

AGENDA FOR CABINET



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To: All Members of Cabinet

Councillors : E O'Brien (Leader and Cabinet Member, Strategic Growth) (Chair), C Cummins (Cabinet Member, Housing Services), 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), T Tariq (Deputy Leader and Cabinet Member, Health and Wellbeing), S Thorpe (Cabinet Member, Finance and Transformation) and S Walmsley (Cabinet Member, Communities and Inclusion)

Dear Member/Colleague

Cabinet

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

Date:	Wednesday, 4 December 2024
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, 02nd December. 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, 29th November.

5 MINUTES *(Pages 5 - 18)*

Minutes from the meeting held on 06th November are attached.

6 PROCUREMENT AND APPROVAL OF VARIOUS CONTRACTS FOR THE CAPITAL PROGRAMME *(Pages 19 - 26)*

Report from the Cabinet Member for Housing Services.

7 SKYLINE GMCA RESIDENTIAL CHILDREN'S HOMES *(Pages 27 - 36)*

Report from the Deputy Leader and Cabinet Member for Children and Young People.

8 QUARTER 2 FINANCE POSITION *(Pages 37 - 58)*

Report from the Cabinet Member for Finance and Transformation.

9 PRESTWICH REGENERATION *(Pages 59 - 70)*

Report attached from the Leader and Cabinet Member for Strategic Growth.

10 WHITEFIELD TOWN CENTRE PLAN *(Pages 71 - 212)*

Report from the Leader and Cabinet Member for Strategic Growth.

11 APPROVAL TO AWARD A CONTRACT FOR DELIVERY OF MILLTOWN

STREET BRIDGE, RADCLIFFE *(Pages 213 - 220)*

Report from Cabinet Member for Environment, Climate Change and Operations.

12 CORPORATE STRUCTURE REVIEW REPORT *(Pages 221 - 242)*

Report from the Leader and Cabinet Member for Strategic Growth.

13 BURY COUNCIL'S PROPOSAL TO SIGN UP TO THE CARE LEAVER COVENANT *(Pages 243 - 252)*

Report from Cabinet Member for Children and Young People.

14 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY *(Pages 253 - 266)*

To consider the minutes of meetings of the AGMA Executive Board and Greater Manchester Combined Authority held on 25th October 2024.

15 URGENT BUSINESS

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

16 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.

17 APPROVAL TO AWARD A CONTRACT FOR DELIVERY OF MILLTOWN STREET BRIDGE, RADCLIFFE - PART B *(Pages 267 - 274)*

Report from Cabinet Member for Environment, Climate Change and Operations.

18 PRESTWICH REGENERATION - PART B *(Pages 275 - 298)*

Report attached from the Leader and Cabinet Member for Strategic Growth.

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Minutes of: CABINET

Date of Meeting: 6 November 2024

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

Also in attendance: Councillors Smith and Bernstein.
Lynne Ridsdale, Ruth Whittingham, Neil Kissock, Kate
Waterhouse, Paul Lakin, Sam McVaigh, Cris Logue, Phil
Llewellyn and Chloe Ashworth

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

Apologies for Absence: Councillor S Walmsley

CA.249 APOLOGIES FOR ABSENCE

Apologies were received from Councillor Walmsley and Jacqui Dennis, Ruth Whittingham attended on her behalf.

CA.250 DECLARATIONS OF INTEREST

There were no declarations of interest.

CA.251 PUBLIC QUESTION TIME

Two questions were received in advance of the meeting as the questioners were not in attendance, the Chair reported that responses would be made available online and shared with the questioners outside of the meeting.

CA.252 MEMBER QUESTION TIME

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

When I visited the new school in Radcliffe with other local Councillors, the Head Teacher assured us he wanted to work closely with all local partners. As such what dialogue has the Council had regarding the further delay in opening the permanent school building”?

Responding, Councillor Smith reported that the DfE have confirmed that there has been a delay in signing off the contract for the permanent building because of inflationary pressures that has resulted in the cost exceeding original estimates. The matter appears to have been resolved and the paperwork is now with a senior civil servant awaiting approval. The delay has impacted on the delivery programme, and the following statement has been produced by Star and shared with the Local Authority, pupils, parents, and prospective parents.

