tangible change in the borough. Collective oversight and ownership will be crucial in implementing and delivering the priority actions, as well as monitoring progress.

ACTION PLAN & MONITORING

The Action Plan accompanying the Economic Strategy provides further detail on the priority actions, action timescales, delivery owners, as well as identifying measurable outcomes to inform our progress in future years.

Regular reporting will be shared through partnership and organisational performance reporting.

The action plan will be reviewed on an annual basis.

SIMPLE GRAPHIC SHOWING
KEY ORGANISATIONS ROLES
AND RESPONSIBILITIES ONCE
CONTENT PROVIDED

ACKNOWLEDGEMENTS





Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 06 September 2023
Subject:	Radcliffe Regeneration Governance	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

1. The continued regeneration of Radcliffe remains a key priority for the Council. Following approval at Radcliffe Cabinet Committee in July, this report seeks to propose a suitable way forward for Ward Councillor involvement in Radcliffe regeneration activity and allow for officers to move forward operational business in a timely manner.

Recommendation(s)

2. That the Radcliffe Cabinet Committee be formally stood down; and
3. That Cabinet note an informal Radcliffe Members' Forum will be established to allow for Ward Councillor engagement.

Reasons for recommendation(s)

4. To better streamline decision making processes and allow more meaningful cross-party engagement.
5. To facilitate the implementation of a collaborative forum with a wider, more strategic focus, based on the Radcliffe Strategic Regeneration Framework (SRF).

Alternative options considered and rejected

6. To continue current arrangements; this option has been rejected as the existing meeting schedule has proved inconvenient for decision making, with Councillors not having input until late in the decision making process and papers often coming to Cabinet before they can be considered by the RCC.

Report Author and Contact Details:

Name: Rob Summerfield
Position: Assistant Director of Regeneration Delivery
Department: Business Growth and Infrastructure
E-mail: r.summerfield@bury.gov.uk

Name: Philippa Braithwaite
Position: Principal Democratic Services Officer
Department: Democratic Services
E-mail: p.braithwaite@bury.gov.uk

Background

7. In September 2020, Cabinet agreed a report setting out the intended next steps in securing the delivery of proposals in the Radcliffe Strategic Regeneration Framework (SRF), including the governance arrangements overseeing its delivery.
8. This included the creation of the Radcliffe Regeneration Delivery Board (RRDB), Radcliffe SRF Advisory Group, and the Radcliffe Cabinet Committee (RCC), each representing a different tier in a hierarchy to ensure the division of responsibilities to enable the delivery of the SRF and other regeneration initiatives.

Radcliffe Cabinet Committee (RCC)

9. The RCC was established to provide executive political leadership for the delivery of the SRF and a forum for cross-party engagement, and was tasked with monitoring progress in delivering the SRF and making recommendations to Cabinet in relation to investment decisions, acquisitions and an advisory role on public services integration.
10. In practice, as decision making is still routed through Cabinet, the RCC has acted as an additional layer of governance for officers to facilitate, and it has therefore had to focus on regeneration proposals approaching a decision point rather than allowing Councillors early steer and insight.
11. Through establishing a new, informal group in the place of the RCC, it is hoped that Ward Councillor engagement will be more meaningful and release more officer time which can be utilised to support the SRF delivery.
12. Cabinet is asked to note that, at their meeting on 6th July 2023, the RCC approved the proposal to stand down and be replaced by the informal Radcliffe Forum, detailed below.

Radcliffe Members' Forum

13. The Radcliffe Members' Forum will be an informal meeting, meaning it will not meet in public, and will not be formally minuted. It is not proposed for any formal Terms of Reference to be drafted, but some expectations are set out here for the purposes of good governance:
 - Meetings to take place on a monthly basis other than during the pre-election period;
 - Meeting invites to include all Radcliffe Ward Councillors and meetings be open to all Elected Members to attend, with Cabinet Members attending when appropriate;
 - Meetings to be informal and therefore not open to the public;
 - Meetings to be scheduled for a maximum two hours with a 5pm start;

- Meetings to be held in Radcliffe;
- Meetings to be coordinated by senior staff in BGI;
- Although it will not have a formal agenda, Members of the Forum may decide to ask for staff to attend to provide updates in particular areas (for example plans for the new School) and they will be invited to attend the Forum;
- Information shared at the Forum is not necessarily confidential, but where an Officer states that privileged information is being shared there is an expectation that it not be communicated beyond the meeting;
- Members and Officers to remain mindful of the Council's Code of Conduct and Officer and Protocol on Member and Officer Relations;
- Meetings to not be minuted, but key actions will be recorded;
- Meetings will not have a formal or fixed agenda but will have some areas of focus:
 - The progress of delivering the regeneration schemes in Radcliffe
 - Sharing of information in relation to the development challenges faced in delivering the regeneration programmes;
 - Updates on the progress of the new Radcliffe School
 - Proposals to deliver new housing in the Town;
 - Existing community-led projects and programmes
 - Improving public service delivery in the Town.
- Meetings will also explore future opportunities to improve the Town:
 - Sharing ideas for how to improve the town centre and wider environs (beyond the regeneration programmes);
 - Ideas about how to help tackle the deprivation and social challenges many citizens encounter;
 - Develop concepts and ideas to improve the skills and return to work programmes;
 - Review the Strategic Regeneration Framework and identify opportunities to implement projects;
 - Share knowledge of particular sites which could be improved to benefit the Town;
 - Identify initiatives and programmes that could help improve the health and quality of life of residents.

Links with the Corporate Priorities:

14. Local - Meeting with Ward Councillors on an informal basis allows for candid engagement, supporting development and growth and removing barriers to collaboration.
15. Enterprising – Meeting will facilitate a collaborative and creative approach to joint working on regeneration themes/projects to better focus activity and overcome constraints.

Equality Impact and Considerations:

16.N/A – the proposals will not have any effect equality considerations.

Environmental Impact and Considerations:

17.N/A – the proposals will not have any effect environmental considerations.

Assessment and Mitigation of Risk:

18.N/A – decision making structures and Member engagement routes will continue and therefore the proposals do not give rise to any new risks.

Legal Implications:

19.This report proposals represent a streamlined system of governance, with decision making powers continuing to rest with Cabinet, and Member engagement taking place informally. This will allow officer resources to be better utilised to support the SRF delivery whilst maintaining Councillor involvement and contribution.

Financial Implications:

20.There are no financial implications from these proposals.

Appendices:

There are no appendices.

Background papers:

Report to Cabinet Sep 2020 - Radcliffe Strategic Development Framework (SRF):
<https://councildecisions.bury.gov.uk/documents/s23841/Radcliffe%20SRF%20-%20Cabinet%20Report%20September%202020%20-%20V10.pdf>

Report to Radcliffe Cabinet Committee Jul 2023 – Radcliffe Regeneration Governance:
<https://councildecisions.bury.gov.uk/documents/s36217/Radcliffe%20Regeneration%20Governance.pdf>

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

Term	Meaning
SRF	Strategic Regeneration Framework
RCC	Radcliffe Cabinet Committee
RRDB	Radcliffe Regeneration Delivery Board

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 06 September 2023
Subject:	Radcliffe Enterprise Centre – UKSPF Project Delivery (E22)	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

1. Bury Council submitted a bid to GM's UKSPF SME (Small and Medium Size Enterprises) Workspace Fund (E22) to turn Radcliffe Library into an enterprise centre. Following evaluation of all bids, GMCA have confirmed the overall funding ask from all 10 GM authorities exceeds the level of funding available and have therefore revised the funding allocation for Bury to £1,270,423 or 92.4% of the total project cost of £1,716,000. The total project cost includes match funding from the Council of £367,000.
2. Revised timescales requiring project completion by March 2025 present a number of issues around the temporary relocation of the library and Radcliffe Integrated Neighbourhood Team who currently operate from the first floor of the building. Several options are currently being considered to resolve and mitigate these risks. Full details are outlined below.

Recommendations

It is recommended that Cabinet:

3. Confirm £367,000 match funding from Council budgets plus an agreement to meet the £78,577 shortfall bringing the total Council contribution to £445,577 in order to secure £1,270,423 of UKSPF funding towards the development of Radcliffe Enterprise Centre.
4. Note the timescale constraints and the options being considered for the temporary relocation of the library and Radcliffe Integrated Neighbourhood Team.
5. Note the legal position regarding the positive covenants affecting the use of the current library building and the mitigation measures proposed.

Reasons for Recommendation

6. Given the reduced timescales it is now imperative that this project moves forward. GMCA require confirmation of match funding in order to issue the grant funding agreement. Whilst a number of key approvals for expenditure have been undertaken at risk whilst the GFA is prepared (the appointment of a Project Manager and additional consultancy resource). The agreement must be in place by September 2023 to enable the project to move into RIBA Stage 2 - Concept design.