The school will remain in the existing temporary accommodation in year two (2025-26).

- The temporary accommodation will be enhanced to accommodate a second year group from September 2025.
- We expect to move into the permanent building during 2025-26.

- The move is likely to take place during the spring or summer term – we are in the process of finalising exact dates with the construction team.

The DfE confirm that they have engaged a design team to work with Star to determine the additional requirements for phase 2 of the temporary modulars to accommodate a second year group from September 2025. The delivery programme and costs, once finalised, are also awaiting DfE approval. The planning application for the additional modulars is due to be submitted in November, with anticipated handover July 2025.

Through regular meetings, Local Authority officers, the school and the DfE continue to have strong, open lines of communication.

A further supplementary question was submitted:

Would it be possible for the council to prepare a timeline of events for the public and councillors.

Councillor Lucy Smith reported that this information is fairly recent to all members and a timeline cannot yet be put together. However, the Council will work on a timeline following confirmation from the Department of Education. Cllr O'Brien provided further reassurances.

CA.253 MINUTES

It was agreed:

That the minutes of the meeting held on 25th September be approved as a correct record.

The Leader noted that a discussion took place at the last Cabinet meeting on the 25th September 2024 regarding future options of the indoor Market Hall and a commitment to an update. The Leader, Councillor O'Brien advised members the conversations have taken place outside the meeting. Councillor Morris assured members that the extensive work is ongoing to appraise the various options available. There are currently five options that are being considered. The work currently being done shows the scale of the challenge has shown it is not as initially anticipated and requires further work and consideration. Any investment needs to be aligned with our budget and a further update will be brought in due course.

CA.254 MEDIUM TERM FINANCIAL STRATEGY, 2025/26 BUDGET PROPOSALS AND PERFORMANCE UPDATE

Councillor Sean Thorpe, Cabinet Member for Finance and Transformation, presented the report which detailed the updated budget position over the three years 2025/26 to 2027/28. It was noted that there is a current budget deficit of £34.9 million.

Councillor Mike Smith highlighted there are assumptions within the budget and questioned if the report considered matters such as the national minimum wage, cost of the Phillips touch system and energy prices.

In response Councillor Thorpe, confirmed all are assumptions until implemented. The proposed savings highlighted; the street lighting and parking proposals are likely to draw the most attention however there are other proposals, most of which fall into the other category and more transformative, with little to no impact on residents.

In response to a question regarding what level of reserves is the Council prepared to use Councillor Thorpe confirmed he would be guided by officers. Neil Kissock, Director of Finance confirmed that whilst it would not be possible to get to a position where we are not supported

by reserves in February 2025 officers would be seeking this to be as low as possible and ideally £10 Million and below would be a figure that is being focused on. In response to a further question by Councillor Bernstein members were advised that if the reserves figure required was higher would Officers be prepared to sign it off, Neil Kissock Director of Finance advised that it would be subject to the strategy for the following future years and officers would need confidence that the Council would be able to achieve the budget gap over the following years.

Councillor O'Brien confirmed that this emphasises the need for a good three-year settlement to assist with planning.

Decision:

Cabinet:

1. Approved the set of draft revenue budget proposals totalling £9.441m for inclusion in the Cabinet proposals for the setting of the 2025/26 revenue budget to be considered by Council on 19 February 2025.
2. Approved the draft revenue budget proposals where necessary for consultation between 11th November – 23rd December.
3. Noted that the outcomes of the budget consultation will be reported back to Members and used to inform the budget setting proposals and referred to Overview & Scrutiny Committee for their consideration.
4. Noted the remaining budget gap of £22.327m over the three years 2025/26 to 2027/28.
5. Noted the forecast reserves balances over the three years 2025/26 to 2027/28.

Reasons for recommendation(s)

- The Council has a legal requirement annually to set a balanced budget and Council Tax and where necessary undertake consultation with the public, businesses, stakeholders and internally with staff and through Overview & Scrutiny Committee.
- To update members on the Council's budgetary position and set out the work plan to reduce the forecast budget gap ahead of Budget Council on 19 February 2025.

Alternative options considered and rejected:

The current assumption within the MTFs is for an on-going 4.99% annual Council Tax increase (2.99% general precept and 2% adult social care precept). An alternative option could be made to increase its 'relevant basic amount of council tax' above the levels that will be set out in the 2025/26 Local Government Finance Settlement published later in the year, but this would require holding a local referendum and a majority vote. A 1% increase or decrease in Council Tax is the equivalent to c£1m.

CA.255 NORTHERN GATEWAY DEVELOPMENT FRAMEWORK (SPD) – CONSULTATION DRAFT

Councillor O'Brien, Leader and Cabinet Member for Strategic Growth provided an overview of the report circulated to members in advance of the meeting.

The report detailed the Draft Northern Gateway Development Framework (NGDF) which sets out the masterplan and phasing strategy for the Northern Gateway site. It was noted that we have been through a lengthy process and now we have a controlled planning system. Bury and Rochdale do have an employment opportunity with up to twenty thousand jobs on the site. It also identifies high level design principles and an approach to the delivery and phasing of

infrastructure. In order to give the Framework additional planning weight in decision making, it is proposed that it is adopted as a Supplementary Planning Document (SPD).

Members were asked to approve the draft framework for a six-week consultation period in order to establish stakeholder views on its content.

Following the consultation, all comments received will be fully considered and changes made where appropriate before the framework is brought back to Cabinet for approval to adopt.

A member highlighted that with future opportunities should consider the industries of the future and providing opportunities for our graduates and apprentices to develop. In addition members noted that the report referenced sustainable drainage, carbon houses and improved sustainable transport links.

In response to a question regarding the legal position for Places for Everyone, the Leader, Councillor O'Brien advised he is not aware of any updates on the matter, when an update is available it will be shared with members and does not believe the matter will threaten the adoption of the plan.

Decision:

Cabinet:

1. Approved the draft Northern Gateway Development Framework as the basis for public consultation for at least six weeks commencing in November 2024.
2. Delegated approval to the Executive Director of Place to make minor non-material editorial amendments to the draft Northern Gateway Development Framework Supplementary Planning Document before consultation commences.

Reasons for recommendation(s)

- To enable stakeholders to have the opportunity to provide comment on the draft Northern Gateway Development Framework and to comply with the statutory requirements on consultation.

Alternative options considered and rejected:

- To not approve the SPD for consultation. This would prevent stakeholders from commenting on the SPD and would prevent the Council from being able to proceed to adopt the SPD because it is a statutory requirement that such documents must be consulted on before adoption.

CA.256 NORTHERN GATEWAY (INVESTMENT ZONE / ATOM VALLEY STRATEGIC OUTLINE BUSINESS CASE)

Councillor O'Brien, Leader and Cabinet Member for Strategic Growth presented the report which detailed an update on the status of Investment Zone funding and provided an update on the Atom Valley Mayoral Development Zone, namely the Atom Valley Strategic Case.

Decision:

Cabinet:

1. Accepted receipt of Investment Zone funding, following approval in September for Northern Gateway to be part of Greater Manchester's Investment Zone.

2. Delegated authority to the Executive Director (Place - Business Growth and Infrastructure) in consultation with the Director of Law and Governance to finalise the terms of the Investment Zone funding
3. Delegated authority to the Monitoring Officer to execute any associated agreements including receipt of grant funding. d. Delegates authority to the Executive Director Place, Business Growth and Infrastructure in consultation with the Leader of the Council and Cabinet Portfolio Holder, to authorise outputs and end of stage approvals in relation to any Investment Zone funding.
4. Endorsed the Strategic Outline Business Case for Atom Valley MDZ.
5. Noted that a similar report will be presented to Rochdale Council's Cabinet on 26 November 2024.

Reasons for recommendation(s)

- Significant progress is now being made to progress the delivery of the Northern Gateway, the largest development site in the Atom Valley MDZ. This includes the recent adoption of Places for Everyone (PfE) Joint Development Plan in March 2024 and the designation of Northern Gateway as part of the Greater Manchester IZ. The Atom Valley Strategic Outline Business Case (SOBC) sets out the Atom Valley vision and opportunity in the context of Greater Manchester and identifies the potential scale of public sector intervention required to support delivery; the associated socio-economic benefits this site will unlock; and supports delivery partners with positioning the opportunity with sub-regional and national funders and stakeholders.
- The IZ funding has been allocated from 1st April 2024, with a year-one spend deadline of 31st March 2025, along with other revenue funding, there is a need to move projects forward swiftly and flexibly to respond to these funding opportunities. As such, the report seeks delegations to the Executive Director (Place - Business Growth and Infrastructure), Leader of the Council and relevant Portfolio holder(s) to facilitate these processes and implement the respective Delivery and Procurement Strategies.