Alternative options considered and rejected

7. Return the allocation of £1.4m to the GMCA to be spent elsewhere in Greater Manchester - **Not recommended.**

This option would have the benefit of the Council not having to find an immediate capital contribution for the facility and would allow the library to move into the Hub in a seamless manner. It is fully recognised that the Council is having to prioritise its capital programme, and this constitutes a further call on scarce resources, and, at the present time, there is no agreed solution for the temporary library provision (although there are options for consideration).

However, The Council would be left holding the library as an empty building once the Hub is activated and would remain liable for the costs of securing the building, such as installing steel sheets to the windows and doors. The Council would also have to maintain a security regime. The costs of this, based on similar buildings, is likely to be between £30k and £50k per-annum, with escalating costs for maintaining the structure as wind and waterproof.

8. Re-allocate funding to an alternative project/use - **Not a viable option**

The GM UKSPF E22 allocation is an SME Workspace Fund and its monies must be used for “Investing in enterprise infrastructure and employment / innovation site development projects which will support growth in places” Therefore it cannot be reallocated to an alternative project or utilised for an alternative use at Radcliffe library.

It is also important to recognise that whilst at this stage in the project, there is no identified commercial income stream, development of an Enterprise Centre is a realistic and viable use of the building to enable one and cover any borrowing costs the project may require. It is also unlikely that any future funding streams, regardless of end use would be as generous in providing almost 100% of the costs of implementing the project.

Report Author and Contact Details:

Name: Sarah Porru

Position: Assistant Director of Regeneration (Business & Economy)

Department: Business, Growth & Infrastructure

E-mail: S.Porru@bury.gov.uk

Background

1. The project aims to convert Radcliffe Library, located within Radcliffe Town Centre and adjacent to the Levelling Up regeneration activity (part of the Radcliffe Regeneration Framework) to a flexible, multi-functional Enterprise Centre. The space will provide a range of private offices and bookable hot desks to facilitate up to 100 occupiers and will be managed by a third-party operator.

2. The total project cost includes match funding from the Council of £367,000. which was agreed by the Regeneration Board on 27th October 2022. GMCA now require confirmation that the Council can also meet the funding shortfall of £78,577 bringing the total amount of match funding required to £445,577 representing 26% of the total project cost. Whilst this is significantly below the 50% threshold traditionally applied to grant funding, it will still need to be added into the Council's capital contribution.
3. A revised project delivery plan has been submitted and approved by GMCA and, subject to agreement of match funding, we understand a grant funding agreement will be issued shortly.
4. The initial submission proposed delivery across all three years of the UK SPF programme with first year (2022/23) revenue used to assign a Project Manager alongside a market assessment exercise to understand potential demand. However, delays to the GM project evaluation process and the development of grant funding agreements have meant a revision to project timescales. GMCA have received confirmation that Year 1 funding allocations can be rolled into Year 2 but there is no extension to the overall delivery period and the project must be completed by March 2025.
5. The project features as part of a wider LUF (Levelling Up Fund) programme and is a key priority project identified in the Radcliffe Strategic Regeneration Framework (SRF), aimed at bringing forward a campus of buildings that deliver improvements to health, skills and employability, cultural engagement and economic recovery of the town centre.
6. This project will enhance £20m LUF (Round 1) and £22m match funded from Bury Council capital programme, as well as provide commercial space for a Council-owned building worth £1.26m (£1.35m including the land value).
7. The end goal is to create a vibrant, flexible space that will enhance footfall in Radcliffe Town Centre further igniting additional investment into a location on the cusp of reinvention. This will nudge further investment and confidence in the town, providing additional business rates revenue to the Council and a reason to visit and invest in Radcliffe for businesses and house builders.
8. Community access to the facility will be a key element of the project and bookable meeting space will be available to rent by both business and community users, subject to funding outputs requirements (businesses supported) being met in the first instance.
9. Demand assumptions
 - Lack of employment space is a key issue slowing the economic growth potential of Bury. The Bury Means Business team receive an average of 25 requests per month for information on land available for employment use, available office space and start up support.
 - Early findings from a piece of work currently being undertaken by Focus Consultants to consider Ramsbottom Market Chambers and the Civic Hall becoming an enterprise centre has evidenced need as over 90% of the business base in Bury is made up of micro businesses (Source: Nomis). Also, the Growth Hub report that 34% of Bury businesses formed in the last 3 years have demonstrated a growth associated strongly with the changing

work environment created by the pandemic. Providing suitable workspace in Radcliffe will further develop this start-up potential in the town and beyond.

- 9 out of 10 Bury businesses employ less than 9 people and whilst there is some private provision in Bury, this is in high demand. The Council-owned Bury Business Centre is also nearly 100% occupied, further demonstrating demand to support additional small-scale workspace.
- A pivotal part of Radcliffe's levelling up ambitions are to increase footfall in the town centre where businesses have access to required services.
- Other towns in GM also report a need for enterprise centre provision evidencing that Radcliffe is not unique:
 - Consultants CBRE has previously forecast in a demand report for Stockport Council that between 2021 and 2028 there will be a shortage of office space in South Manchester as demand outstrips supply and this will result in a likely surge in demand for high quality refurbished space. 73% of South Manchester office transactions from 2018 to 2019 were sub 2,500 square feet, demonstrating recent and ongoing demand for smaller office space.
 - Rochdale Council has just launched its new enterprise centre 'Fire Up Co-Working Space' that has been established due to evidenced demand for co-working space in the north of GM. This and Stockport are two examples of where public sector intervention is critical to further meet demand.

10. In order to ensure the project remains on schedule and provide an early assessment of viability, several appointments have been made at risk. These are as follows:

- Appointment of Project Manager and Quantity Surveyor for a fixed term via an agency or framework. Walker Sime have been appointed to provide Project Management and Cost Management support. They will support Bury Council in procuring additional design team appointments and survey and investigations to help develop a feasibility design and cost plan.
- Commissioning of necessary surveys and structural assessment at risk to enable project commencement.
- An extension to an existing consultancy support contract via a variation order to expedite the development of a feasibility study & market demand assessment and undertake further financial modelling in order to test the financial and demand assumptions, external consultancy support will also be secured to conduct soft market testing and provide an outline business case showing financial returns to the council over a 25-year period.

- Early consideration of appropriate routes for the procurement of a third-party operator in parallel to the above to enable early engagement into the design process and promotion to the market. Radcliffe Works will be managed by a commercial operator with the experience and knowledge of building a brand and generating revenue whilst meeting the needs of the clientele. The operator will be appointed via an open tender process and will operate via a service level agreement to manage the Radcliffe Works Enterprise Centre. The process of identifying an operator will be included in the above consultancy commission to ensure early engagement and allow input into the internal design stage.

11. Financial assumptions – An initial high-level analysis of the potential income and expenditure model for an enterprise centre in the current Radcliffe Library has been undertaken. This is based on 50 desks being available for hire along with two small meeting rooms and one large meeting room. The financial analysis shows the potential for a sustainable model once occupancy builds with the project generating a surplus by year three. A full Business Plan will be developed that will further test these assumptions within the context of the preferred operational option for the enterprise centre.

Issues

12. There are three key issues:

a) Relocation of Library - The grant funding must be spent in full by end March 2025. In line with the project plan and milestones to ensure successful delivery, we need to complete the construction works at the library prior to space being available at the Hub and therefore a temporary site for the library needs to be identified and needs to accommodate the library from the start of library adaptation works in September 2024 until completion of the Hub in August 2025. There is no current budget for the cost of physically moving the library or the leasing of temporary space.

There will be an ongoing effort to find a solution to provide a temporary Library provision, An options appraisal has been prepared and the outline options are now being investigated further. Current options include temporary relocation to the Market Chambers Building, use of a temporary portacabin on the adjacent car park and working with contractors to provide space during the building adaptation works (it is not anticipated to be an intrusive construction programme). All the options are currently being evaluated in terms of cost, durations, availability and size space, locality and suitability.

It is recognised that there is likely to be some additional budget required to support the temporary provision of Library space (Rental of temporary cabins, installation and decant of the library is estimated at £250,000). However, the cost of borrowing is very low as a percentage of the overall project costs, and to break even over a 25-year period the building would only have to generate an annual surplus of £35,000 - this suggests the project could also fund the costs of relocating the Library.

b) Radcliffe Integrated Neighbourhood Team

The Integrated Neighbourhood Team are operated by the NHS and are situated on the first floor of the building and operate completely independently of the library. They are a team of 8-10 staff. The first-floor offices will form part of the new Enterprise Centre project and it is intended that they will relocate to the Hub on its completion in August 2025. As this department is operated by the NHS, liaison with their management team will be required to ascertain the available options to relocate their teams and these options will have to include assets not owned by the Council e.g., health centres.

c) Library Covenants The library building is that it has Carnegie status and is subject to positive covenants binding on the Council. The Council proposes to take mitigation measures, which would see temporary library facilities in Radcliffe until the new hub and library is open. In addition, this proposal will ensure that there is continued public access to this building not only in providing public access to business support and advice but importantly allowing public access and use of community space in the building. This will be through the provision of bookable meeting space which will be available for rent to both business users and community groups including evening access, wherever possible.