Alternative options considered and rejected:

- That the recommendations are not approved, and we do not utilise the funding, with this reallocated elsewhere in Greater Manchester. This presents a risk to delivery of the Places for Everyone joint development plan and specifically, the delivery of Northern Gateway.
- That the collaboration and delegations are not approved, and further reports are brought to Cabinet to authorise spending in relation to funding at a later date. This introduces risk that monies will not be deployed or spent on time both within this financial year 2024/25 and future years, with funding reallocated to other projects elsewhere in Greater Manchester

CA.257 EQUALITY, DIVERSITY AND INCLUSION STRATEGY 2024-28

Councillor O'Brien, Leader and Cabinet Member for Strategic Growth presented the report on behalf of Councillor Walmsley. Members were provided with an overview of the proposed Equality, Diversity and Inclusion Strategy 2024-2028 which is a Council only strategy given the dissolution of the CCG in July 2022. The Strategy has been co-produced with community leaders, senior champions and staff groups.

Four years ago Members took the decision to agree a Strategy which not only set out our commitment across the nine protected characteristics recognised by law, but went further in also demonstrating our understanding of the challenges faced by care leavers, carers, military

veterans and the socio-economically disadvantaged and our commitment to giving specific focus to supporting these groups and the new Strategy maintains this commitment.

Members suggested that consultation of the Strategy with Team Bury would be helpful.

Decision:

Cabinet:

1. Noted the successes of the 2020-2024 inclusion strategy and approve the proposed 2024-2028 strategy for adoption by the Council.

Reasons for recommendation(s)

To support continued focus on equality, diversity and inclusion across the borough and support the strategic delivery of LET'S Do It through the prism of protected characteristics. Adoption of this strategy will ensure continued compliance with the council's legal obligations set out within the Equality Act 2010.

Alternative options considered and rejected:

None.

CA.258 ACQUIRING PROPERTIES FOR CHILDREN'S HOMES IN BURY

Councillor Lucy Smith, Cabinet Member for Children and Young People provided members with an overview of the report on acquiring properties for Children's homes in Bury.

Members discussed the costs and how this decision will result in better quality outcomes for children and keeping them within their communities.

A member raised the importance of consulting with communities in prospective areas so they nurture the children. Councillor O'Brien confirmed that political leadership is needed on this issue and good engagement is required.

Decision:

Cabinet:

1. Approved the proposal to enter into negotiations for the in-principle purchase of two 5/6-bedroomed homes to be converted as required to residential children's homes for residential placements for up to 6 children and associated staffing sleeping and office quarters.
2. Approved capital expenditure of up to £1.5m (assuming no external grant funding becomes available) for the purchase and refurbishment of the homes in (2.0) alongside associated operational management and transformation activity within Children and Young People's Services to implement the proposed improvements and new management model.
3. Should grant monies be identified, prior to implementation, Cabinet agreed to provide delegation to the Executive Director of Children and Young People's Services and Director of Finance to accept any grant funding for the acquisitions should it become available following this approval.
4. Agreed to delegate authority to the Executive Director of Place in consultation with the Executive Director of Children and Young People's Services and Director of Finance,

alongside the Portfolio Holder for Children and Young People to oversee selection of property for new children's homes and associated legal agreements.

5. Noted that the Council will undertake a procurement in respect of necessary refurbishment works at the purchased properties to appoint contractors and enter into legal agreements for the refurbishment of the premises. The value of these works is such that they may be awarded in accordance with the officers' scheme of delegation.
6. Noted the introduction of proposed operational service changes which will require authorisation through standard HR processes alongside the implementation of the overall project. This will include creating the proposed staffing structure (subject to Job Evaluation) and resources alongside prevention-based transformation activity.