Links with the Corporate Priorities:

13. The BID priorities are consistent with the following principles of the Bury 2030 Let's Do It Strategy:

Local neighbourhoods – The project will enhance and secure the future of a valuable town centre asset and contribute to delivery of the wider Radcliffe SRF.

Enterprise to drive economic growth and inclusion – The project will create more flexible and innovative/digital workspaces to encourage more businesses to open and remain in Radcliffe; helping to ensure residents have the best chance to access good jobs.

Delivering Together – Ensuring a sustainable use for the library building is a key community ambition and all opportunities for continued public access will be considered as part of project development.

A strength-based approach - the project will; provide managed workspace and business support within a local neighbourhood. This will provide opportunities for community wealth building through new business start-ups, increased local spend and the adoption of new skills whilst reducing the need to out commute.

Equality Impact and Considerations:

14. An initial screening has been undertaken (see attached assessment) and as there were no negative impacts identified for affected groups, there is no requirement to proceed to a Full Impact Assessment at this time. The final EIA will be completed as part of project development. Due regard will be given to ensuring the accessibility of this process to all residents.

Environmental Impact and Considerations:

15. The Council has a pledge to be Zero Carbon by 2038. This means that the current estate needs to be rationalised and modernised. This project presents the opportunity to introduce flexible and innovative workspace into the heart of a highly sustainable town-centre, reducing the need to be out commute to a place of work. The library building itself is of a certain age and the opportunity for refurbishment and redevelopment will enable the estate to reduce its carbon footprint over time.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
<p>Timescales</p> <p>The existing library service will be fully decanted to the new public hub on completion. The Enterprise Centre project will be dependent on this major milestone being met.</p> <p>Planning permission not secured within expected timescales</p> <p>Covenants – Positive covenants are in place regarding the user of the current library building which means that there is a tangible</p>	<p>The project team are currently exploring options for temporary location of the library or a phased fit out for the enterprise centre should the hub not be completed within expected timescales. There will be an ongoing effort to find a solution to provide a temporary Library provision, even if this means working with contractors to provide space during the building adaptation works (it is not anticipated to be an intrusive construction programme).</p> <p>Planning Officers are part of the current project team and will advise accordingly. Planning requirements have been considered within the project programme.</p> <p>Legal advice has been obtained including suggested mitigation measures.</p>

<p>but low risk of successful action against the Council for breach.</p> <p>Utility services - long lead ins currently being experienced on any works associated with incoming supplies.</p>	<p>Early engagement with utility companies. Allowances built into delivery programme.</p>
<p>Failure to attract an operator.</p>	<p>Focus Consultants are already engaging with operators as part of the Ramsbottom Enterprise Centre project. Extension of this contract to include engagement and feasibility work for the Radcliffe project will ensure operator interest is fully understood before further project development and financial commitment.</p>
<p>Lack of demand from business.</p>	<p>Focus Consultants are already testing demand as part of the Ramsbottom Enterprise Centre project. Extension of this contract to include market testing of the Radcliffe project will provide a detailed demand assessment.</p> <p>Officers are working closely with other authorities to understand what businesses want from an enterprise centre ensuring best practice.</p> <p>A funded business/marketing manager will attract occupiers and co-ordinate and deliver a programme of tailored business support alongside partners (Growth Hub, AEB providers, Health and Wellbeing and others).</p> <p>The programme of support to start ups, sole traders and SMEs will include marketing and sales, general business advice, mentoring, networking, training, seminars, workshops, financial advice and access to specialist advice.</p>
<p>Lack of public & political support</p>	<p>Public demonstrated desire to retain building as public asset.</p> <p>Engagement with Radcliffe members alongside arrangements for Hub project engagement.</p>

Increasing capital costs - exceeding budget envelope due to unprecedented cost increases across construction supply chains (albeit suitable contingencies built into the project).	<p>Early engagement of a project manager will be critical in monitoring project cost and budget management.</p> <p>The early engagement of a potential operator will enable their input into the fit-out design ensuring construction is fit for purpose and avoids any unnecessary expenditure.</p> <p>Project delivery and cost changes will be reported to the Regeneration Board to ensure full transparency and mitigation wherever possible.</p>

Legal Implications:

The relocation of the library from its current building will result in breaches of positive covenants binding on the Council. The Council will ensure that the building continues to be devoted to public use and meets its statutory obligation to continue to provide a suitable library, albeit in a different location, the likelihood of successful court action against the Council is low. Efforts are continuing to obtain indemnity policy cover, but this may not be possible due to the nature of the covenants.

Financial Implications:

The original Council contribution of £367,000 is already built into the capital programme, the additional £78,577 contribution will be added to the 2024/25 capital programme following approval of Cabinet.

Once the temporary solution for the relocation of the library is agreed these costs will also have to be added into the capital programme. Both of which will have revenue costs of borrowing. However, it is anticipated that the income generated from the operation of the enterprise centre will more than recover these costs of borrowing.

Appendices:

Appendix 1 - Equality Analysis

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
UKSPF	UK Shared Prosperity Fund

EQUALITY ANALYSIS

This Equality Analysis considers the effect of Bury Council/ Bury CCG activity on different groups protected from discrimination under the Equality Act 2010. This is to consider if there are any unintended consequences for some groups from key changes made by a public body and their contractor partners organisations and to consider if the activity will be fully effective for all protected groups. It involves using equality information and the results of engagement with protected groups and others, to manage risk and to understand the actual or potential effect of activity, including any adverse impacts on those affected by the change under consideration.

For support with completing this Equality Analysis please contact corporate.core@bury.gov.uk / 0161 253 6592

SECTION 1 – RESPONSIBILITY AND ACCOUNTABILITY	
Refer to Equality Analysis guidance page 4	
1.1 Name of policy/ project/ decision	Radcliffe Enterprise Centre – UKSPF Project Delivery (E22)
1.2 Lead for policy/ project/ decision	Sarah Porru, Assistant Director -Regeneration (Business & Economy)
1.3 Committee/Board signing off policy/ project/ decision	Cabinet
1.4 Author of Equality Analysis	<i>Name: Sarah Porru Role: Assistant Director -Regeneration (Business & Economy) Contact details: s.porru@bury.gov.uk</i>
1.5 Date EA completed	22/08/23
1.6 Quality Assurance	<i>Name: Role: Contact details: Comments:</i>
1.7 Date QA completed	
1.8 Departmental recording	<i>Reference: Date:</i>
1.9 Next review date	

SECTION 2 – AIMS AND OUTCOMES OF POLICY / PROJECT	
Refer to Equality Analysis guidance page 5	
2.1 Detail of policy/ decision being sought	<p>Confirmation of £367,000 match funding from Council budgets plus an agreement to meet the £78,577 shortfall bringing the total Council contribution to £445,577 in order to secure £1,270,423 of UKSPF funding towards the development of Radcliffe Enterprise Centre.</p> <p>Note the timescale constraints and the options being considered for the temporary relocation of the library and Radcliffe Integrated Neighbourhood Team.</p>

	Note the legal position regarding the positive covenants affecting the use of the current library building and the mitigation measures proposed
2.2 What are the intended outcomes of this?	Investment secured for the development of an Enterprise Hub in Radcliffe Library which will shortly become vacant following the relocation of the library service to Radcliffe Hub. The hub will provide managed workspace for rent as well as business support provision and bookable meeting space available to both business and the wider community.

SECTION 3 – ESTABLISHING RELEVANCE TO EQUALITY & HUMAN RIGHTS

Refer to Equality Analysis guidance pages 5-8 and 11

Please outline the relevance of the activity/ policy to the Public Sector Equality Duty

Please outline the relevance of the activity/ policy to the Public Sector Equality Duty		
General Public Sector Equality Duties	Relevance (Yes/No)	Rationale behind relevance decision
3.1 To eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by Equality Act 2010	No	The decision is to agree match funding for re-use of a community asset. The demographic of any user group is not yet known.
3.2 To advance equality of opportunity between people who share a protected characteristic and those who do not.	No	
3.3 To foster good relations between people who share a protected characteristic and those who do not	No	
3.4 Please outline the considerations taken, including any mitigations, to ensure activity is not detrimental to the Human Rights of any individual affected by the decision being sought.		
The proposal does not have a negative implication in relation to Human Rights		

SECTION 4 – EQUALITIES DATA

Refer to Equality Analysis guidance page 8

Protected characteristic	Outcome sought	Base data	Data gaps (to include in Section 8 log)
4.1 Age	Equality of access	A study has been undertaken to identify a potential operator and those approached are confident the of demand however, no data is currently available on the demographics of users. The project will	We will work with the successful operator to gather information on demographics which will enable us to maximise equity of access. This data is also a requirement for monitoring of UKSPF funds.
4.2 Disability	Ensure access and equipment is accessible		
4.3 Gender	Equality of access		
4.4 Pregnancy or Maternity	Equality of access		
4.5 Race	Equality of access		
4.6 Religion and belief	Equality of access		
4.7 Sexual Orientation	Equality of access		

4.8 Marriage or Civil Partnership	Equality of access	be available to all and the requirement for community access will ensure this facility remains accessible to all.	
4.9 Gender Reassignment	Equality of access		
4.10 Carers	Equality of access		
4.11 Looked After Children and Care Leavers	Equality of access		
4.12 Armed Forces personnel including veterans	Equality of access		
4.13 Socio-economically vulnerable	Equality of access As far as possible ensure prices are fair and low whilst ensuring viability.		

SECTION 5 – STAKEHOLDERS AND ENGAGEMENT

Refer to Equality Analysis guidance page 8 and 9

	Internal Stakeholders	External Stakeholders
5.1 Identify stakeholders	Members, other departments	Businesses/Potential operators
5.2 Engagement undertaken	Consultant interviews. Member meetings	Consultant interviews
5.3 Outcomes of engagement	Consultation will help to ensure that we have considered appropriate community access provision.	Consultation will help to ensure the project is viable and the building is not left vacant
5.4 Outstanding actions following engagement (include in Section 8 log)	Feedback from consultation will be included in the consultant report & recommendations	Feedback from consultation will be included in the consultant report & recommendations

SECTION 6 – CONCLUSION OF IMPACT

Refer to Equality Analysis guidance page 9

Please outline whether the activity/ policy has a positive or negative effect on any groups of people with protected inclusion characteristics

Protected Characteristic	Positive/ Neutral Negative/	Impact (include reference to data/ engagement)
6.1 Age	Neutral	
6.2 Disability	Neutral	Disability will be taken into consideration in the planning and design stage
6.3 Gender	Neutral	
6.4 Pregnancy or Maternity	Neutral	
6.5 Race	Neutral	Language diversity will be taken into consideration in all engagement and communication to increase accessibility to all.
6.6 Religion and belief	Neutral	
6.7 Sexual Orientation	Neutral	

6.8 Marriage or Civil Partnership	Neutral	
6.9 Gender Reassignment	Neutral	
6.10 Carers	Neutral	
6.11 Looked After Children and Care Leavers	Neutral	
6.12 Armed Forces personnel including veterans	Neutral	
6.13 Socio-economically vulnerable	Neutral	Business support and access to the venue will be available to all sectors of the community.
6.14 Overall impact - What will the likely overall effect of your activity be on equality, including consideration on intersectionality?	Overall, there is no significant impact on equality diversity and inclusion. There is a potential impact on those with disabilities, which can be mitigated in the design of the fit out. However, it should be noted that this is a listed building which may constrain major adaptations.	

SECTION 7 – ACTION LOG

Refer to Equality Analysis guidance page 10

Action Identified	Lead	Due Date	Comments and Sign off (when complete)
7.1 Actions to address gaps identified in section 4			
Monitoring & evaluation of project users	Sarah Porru	March 2025	
7.2 Actions to address gaps identified in section 5			
Feedback from consultation will be included in the consultant report & recommendations	Sarah Porru	September 2023	
7.3 Mitigations to address negative impacts identified in section 6			
Accessibility to be considered in fit out design	Sarah Porru	March 2024	
7.4 Opportunities to further inclusion (equality, diversity and human rights) including to advance opportunities and engagements across protected characteristics			
Bookable meeting rooms will available to wider community	Sarah Porru	March 2025	

SECTION 8 - REVIEW

Refer to Equality Analysis guidance page 10

Review Milestone	Lead	Due Date	Comments (and sign off when complete)
Regular monitoring of milestones and outputs will be outlined in the grant	Sarah Porru	tbc	

funding agreement for UKSPF funds			

Please make sure that every section of the Equality Analysis has been fully completed. The author of the EA should then seek Quality Assurance sign off and departmental recording.

SECTION 9 – QUALITY ASSURANCE		
Refer to Equality Analysis guidance page x		
Consideration	Yes/No	Rationale and details of further actions required
Have all section been completed fully?		
Has the duty to eliminate unlawful discrimination, harassment, victimization and other conducted prohibited by the PSED and Equalities Act been considered and acted upon?		
Has the duty to advance equality of opportunity between people who share a protected characteristic and those who do not been considered and acted upon		
Has the duty to foster good relations between people who share a protected characteristic and those who do not, been consider and acted upon		
Has the action log fully detailed any required activity to address gaps in data, insight and/or engagement in relation to inclusion impact?		
Have clear and robust reviewing arrangements been set out?		
Are there any further comments to be made in relation to this EA		

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 06 September 2023
Subject:	Sale of New Summerseat House, Ramsbottom, BL0 9UD, Bury	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

This report presents Cabinet with the results of the updated tender exercise for the sale of New Summerseat House. The site is part of the Accelerated Land Disposal Programme and has been vacant for many years. The sale will bring forward the restoration of this listed building, end problems caused to local residents by the empty building attracting anti-social behaviour and remove ongoing liabilities to the Council for security and maintenance.

Recommendations:

That Cabinet:

1. Notes the results of the updated tender exercise for the sale of New Summerseat House.
2. Approves the grant of a 999-year lease to the selected purchaser.
3. Delegates approval of the documentation required to complete the grant of the lease to the Director of Law and Democratic Services.

Reasons for recommendation(s)

To bring forward the sale of New Summerseat House.

Options considered and rejected

Option 1 - Do Nothing

- In this scenario the property would be left vacant, its condition would further deteriorate and the property would continue to attract anti-social behaviour. The Council would be responsible for ongoing security and maintenance. The property is within the Accelerated Land Disposal Programme and ongoing security and maintenance costs would have to be incurred if the sale did not proceed. This option would not ensure the renovation of the listed building. As such, this option has been discounted.

Option 2 – Accept the tender from the highest ranked bidder

- This option would see the listed building renovated and brought back into use as a residential property within the next 12 months. This option would also bring in a significant capital receipt to the Council in the 2023/24 financial year.

Report Author and Contact Details:

Name: Roger Frith

Position: Head of Land & Property

Department: Business Growth & Infrastructure

E-mail: r.frith@bury.org.uk

Key considerations

1. Background

- 1.1 New Summerseat House has been vacant since 2016 when its former use as a Pupil Learning Centre ceased. Since this time the listed building has significantly deteriorated, the property suffers from ongoing issues of anti-social behaviour. There is the potential if the asset is not disposed of for it to cost the Council more than £150k per annum in security and maintenance costs, for which there is no existing budget.
- 1.2 CBRE (the Councils agents) originally marketed the property in the summer of 2021, however the preferred bidder was unable to provide satisfactory proof of funds to enable the sale to continue. The decision was therefore made to re-market the site, this time with a planning / development brief that would give bidders an indication of what uses the Council would deem acceptable from a planning perspective.
- 1.3 A second tender exercise was carried out in summer 2022, the results of which were approved by Cabinet in November 2022. In May 2023 the winning bidder informed the Council that he could no longer proceed at the price he had previously offered. As a result, and in fairness to the other bidders who had submitted proposals, a further bidding stage has been required whereby all original bidders had the opportunity to submit revised bids.
- 1.3 It is proposed that a 999-year lease is granted to the purchaser with a restriction on the use being for residential purposes only.
- 1.4 CBRE on behalf of the Council, requested revised bids to be submitted by Friday 4th August at 12pm.
- 1.5 Two compliant bids were received and have been assessed by CBRE on behalf of the Council.

2. Current Position

- 2.1 Details of the two compliant bids received as a result of the updated tender exercise are contained within Part B of this report.

Links with the Corporate Priorities:

- 3 The proposal;
- Will bring a derelict listed building back into use and mitigate the current costs of security and maintenance that the Council is currently incurring.

Equality Impact and Considerations:

- 4 Not required as this proposal does not adversely affect equality.

Environmental Impact and Considerations:

- 5 The renovation and retention of the current building will reduce the carbon footprint of the proposed scheme.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
That the sale fails to proceed	The purchaser has indicated that they will exchange contracts within 14 days of receiving the legal pack and complete 28 days after exchange.
The purchaser has insufficient funds to complete the renovation works	The prospective purchaser has provided proof of funds for both the purchase and renovation works
The purchaser seeks to demolish the existing listed building and redevelop a number of new residential units	The long lease will contain a provision that the property can only be used for residential purposes and planning consent would be required for any demolition works.