Reasons for recommendation(s)

- The purchase of a maximum of 2 new homes within the locality of Bury to accommodate placements up to 6 Care Experienced Children and enable the Council to play an active role in the lives of its cared for children and meet its duty as Corporate Parents.
- Deliver Bury's Children's and Young People's plan Outcome 3 to allow Children, young people and families to get the support they need locally to where they live.
- The approach will improve quality of provision by giving more effective control to Bury Council over all aspects of service delivery, whilst also reducing the unit cost of the operation substantially.
- Reduce the dependence of Bury Council on Private Sector residential provision, whilst establishing greater competitive tension in the market more generally. It is hoped that provision of this additional capacity will influence Private Sector providers to adjust unit costs to more realistic levels and will build on activity ongoing in neighbouring Authorities and the Region.
- Support the Council's duty to find the most appropriate care setting for each child, by diversifying the current residential offer in the market-place.
- Enable the Council to take a proactive approach to supporting Care Experienced Children as recommended by Bury's Corporate Parenting Board and the Children in Care Council (CICC), enabling children in its care to reach their potential.
- To align Bury's 'LAC Sufficiency' approach to the GM Children's Sufficiency Strategy launched in 2020 - to find the right placement for a child or young person at the right time.
- To increase placements in the locality and reduce the need to place children outside of Bury leading to better social, education and economic outcomes and improving workforce efficiency.
- Enable further improvement in the quality of plans and planning for children, and greater choice of placements for children when they come into care as recommended in the 2021 Ofsted inspection.
- Reduce dependency on Private Sector delivery of residential care recognising significant price rises in the private sector; and allow Bury to secure a stronger foothold in the market with a local solution which offers better value for money.
- Local provision will ensure a balance in securing the right placement mix for children in care with associated cost savings as recognised in the council Medium Term Financial Strategy (MTFS).
- The Capital Board have approved £1.5m (assuming no grant funding becomes available) to acquire and renovate up to two properties, subject to cabinet approval.
- To allow up to two properties for the intended use to be purchased via delegated powers and immediately secure suitable properties when they come to market.

Alternative options considered and rejected:

- Do nothing – continue to be reliant on external privately run children's homes including out of borough placements. This option was rejected as the Council is currently dependent on and susceptible to inflated placement costs, which offer poor value for money.
- Public/Private Partnership Vehicle – Would require setting up a Joint Venture and jointly holding responsibility for purchasing / renovating suitable properties. The Council's control would be diluted, and a JV arrangement would require complex legal agreements and greater operational oversight and management arrangements. For these reasons the option was rejected.
- VCSE – This would require significant market shaping and thus discounted due to the time needed identify suitable providers and undertake the necessary due diligence to ensure quality in practice standards.

CA.259 SOCIAL VALUE STRATEGY

Councillor O'Brien, Leader and Cabinet Member for Strategic Growth presented the report on behalf of Councillor Walmsley, Cabinet Member for Communities and Inclusion. The report set out a new Social Value Strategy which has been developed with input from across the Council, the wider Team Bury Partnership and experts from the voluntary sector, business and public service partners.

The development of a Social Value Strategy is an objective of the Council's Corporate Plan and the Strategy proposed to Cabinet has been developed in partnership with colleagues across the Council with input from the business and voluntary sector communities as well as recognised leaders in the field.

In Bury we have set a clear expectation around social value within our procurement processes and the Strategy describes a number of case studies showing the impact we are already having.

All members welcomed the report and the opportunities for local people that will be presented through social value.

Decision:

Cabinet:

1. Approved the proposed 2024-2027 Social Value strategy for adoption by the Council. Reasons for recommendation(s) Social Value will provide an important vehicle to maximise the value the Council can leverage from its relationships and contracts beyond business as usual for the benefit of the borough's places and people. Alternative options considered and rejected None.

Reasons for recommendation(s):

- Social Value will provide an important vehicle to maximise the value the Council can leverage from its relationships and contracts beyond business as usual for the benefit of the borough's places and people.

Alternative options considered and rejected:

- None

CA.260 SUBSTANCE MISUSE SERVICE CONTRACT

Councillor Tamoor Tariq, Cabinet Member for Health and Wellbeing presented the report which set out a plan to extend Bury Council's substance misuse contract with GMMH for a further six months.

DECISION

Cabinet:

- Agreed to extend Bury Council's substance misuse contract with GMMH for a further six months, from 1 st September 2024 – 31st March 2025 to align to the end of the 2024/25 financial year.
- Agreed a one of £70,000 payment to uplift the substance misuse contract from 1 st September 2024 – 31st March 2025. Which will be funded through Office Page 370 for Health Improvement and Disparities (OHID) Supplementary Substance Misuse Treatment Grant (SSMTRG) underspend (at no extra cost to the council).
- To make a direct award to the current provider, GMMH, for a period of three years, with the option for the Council to extend for an additional two years at its discretion – starting on April 1st 2025.
- Agreed the new total estimated cost for the three years commencing 1st April 2025 at £1,560,000 per annum, with the same amount allocated per annum thereafter, (subject to inflation and Agenda for Change pay increases). This will be funded through Public Health budget (including a small amount of substance misuse reserves) and there are no requests for additional funding.
- Agreed to delegate the negotiation and finalisation of contracts to the Director of Public Health in consultation with the Director of Law and Governance.

Reasons for recommendation(s):

Current Performance

- The Council is happy with the current performance of GMMH. Its substance misuse services were rated as outstanding from their most recent inspection by the Care Quality Commission (CQC) in 2018.
- In 2022 GMMH had an independent, external provider evaluate the partnership model, which overall was considered to work very effectively and reflect the aims of the contract.
- This option would allow the Council to continue to build on already existing, positive relationships that have been built over the last four years, not just between GMMH and Bury Council but between it and numerous other external partners. Continuing with the current provider will enable current projects and funding streams to continue seamlessly. The current contract represents good value for money, compared to other organisations and localities, evidenced in supporting documents.

Proposed Procurement Route

- A competitive tender process would put extensive pressure on existing resources and staff time and would likely require additional support. In addition, stability and continuity of well performing providers is mentioned frequently as being essential to the care and wellbeing of service users and organisational staff, which is reflected in the potential future implementation of The NHS Provider Selector Regime (PSR). The PSR will aim to introduce increased flexibility and transparency to the procurement of healthcare services and will aim to support greater integration and the establishment of stable collaborations. The continuation of the current provider is in the best interest of the service users, all staff involved, taxpayers and the local population.

- It is proposed that the Council continues with its current contract provider GMMH once the current contract comes to an end. Legal Services have advised that it is in order to make a direct award to GMMH in reliance on the Hamburg case exception, now codified as Regulation 12(7) of the Public Contracts Regulations 2015. That Regulation permits a direct contract to be awarded between the Council and an NHS or other public sector body, without Page 372 competition. It is subject to ensuring the contract is in the public interest and that the public services they each have to perform are provided to achieve common objectives.

Budget Provision

- Annual budget provision is available from Public Health funding (£1,367,360), with £192,640 of funding available from Children's which contributes to the Children's & Young People's element of the contract via Early Break

Alternative options considered and rejected:

Tender for new provider(s)

Pros:

- Allows direct comparison to other providers.
- Offers confirmation that the Council is getting best value for money.
- Can ask for more for the same value, whether this takes the form of price reductions, better service, higher quality products or other added value.

Cons:

- Disruption to current service users and staff. Anecdotal reports from the last tender in 2018 demonstrated that implementation of a new provider caused significant disruption to service users and triggered low staff morale.
- Potential disruption to performance.
- Leaving the commissioning arrangement with GMMH could result in the loss of collaborative expertise, workforce, reduced best practice sharing and diminished support for individuals.
- Based on an understanding of the current market, there is unlikely to be a better provider for this role and we believe it is good value for money.
- Loss of the positive, collaborative relationships already built.
- Would interfere with current / planned projects and external funding streams (OHID grants).
- A tender process would require extensive use of resources (particularly staff time across the organisation), which would come at a significant opportunity cost, preventing time being spent on primary prevention and current workstreams. This process would be complex and would need to consider adults, young people, and assertive outreach. This may involve tendering for more than one provider. Likely to require additional capacity to support the process.
- May lose partnership between neighbouring authorities (Bolton, Salford and Trafford) who also have GMMH as their substance misuse provider. This currently allows for economies of scale of work, shared back-office functions and a peer support approach across all organisations involved.
- Potential loss of the benefits of the partnership model that is in place with GMMH as lead provider. The current partnership model incorporates both NHS and third sector organisations, meaning the Council is able to benefit from both types of organisations working on our substance misuse agenda.
- If we go to retender, the council will need to procure under the new procurement Act (2023) under the new Provider Selection Regime (PSR) which is to be implemented

from February 2025. This new act will change process to procure health services and adhere to new processes and legislation.