Legal Implications:

- 6 The revised bidding process has been conducted in a fair and compliant manner. The recommended bid is more than the bid previously approved by Cabinet in November 2022 which the bidder in question subsequently withdrew. The recommended bid satisfies the best consideration available in the market test under section 123 of the Local Government Act 1972.

Financial Implications:

The latest bid represents an increase in that previously approved by Cabinet. It was previously anticipated that the receipt would be received in the 2022/23 financial year therefore, it is imperative that the Council now acts to dispose of this asset quickly to reduce the ongoing revenue costs being incurred on security and to generate the receipt within the 2023/24 financial year.

Background papers:

None

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY HELD ON
FRIDAY 30TH JUNE 2023 AT GUARDSMAN TONY DOWNES HOUSE, 5
MANCHESTER ROAD, DROYLSDEN, M43 6SF**

PRESENT

Mayor of Greater Manchester	Andy Burnham (in the Chair)
Deputy Mayor (Police, Crime & Fire)	Kate Green
Bolton	Councillor Nick Peel
Manchester	Councillor Bev Craig
Oldham	Councillor Arooj Shah
Rochdale	Councillor Neil Emmott
Salford	Mayor Paul Dennett
Stockport	Councillor Mark Hunter
Tameside	Councillor Ged Cooney
Trafford	Councillor Tom Ross
Wigan	Councillor Nazia Rehman

ALSO IN ATTENDANCE:

Greater Manchester Police	Chief Constable Stephen Watson
Bury	Councillor Tamoor Tariq
Oldham	Councillor Elaine Taylor
Rochdale	Councillor Janet Emsley
United Utilities	Louise Beardmore
Environment Agency	Ageela Akhtar
Environment Agency	John Curtin

OFFICERS IN ATTENDANCE:

Chief Executive Officer, GMCA & TfGM	Eamonn Boylan
GMCA Deputy Chief Executive	Andrew Lightfoot

GMCA Monitoring Officer	Gillian Duckworth
GMCA Treasurer	Steve Wilson
Bolton	Sue Johnson
Bury	Lynne Ridsdale
Manchester	Joanne Roney
Oldham	Harry Catherall
Rochdale	Steve Rumbelow
Salford	Tom Stannard
Stockport	Caroline Simpson
Tameside	Sandra Stewart
Trafford	Sarah Saleh
Wigan	James Winterbottom
Office of the GM Mayor	Kevin Lee
GMCA	Julie Connor
GMCA	Sylvia Welsh
GMCA	Lee Teasdale
TfGM	Steve Warrener

GMCA 108/23 APOLOGIES

That apologies be received from Councillor Eamonn O'Brien (Bury), Councillor David Molyneux (Wigan), Sara Todd (Trafford) and Alison McKenzie-Folan (Wigan).

GMCA 109/23 APPOINTMENT OF CHAIR 2023/24

RESOLVED -/

That it be noted that Andy Burnham, as the Mayor of Greater Manchester, under Part 5A, section 4 of the Constitution, is the Chair of the GMCA (ex-officio).

GMCA 110/23 APPOINTMENT OF VICE-CHAIRS 2023/24

RESOLVED -/

1. That it be noted that City Mayor, Paul Dennett, Deputy Mayor, is automatically appointed as a Vice Chair of the GMCA, under Part 5A, section 4, of the Constitution.
2. That it be noted that that Councillor Mark Hunter is automatically appointed as a Vice Chair of the GMCA, under Part 5A, section 4, of the Constitution.
3. That the appointment of Councillor Bev Craig as a Vice Chair of the GMCA , under Part 5A, section 4, of the Constitution be approved.

**GMCA 111/23 GREATER MANCHESTER APPOINTMENTS AND
NOMINATIONS 2023/24**

Gillian Duckworth (GMCA Monitoring Officer) was invited to introduce a report setting out the appointments and nominations to various Committees and other bodies within the Greater Manchester system of governance.

A discussion took place in relation to the Overview and Scrutiny Committee nominations. In particular, the Liberal Democrat nomination which had been marked as a vacancy. Councillor Mark Hunter asked that it be made clear that a clear nomination had been made by the Liberal Democrats in accordance with the usual practice, and that the nomination had been subsequently blocked.

Mayor Andy Burnham advised that he would speak with Councillor Hunter outside of the meeting to resolve the situation.

RESOLVED /-

1. That the appointment of Julie Connor, Director of Governance & Scrutiny, as the Secretary of the GMCA be approved.
2. That Councillors Bev Craig (Lab), Arooj Shah (Lab), Gerald Cooney (Lab), Nick Peel (Lab) and Mark Hunter (Lib Dem) be appointed to the GMCA Standards Committee for 2023/24.

3. That Councillor Christine Carrigan (Lab) be appointed as the member and Councillors Charles Rigby (Lab) and Shelley Lanchbury (Lab) be appointed as the substitute members to the GMCA Audit Committee for 2023/24.
4. That the appointment of the Mayor of Greater Manchester to the Bee Network Committee for 2023/24 be noted.
5. That Councillor Tom Ross (Lab) be appointed, to act as the substitute member for the Mayor of Greater Manchester, to the Bee Network Committee for 2023/4.
6. That Councillor Eamonn O'Brien (Lab) be appointed as GMCA member to the Bee Network Committee for 2023/24 and that Councillor Neil Emmott (Lab) be appointed to act as the substitute GMCA member to the Bee Network Committee for 2023/4.
7. That the establishment of the new GMCA Overview & Scrutiny Committee be approved and that 20 members be appointed to the Committee for 2023/24 as follows:

Members

Local Authority		
Bolton	Peter Wright (Horwich and Blackrod First Independents)	Nadim Muslim (Con)
Bury	Nathan Boroda (Lab)	Russell Bernstein (Con)
Manchester	Mandie Shilton Godwin (Lab) Basil Curley (Lab)	John Leech (Lib Dem)
Oldham	Colin McLaren (Lab)	Jenny Harrison (Lab)
Rochdale	Patricia Dale (Lab)	Tom Besford (Lab)
Salford	Joshua Brooks (Lab)	Lewis Nelson (Lab)
Stockport	Helen Hibbert (Lab)	

Tameside	Naila Sharif (Lab)	
Trafford	Jill Axford (Lab)	Nathan Evans (Con)
Wigan	Fred Walker (Lab)	Joanne Marshall (Lab)

Nb: One

further Liberal

Democrat

member to be

confirmed.

Substitutes

Local Authority		
Bolton	Robert Morrissey (Lab)	Champak Mistry (Lab)
Bury	Mary Whitby (Lab)	(vacancy) (Lab)
Manchester	Linda Foley (Lab)	John Hughes (Lab)
Oldham	Eddie Moores (Lab)	Holly Harrison (Lab)
Rochdale	Sameena Zaheer (Lab)	Ashley Dearnley (Con)
Salford	Marie Brabiner (Lab)	Arnold Saunders (Con)
Stockport	Lisa Smart (Lib Dem)	Shan Alexander (Lib Dem)
Tameside	Claire Reid (Lab)	Liam Billington (Con)
Trafford	Mike Cordingley (Lab)	Kevin Procter (Lab)
Wigan	Dane Anderton (Lab)	Debra Wailes (Lab)

8. That it be noted that Councillor Mark Hunter requested his opposition be recorded in relation to the reference in the table illustrating a Liberal Democrat vacancy on the Committee when a clear nomination had been made in accordance with the usual practice. The GM Mayor will discuss the situation with Councillor Hunter with a view to resolving the situation.
9. That the appointments made by the GM Local Authorities to the GM Culture & Social Impact Fund Committee for 2023/24, be approved, as follows:

District	Member	Substitute
GMCA Portfolio Lead	Neil Emmott (Lab)	
Bolton	Nadeem Ayub (Lab)	Karen Hon (Lab)
Bury	Charlotte Morris (Lab)	Richard Gold (Lab)
Manchester	Tim Whiston (Lab)	To be confirmed
Oldham	Peter Dean (Lab)	Ros Birch (Lab)
Rochdale	Janet Emsley (Lab)	Terry Smith (Lab)
Salford	Hannah Robinson-Smith (Lab)	To be confirmed
Stockport	Frankie Singleton (Lib Dem)	Jilly Julian (Lib Dem)
Tameside	Vimal Choksi (Lab)	Sangita Patel (Lab)
Trafford	Catherine Hynes (Lab)	Rose Thompson (Lab)
Wigan	Paul Prescott (Lab)	Keith Cunliffe (Lab)

10. That the appointments to the Green City Region Board as nominated by the 10 GM Local Authorities for 2023/24, be approved, as follows:

District	Member
GMCA Portfolio Lead	Tom Ross (Lab)
Bolton	Richard Silvester (Lab)
Bury	To be confirmed
Manchester	Tracey Rawlins (Lab)
Oldham	Abdul Jabbar (Lab)
Rochdale	Tricia Ayrton (Lab)
Salford	Mike McCusker (Lab)
Stockport	Mark Roberts (Lib Dem)
Tameside	Jack Naylor (Lab)
Trafford	Aidan Williams (Lab)
Wigan	Paul Prescott (Lab)

11. That the GMCA Green-City Region Portfolio Leader Tom Ross (Lab) be appointed to the Greater Manchester Green City Region Partnership Board for 2023/24.
12. That the appointments to the Greater Manchester Clean Air Scrutiny Committee, as agreed by the 10 GM Local Authorities for 2023/24, be noted as follows:

District	Member	Substitute
Bolton	Martin Donaghy (Lab)	Kate Taylor (Lab)
Bury	To be confirmed	To be confirmed
Manchester	Mandie Shilton Godwin (Lab)	To be confirmed
Oldham	Eddie Moores (Lab)	Colin McClaren (Lab)
Rochdale	Mohammad Arshad (Lab)	Faisal Rana (Lab)
Salford	John Mullen (Lab)	Stuart Dickman (Lab)
Stockport	Lisa Smart (Lib Dem)	Jeremy Meal (Lib Dem)
Tameside	Claire Reid (Lab)	Shibley Alam (Lab)
Trafford	Jill Axford (Lab)	To be confirmed
Wigan	Christine Roberts (Lab)	Samantha Brown (Lab)

13. That the appointments to the Greater Manchester Homelessness Programme Board, as nominated by the 10 GM Local Authorities for 2023/24, be approved, as follows:

District	Member	Substitute
GMCA Portfolio Lead	Paul Dennett (Lab)	
Bolton	Hamid Khurram (Lab)	Martin Donaghy (Lab)
Bury	Clare Cummins (Lab)	Elizabeth Fitzgerald (Lab)

Manchester	Joanna Midgely (Lab)	To be confirmed
Oldham	Elaine Taylor (Lab)	Chris Goodwin (Lab)
Rochdale	Daniel Meredith (Lab)	Terry Smith (Lab)
Salford	Tracy Kelly (Lab)	Wilson Nkurunziza (Lab)
Stockport	Colin MacAlistir (Lib Dem)	Frankie Singleton (Lib Dem)
Tameside	John Taylor (Lab)	To be confirmed
Trafford	James Wright (Lab)	Liz Patel (Lab)
Wigan	Susan Gambles (Lab)	Paula Wakefield (Lab)

14. That the GM Transport Committee/Bee Network Committee be requested to appoint 5 members from the Committee (4 Labour and 1 Conservative) to the GMATL Board for 2023/24.
15. That Councillors Bev Craig (Lab), Eamonn O'Brien (Lab) Nick Peel (Lab) and Arooj Shah (Lab) be appointed to the Greater Manchester Business Board (formerly Local Enterprise Partnership) for 2023/24:
16. That Councillors Gerald Cooney (Lab), Bev Craig (Lab), Nazia Rehman (Lab) and Eamonn O'Brien (Lab) be appointed to the Growth Company Board for 2023/24.
17. That the following Portfolio Leaders, Technical Education & Skills (Eamonn O'Brien), Resource & Investment (David Molyneux), Economy, Business & Inclusive Growth (Bev Craig), Green City Region (Tom Ross) and Equalities & Communities (Arooj Shah) be appointed to the UK Shared Prosperity Fund Board for 2023/24.
18. That subject to any further changes the GMCA may wish to make, all appointments are made up to the GMCA Annual Meeting in June 2024.

GMCA 112/23 REVIEW OF GMCA CONSTITUTION

Gillian Duckworth (GMCA Monitoring Officer) was invited to present review of the GMCA's Constitution and recommend amendments.

RESOLVED /-

1. That the revised constitution, accompanying this report, as the Constitution of the GMCA be adopted.
2. That the Members Code of Conduct, attached at Appendix A, be adopted.
3. That the GMCA Solicitor and Monitoring Officer be authorised to make any changes of a typographical nature to the Constitution.

GMCA 113/23 SCHEDULE OF MEETING DATES & VENUES – 2023/24

RESOLVED /-

That the schedule of meeting dates and venues for 2023/24 be noted as follows:

28 July 2023 – Rochdale
August – Recess
29 September 2023 – Oldham
27 October 2023 – Bury
24 November 2023 – Bolton
15 December 2023 – Manchester
26 January 2024 – Stockport
9 February 2024 (Budget Meeting) – Trafford
23 February 2024 – GMCA
22 March 2024 – Wigan

GMCA 114/23 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

The Mayor of Greater Manchester, Andy Burnham, provided an update on the latest progress made on the implementation of the Trailblazer. Following the local elections in May it was vital to set out clearly the position of Greater Manchester in relation to the direction that was sought on the crucial areas of Post-16 Technical Education; Transport and the integration of rail within the Bee Network; and Housing, with a particular focus on housing standards.

Significant public interventions had now been made on all three of these areas. For Post-16 education a proposal had been made for an integrated system and the GM Baccalaureate, which would enable the creation of a clear and strong education pathway for those students not on the university route; for Transport, following discussions with the Rail Minister there had been confirmation that two commuter lines in GM would become the first contactless pilot schemes outside of London in early 2025 – this was significant progress towards integration within the full Bee Network capped system. Finally, on housing, intentions had been confirmed around the Greater Manchester Good Landlord Charter, with new arrangements to support tenants who had landlords who did not wish to comply to the standards within the Charter.

Mayor Burnham then advised that, as agreed by the GMCA in 2022 – Chief Constable Stephen Watson was invited to provide a ‘one year on’ update on the Child Sexual Exploitation review, GMP’s related Operation Sherwood and the final assurance review now being undertaken.

CC Watson stated the importance of partnership working on Operation Sherwood, stating that it was highly conjoined with GM’s local authorities. The investigation had been set up to review the ten cases that had formed the CSE Review remit, plus a

further case subsequently identified. Detail was provided on the team leading the investigation and the methodologies being applied.

Emphasis was placed on the vulnerabilities apparent in working with survivors of Child Sexual Exploitation, and the methodological sensitive wraparound being applied to all work with them.

Mayor Burnham thanked CC Watson for the update and asked that Members of the Combined Authority reaffirm their commitment to the final stage of the review and the importance of its conclusion this year with the passing of an appropriate motion.

RESOLVED /-

1. That the update on Trailblazer progress be received.
2. That the following motion be passed -

This Combined Authority recognises the progress being made on Operation Sherwood in Oldham, as set out by the Chief Constable; appreciates the support of the Chief Constable for the final assurance stage of the Independent Review into Child Sexual Exploitation in Greater Manchester and the inclusion of Greater Manchester Police in that review; appreciates the support of Maggie Oliver and The Maggie Oliver Foundation for the assurance review; recognises the commitment of all ten Greater Manchester councils to engage with the Review Team as agreed; and resolves to progress to the final stage of the Independent Review, consistent with the original Terms of Reference, with an expectation that it will be completed by the end of the year.

3. That love and condolences be expressed to the family and friends of Droylsden resident Michelle Hodgkinson following her recent funeral.

GMCA 115/23 DECLARATIONS OF INTEREST

RESOLVED /-

That there were no declarations of interest made in relation to any item on the agenda.

GMCA 116/23 MINUTES OF THE GMCA MEETING HELD ON 9 JUNE 2023

RESOLVED /-

That the minutes of the GMCA meeting held on 9 June 2023 be approved as a correct record.

GMCA 117/23 INTEGRATED WATER MANAGEMENT PLAN

Councillor Tom Ross (Portfolio Lead for the Green City-Region) was invited to introduce the Draft Greater Manchester Integrated Water Management Plan (IWMP) and provide details on the actions agreed at the second Mayoral round table on integrated water management held on 31 March 2023.

The IWMP would aid with the acceleration of the implementation of natural flood management interventions in key locations, reducing carbon emissions and improving resilience against climate change. It would also reduce the operation of storm outflows and create new jobs, develop skills through apprenticeships and ensure that GMCA and TfGM work directly with United Utilities on future developments.

John Curtin of the Environment Agency was invited to provide feedback. Thanks was expressed for the partnership approach embraced on the work to date and that GM had been used as an exemplar at a government select committee as a model regional approach to these issues.

Louise Beardmore, Chief Executive Officer of United Utilities was also invited to provide feedback. Flooding was at the forefront of what needed to be tackled and an aggressive targeted infrastructural scheme was being put in place with over £13b of investment.

Eamonn Boylan (Chief Executive Officer, GMCA & TfGM) stated that the adoption of Place for Everyone should provide greater certainty and line of visibility about where development was needed and how partners could work together to plan it over a period of time.