CA.261 ORGANISATIONAL STRUCTURE REVIEW AND VOLUNTARY EXITS PROPOSALS

Councillor Tahir Rafiq, Cabinet Member for HR and Corporate Affairs presented the report regarding the organisational structure review and voluntary exits proposals.

Two applications were presented on the basis that the posts to be disestablished as a result of agreeing the severance requests are at Deputy Chief Officer level and so Cabinet support is required. The other two proposals would incur costs above a hundred thousand pounds and so Cabinet support is requested prior to ultimate approval by Council next week.

Members wished to place on record thanks to the Assistant Director of Operations for all the work done and his dedication to the Council and its residents for forty six years and note this will be acknowledge further at the appropriate time. The Leader noted that there will be time to give personal tributes to staff before leaving the authority.

In response to a query regarding the deletion of posts, members were assured that strategically we can be confident that following team adjustments it can be delivered. Lynne Ridsdale, Chief Executive, provided further reassurances to members that she supports entirely the caution and sensitivity to demands on the Senior Leadership Team and noted that it is key to recognise the Assistant Director of Operations for his contributions to the Council. Members were reminded of a piece of analysis that looked at the balance of resources and did indicate some efficiencies that could be considered and a further update on analysis and options will be considered at a future date.

DECISION

Cabinet:

- Agreed the deletion of the post of Assistant Director (Operations) with effect from 31 October 2025 and the departure of the current postholder via Voluntary Early Retirement.
- Agreed the deletion of the post of Joint Head of Communications, Engagement & Marketing with effect from 1 April 2025 and the departure of the current postholder via Voluntary Severance.
- Recommended to Council that the Voluntary Early Retirement of the Group Engineer (Street Lighting & Operations) is approved.
- Recommended to Council that the Voluntary Early Retirement of the Head of Homelessness & Housing Options is approved.
- Thanked the Assistant Director (Operations), Joint Head of Communications, Engagement & Marketing, Group Engineer (Street Lighting & Operations) and Head of Homelessness & Housing respectively for their contribution to the Council and people of Bury over their time with the Authority.

Reasons for recommendation(s):

The proposals in this report make a budget saving which will support the council's financial position in 2024/25.

Alternative options considered and rejected:

None.

CA.262 MINUTES OF ASSOCIATION OF GREATER MANCHESTER AUTHORITIES / GREATER MANCHESTER COMBINED AUTHORITY

It was agreed:

That the minutes of the Greater Manchester Combined Authority meeting held on 12 July 2024 and 27th September 2024 be noted.

CA.263 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.264 NORTHERN GATEWAY: INVESTMENT ZONE FUNDING / APPOINTMENT OF MULTI-DISCIPLINARY CONSULTANT - PART B

Councillor O'Brien, Leader and Cabinet Member for Strategic Growth presented the report which detailed an update on the status of Investment Zone funding and provided an update on the Atom Valley Mayoral Development Zone, namely the Atom Valley Strategic Case. The report set out the full business case.

Decision:

Cabinet:

1. Accepted receipt of Investment Zone funding, following approval in September for Northern Gateway to be part of Greater Manchester's Investment Zone.
2. Delegated authority to the Executive Director (Place - Business Growth and Infrastructure) in consultation with the Director of Law and Governance to finalise the terms of the Investment Zone funding
3. Delegated authority to the Monitoring Officer to execute any associated agreements including receipt of grant funding. d. Delegates authority to the Executive Director Place, Business Growth and Infrastructure in consultation with the Leader of the Council and Cabinet Portfolio Holder, to authorise outputs and end of stage approvals in relation to any Investment Zone funding.
4. Endorsed the Strategic Outline Business Case for Atom Valley MDZ.
5. Noted that a similar report will be presented to Rochdale Council's Cabinet on 26 November 2024.