Deputy Mayor Green highlighted the public safety elements that also formed a key part of the plans. There were significant implications for the region's emergency services in terms of wildfires on moorlands and open water based human tragedies, not least of which was an incident that had taken place in Tameside just a number of weeks ago. This proactive preventative approach was keenly welcomed by GMFRS and other emergency partners.

RESOLVED /-

1. That the draft Integrated Water Management Plan, (Annex A) and next steps for engagement, be approved.
2. That it be noted that the recommendations from GMCA Scrutiny Committee, as presented to the Combined Authority on the 31 May 2023, will be taken forward through the Integrated Water Management Plan (Annex B).
3. That the actions and next steps, agreed at the 31 March 2023 Mayoral round table (Annex D) be noted.
4. That the proposal to submit an Annual Business Plan on activities and resources required to deliver the Integrated Water Management Plan to the GMCA be approved.
5. That the proposed review of existing GMCA governance structures to strengthen accountability, scrutiny and provide clarity of responsibility, in accordance with the principles for good governance (attributes for integrated water management) from the Organisation for Economic Co-operation and Development (OECD) (Annex E) be approved.
6. That the funding and resource plan (business plan) be submitted to the GMCA in September 2023 .
7. That the intention for the Environment Agency, United Utilities and the GMCA to extend the existing collaboration agreement in relation to the implementation of the Integrated Water Management Plan be noted.
8. That love and condolences be expressed to the family and friends of Abby Walton following a tragic open water incident in Tameside.

**GMCA 118/23 GREATER MANCHESTER'S RESPONSE TO 2022 BIG
DISABILITY SURVEY**

Councillor Arooj Shah (Portfolio Lead for Equalities and Communities) was invited to introduce a report that provided an overview of the system response to the Big Disability Survey carried out by the GM Disabled People's Panel in the summer of 2022, and to flag key issues emerging from this work so far.

The Panel's Chairs had been invited to the October 2023 meeting of the GMCA to provide a more detailed insight into the progress being made one year on from the survey's publication.

Deputy Mayor Green asked that her thanks be recorded to the Panel Chair's for their role in leading the survey and stated, from her perspective as the Lead for Policing and Crime, the importance of understanding the experience of disabled people within the criminal justice system, and how this needed to be highlighted for future discussion.

RESOLVED /-

1. That the response to the 2022 Big Disability Survey and the issues which have been identified relating to its delivery, be endorsed.
2. That the importance of achieving a co-ordinated, multi-stakeholder, and effectively resourced GM-wide response, aimed at improving the lives of disabled people, be endorsed.
3. That a report will be submitted to the GMCA in October 2023, one year on from the survey publication, to review progress, with input from the Disabled Peoples Panel.
4. That the importance of understanding the experience of disabled people within the wider criminal justice system be highlighted for future discussion.
5. That the GMCA record its thanks to the Disabled People's Panel for undertaking the survey.

6. That members of the Disabled People's panel be invited to the October 2023 meeting of the GMCA.

**GMCA 119/23 DELIVERING THE BEE NETWORK: ANNUAL REVIEW OF
CAPPED BUS FARES**

The Mayor of Greater Manchester, Andy Burnham, introduced a report summarising the outcome of the annual review of capped bus fares and a proposal for the continuation of the capped fares at existing prices.

A key headline arising from the review was that the introduction of the cap has reduced costs for the average bus user by almost 20% and had resulted in an increase of bus patronage of 12%.

It was agreed that as a minimum, a continuing yearly review of the impact of the capped bus fares should remain in place.

A query was raised around whether the bus patronage increase trajectory had continued since these figures were gathered or had subsequently plateaued. It was advised that figures on patronage could be provided throughout the year.

Emphasis was placed on the value for money being found in terms of the average costs per kilometre for tranche 2 of the Bee Network on comparison to those of services that still required private re-tendering. The costs of tranche 2 were around one third lower.

Mayor Burnham advised that he would be seeking cross-party support for a proposal later in the year to government regarding the future funding of public transport. As the current system, in which funding was not the predictable revenue support scheme needed for future security and sustainability.

RESOLVED /-

1. That the outcome of the annual review of capped bus fares be noted.
2. That the recommendation for the continuation of capped single, daily and weekly bus fares at the existing price be noted.
3. That authority be delegated to the Chief Executive Officer, GMCA and TfGM, in consultation with the Mayor of Greater Manchester, to approve the continuation of the capped bus fares scheme, subject to any recommendations made by the GMCA Overview and Scrutiny Committee at its meeting in July 2023.
4. That it be noted that that a further annual review of capped bus fares will take place in summer 2024.
5. That updates will be provided during the year on the consistency of patronage increases on the bus network.

**GMCA 120/23 DELIVERING THE BEE NETWORK: MULTIMODAL FARES
AND PRODUCTS**

The Mayor of Greater Manchester, Andy Burnham, introduced a report setting out a range of multimodal ticketing products to make it easier for passengers to switch between bus and Metrolink. Subject to approval, the products would be implemented across Greater Manchester from 24th September 2023 to coincide with the start of bus franchising.

RESOLVED /-

1. That the range of multimodal ticketing products that will be available across Greater Manchester from 24 September 2023 be noted.
2. That the multimodal ticketing products will be considered by the GMCA Overview and Scrutiny Committee at its meeting in July 2023 alongside the annual review of capped bus fares be noted.

GMCA 121/23 TRANSPORT CAPITAL PROGRAMME

Eamonn Boylan (Chief Executive Officer, GMCA & TfGM) introduced a report asking members to consider a number of funding drawdown requests from the City Region Sustainable Transport Settlement (CRSTS) and the Mayor's Cycling and Walking Challenge Fund (MCF).

RESOLVED -/

1. That further to the governance arrangements approved by GMCA on 30 September 2022, the proposed assurance process for CRSTS Outline Business Case and Full Business Case stages in relation to the re-baselined Scheme List, as approved by the GMCA on 26 May 2023, be noted and approved.
2. That the draw-down of CRSTS funding be approved, as follows:
 - Integrated Ticketing and Information Measures: £7.38m to enable the ongoing development and delivery of the Integrated Ticketing and Customer Information programme, which includes Mobile, Online and PAYGO Contactless Ticketing; and the provision of passenger information displays at key network locations.
 - Rochdale: Littleborough Streets for All Scheme: £0.27m to develop the scheme to Final Business Case.
 - Bury: Ramsbottom Town Centre Development Streets for All Scheme: £0.35m to develop the scheme to Final Business Case.
 - Bury Town Centre Streets for All Scheme: £0.62m to develop the scheme to Final Business Case.
3. That the draw-down of Mayor's Cycling and Walking Challenge Fund funding be approved, as follows:
 - *Manchester, Victoria Northern Eastern Gateway scheme*: release of up to £8.86m of MCF delivery funding.
4. That the inclusion of Greater Manchester's share of the national Additional Maintenance (Pothole) Funding (£6,210,400) within the Capital Programme for

2023/24 and the allocation of funding to the 10 Local Authorities (on the same proportion as that used for the CRSTS Core Maintenance allocations to Local Authorities) be approved.

GMCA 122/23 2022/23 GMCA PROVISIONAL CAPITAL OUTTURN

Steve Wilson (GMCA Treasurer) informed members of the Greater Manchester Combined Authority of the capital outturn for 2022/2023. It was noted that there was an error in appendix 1 that would be amended accordingly.

RESOLVED /-

1. That the 2022/23 actual outturn capital expenditure of £442.6m, compared to the forecast position presented to GMCA on 10 February 2023 of £462.1m, be noted.
2. That an amendment to an error on appendix 1 to the report will be circulated to GMCA members and published on the GMCA website.

GMCA 123/23 2022/23 GMCA PROVISIONAL REVENUE OUTTURN

Steve Wilson (GMCA Treasurer) informed members of the Greater Manchester Combined Authority provisional revenue outturn for 2022/23.

RESOLVED /-

1. That the drawdown of £1.9m from TfGM General Reserves to fund the cost of the voluntary severance scheme, which will deliver savings for 2023/24 onwards, as set out in paragraph 6.12, be approved.
2. That the drawdown of £2.3m to fund the net deficit from Metrolink in 2022/23, which was funded from a ring fenced Metrolink Reserve held by TfGM, as set out in paragraph 6.17, be approved.

3. That it be noted that the Mayoral General Budget provisional revenue outturn position for 2022/23 was breakeven after planned transfer to earmarked reserves.
4. That it be noted that the GMCA General Budget provisional revenue outturn position for 2022/23 was £0.949m, to be transferred to earmarked reserves.
5. That it be noted that the Mayoral General GM Fire & Rescue provisional revenue outturn position for 2022/23 was breakeven after planned transfer to earmarked reserves.
6. That it be noted that Waste and Resourcing provisional revenue outturn position for 2022/23 was an underspend of £33.8m, to be transferred to earmarked reserves.
7. That it be noted that the GMCA Transport and TfGM provisional revenue outturn positions for 2022/23 were breakeven after transfers between earmarked reserves.
8. That it be noted that £3.1m was added to the TfGM concessionary reserve due to underspend in the year, which has been ring-fenced for future spend on bus costs.
9. That it be noted that the final position was subject to the submission of the audited accounts, to be finalised by 30th November 2023, to be reported to the GMCA Audit Committee prior to the deadline.

**GMCA 124/23 UKSPF – COMMUNITIES AND PLACE MANCHESTER CITY
COUNCIL PHASE 2**

Eamonn Boylan (Chief Executive Officer, GMCA & TfGM) introduced a report setting out a proposal from Manchester City Council on the second phase of UKSPF investment in the city and the recommendations of the GM UKSPF Local Partnership

Board to the GMCA as the Lead Authority for Greater Manchester in relation to the investment proposal. The proposal was for the UKSPF Communities and Place investment priorities E1, E3 and E6.

RESOLVED /-

1. That Manchester City Council be granted up to £2,125,545 of Greater Manchester's UKSPF allocation over 2 years to deliver the activity, expenditure, outcomes and outputs set out in their UKSPF Communities and Place Phase 2 proposal by March 2025, taking the Manchester City Council Communities and Place UKSPF investment across Phases 1 and 2 to a maximum of £5,013,823.
2. That the additional impact of the Manchester City Council Phase 2 proposal to the collective impact of the currently approved ten Local Authority proposals, in exceeding the majority of outcomes and outputs for the Communities and Place Investment Priority, as set out in the GM UKSPF Investment Plan, be noted.
3. That support be given for an additional UKSPF Communities and Place Intervention to be added to Greater Manchester's UKSPF Investment Plan reporting the number of feasibility studies funded using UKSPF, reflecting the eligible and strategic use of UKSPF by local authorities to develop medium and long term regeneration ambitions for their places.
4. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, GMCA Treasurer and Monitoring Officer, in consultation with the Portfolio Leader for Resources & Investment, to finalise the grant funding agreement including the ability to make minor amendments as required.

GMCA 125/23 UKSPF E19: INCREASING INVESTMENT IN RESEARCH AND DEVELOPMENT AT THE LOCAL LEVEL

Eamonn Boylan (Chief Executive Officer, GMCA & TfGM) introduced a report outlining the GM approach to allocating UKSPF funding for intervention E19 via the procurement of a GM Provider (which may be a Consortium) to test and deliver a

model of specialist innovation focused activity to strengthen the GM innovation ecosystem.

The support would include a mixture of sector and technology agnostic support, sector and technology specialist support, and a range of financial interventions. In combination this would accelerate the development of new clusters and help businesses progress through the innovation cycle, by making it easier for them to access and move between the GM's innovation assets, and to access regional and national support schemes.

RESOLVED /-

1. That the recommendations of the GM UKSPF Local Partnership Board on the strategic fit and deliverability of the UKSPF proposal E19, to "Increase investment in research and development at the local level" be approved.
2. That authority be delegated to the GMCA Treasurer, in consultation with the Portfolio Leader for the Economy, Business and Inclusive Growth and Portfolio Leader for Resources & Investment, to agree the allocation method and subsequent award of contracts worth £5,775,000.

GMCA 126/23 UKSPF E23: PROPOSAL FOR HYPER-LOCAL MICRO-BUSINESS START-UP AND DEVELOPMENT SUPPORT

Eamonn Boylan (Chief Executive Officer, GMCA & TfGM) introduced a report outlining the background and proposition to use UKSPF Funding under E23 to resource a 20 month programme of support that would maintain and extend support to start-up and develop micro businesses in the city-region, which was currently being delivered in partnership by GM Libraries, Local Authorities and other partners.

The UKSPF funding would enable this service to be expanded to cover all ten GM local authorities (Wigan and Rochdale do not currently offer this service). This would enable GM to continue to support entrepreneurship and self-employment across the city-region at grass-roots level, invigorating GM's high streets and communities. The

proposal contained a significant match-funding element which comprised c.60% of overall project costs.

RESOLVED /-

1. That the recommendations of the GM UKSPF Local Partnership Board on the strategic fit and deliverability of the UKSPF proposal E23 for “support for micro-business start-up and development” be approved.
2. That authority be delegated to the GMCA Treasurer, in consultation with the Portfolio Leader for the Economy, Business and Inclusive Growth and Portfolio Leader for Resources & Investment, to agree the allocation method and subsequent award of a grant to the value of £1,400,000.

**GMCA 127/23 GREATER MANCHESTER BROWNFIELD PROGRAMME
(DEVOLUTION TRAILBLAZER DEAL) METHODOLOGY AND
YEAR 1 ALLOCATIONS**

Councillor Ged Cooney (Portfolio Lead for Housing) introduced a report seeking approval for the allocation of up to £51.1m of the three year £150m Brownfield programme that was part of the 2023 Devolution Trailblazer Deal. The allocation had been determined by the methodology set out within the paper.

RESOLVED /-

1. That it be noted that the GMCA Treasurer, acting in conjunction with the GMCA Solicitor & Monitoring Officer, will utilise existing delegated authority to agree the final terms of the Brownfield programme grant agreement with DLUHC.
2. That the methodology for prioritising schemes in Year 1 of the Brownfield programme, as set out in Section 2 and Appendix 1, be approved.
3. That the allocation of up to £51.1m of the overall £150m funding devolved to GMCA be approved.

4. That the utilisation of up to £500k of the Greater Manchester Housing Investment Loan Fund surpluses to contribute to the revenue funding requirements of delivering the programme be approved.
5. That authority be delegated to the GMCA Treasurer, acting in conjunction with the GMCA Solicitor & Monitoring Officer, to effect the necessary legal agreements for the individual grants between the GMCA and grant recipients, as set out in Appendix 2.

GMCA 128/23 SOCIAL HOUSING FUND

Councillor Ged Cooney (Portfolio Lead for Housing) introduced a report providing an update on the £15 million Social Housing Quality grant funding announced to GMCA on 25 January 2023, and sought approval of the proposed approach for the allocation and monitoring of funding to social housing providers in Greater Manchester (including stock-holding GM local authorities/ALMOs).

RESOLVED -/

1. That the receipt of £15 million Social Housing Quality Funding be noted.
2. That the proposed approach and process for allocating grants to social housing providers in Greater Manchester be approved.
3. That authority be delegated to the Chief Executive Officer, GMCA & TfGM, in consultation with the Portfolio Leader and Chief Executive Portfolio Lead for Housing, to ensure rapid release of funding to allow urgent works to be undertaken.

GMCA 129/23 GREATER MANCHESTER INVESTMENT FRAMEWORK RECOMMENDATIONS

Eamonn Boylan (Chief Executive Officer, GMCA & TfGM) introduced a report seeking approval for a loan facility for the Greater Manchester Chamber of Commerce to support them through their recovery.

RESOLVED /-

1. That the loan facility of up to £250k to The Greater Manchester Chamber of Commerce be approved.
2. That authority be delegated to the Chief Executive Officer, GMCA & TfGM and GMCA Solicitor & Monitoring Officer to review the due diligence information in respect of the above loan, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the loan, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the loan noted above.

**GMCA 130/23 STOCKPORT MAYORAL DEVELOPMENT CORPORATION
BUSINESS PLAN**

The Mayor of Greater Manchester, Andy Burnham, introduced a report seeking approval from the GMCA for the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan 2023-2028 and the Annual Action Plan which set out more detail on the commercially sensitive activities the MDC will undertake over the course of 2023 / 2024 to deliver the objectives in the full plan.

RESOLVED /-

1. That the Stockport Town Centre West Mayoral Development Corporation's Strategic Business Plan May 2023 – March 2028 (Annex A) be approved.
2. That the Stockport Town Centre West Mayoral Development Corporation's Action Plan May 2023 – March 2024 (Part B) be approved.
3. That the GMCA record its thanks Lord Bob Kerslake for his support throughout the development of the Mayoral Development Corporation.

GMCA 131/23 EXCLUSION OF THE PRESS AND PUBLIC

That, under section 100 (A)(4) of the Local Government Act 1972 the press and public should be excluded from the meeting for the following items on business on the grounds that this involved the likely disclosure of exempt information, as set out in the relevant paragraphs of Part 1, Schedule 12A of the Local Government Act 1972 and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

**GMCA 132/23 STOCKPORT MAYORAL DEVELOPMENT CORPORATION
BUSINESS PLAN**

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (minute 130/23)

RESOLVED /-

That the contents of the report be noted.

**GMCA 133/23 GREATER MANCHESTER INVESTMENT FRAMEWORK
RECOMMENDATIONS**

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (minute 129/23)

RESOLVED /-

That the contents of the report be noted.

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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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