Reasons for the decision:

- As set out for Part A.

Alternative options considered and rejected:

- As set out for Part A.

COUNCILLOR E O'BRIEN
Chair

(Note: The meeting started at 6.04 pm and ended at 7.16 pm)

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 04 December 2024
Subject:	Procurement and approval of various contracts for the Capital Programme in excess of 500k.	
Report of	Cabinet Member for Housing Services	

Summary

The housing team and the management of the councils housing stock transferred back to council control in February 2024. A full review of processes has resulted in significant changes to the procurement of external contractors, particularly in relation to the higher valued capital improvement projects. Working closely with the councils Head of Procurement and STAR (external procurement consultants) a robust process to appoint contractors has been introduced. This has however taken longer than planned and as such the delivery of some capital investment projects have encountered delays.

It was anticipated that improving the approach to contractor appointment and contract management would see some of the projects identified for the 2024/25 carry over into 2025/26. The main objective for the current financial year is to ensure contracts for all identified projects are awarded in an approved manner and commenced on site during the current financial year wherever possible. The need for projects of more than £500k to receive cabinet approval has not been used correctly in the past as such this has introduced a new step for the team to build into the contractor appointment timescale.

The purpose of this report is to seek formal approval of contract award recommendations following completion of the mini competition exercises and a direct award in the case of the Moorfield roofing project. All of these procurement activities have been carried out through Procure Plus frameworks, with the support of STAR and the councils procurement team. The Capital Programme was approved in July with various element of works being identified, all approvals within this report formed part of the original programme proposals.

Tender returns have been received from various contractors for different elements of works, we have utilised the most appropriate frameworks available from Procure Plus to undertake mini competitions. The process to assess tender returns was supported and overseen by Procure Plus and STAR.

Upon receipt of cabinet approval, the intention is to commence work on site December 2024/January 2025, should these projects not be completed by March 2025 they will be carried forward into the 2025/26 programme as committed schemes.

These contracts will be managed through the Housing Property delivery team, formerly known as Sustainability and Investment (S&I).

Recommendation(s)

Cabinet is asked to approve the award of the following contracts:

Roofing Lot 1 - Successful contractor BAAS, contract value £1,572,227

Roofing Lot 2 - Successful Contractor – WRPS, contract value £981,063

Roofing Moorfield - Successful Contractor – WRPS, contract's value £1,418,424

Energy Tender - Successful Contractor - Green Homes Grant, Installs contracts value £791,829.

Communal Works Lot 1 – To be considered at Cabinet on the 08th January 2025.

Communal Works Lot 2 - To be considered at Cabinet on the 08th January 2025.

Procurement process

All procurement has been carried out utilising Procure Plus OJEU compliant frameworks, submissions have all been evaluated by a panel of staff and moderated using procurement specialists. The winning bidders scored highest overall in the evaluation process. The evaluation of the tenders was carried out on a 60:40 split price and quality/social value basis. Corporate Procurement, (via STAR Procurement) has reviewed and is comfortable with the approach taken and the outcome of each contract prior to submission to Cabinet.

Roofing Projects

Approve the award of a contract to the winning bidders for the initial period of the tender which completes end March 2025 with the option to extend for a further 12 months until March 2026 should additional work be identified.

The roofing projects within the programme consists of several schemes, these were split into 2 lots geographically with exception of the Moorfield scheme itemised separately below, tenderers were invited to submit prices on price and quality basis, 4 tenderers returned for each lot. Having evaluated the submissions, the following contractors have been successful.

Roofing Lot 1 - Successful contractor BAAS in sum of £1,572,227

Roofing Lot 2 - Successful Contractor WRPS in sum of £981,063

Roofing Moorfield

Moorfield is a sheltered accommodation building which has had significant repairs carried out to the roof over recent years to address ongoing issues with water ingress. The design of the atrium areas also makes it difficult to control temperatures within the communal areas.

A design team was formulated including WRPS and consultants who have experience in dealing with and rectifying similar issues. They have worked for and with Bury/Six town over the past couple of years to develop an appropriate solution. The new design

will see the atriiums removed and insulated and the installation of velux opening roof windows.

Many areas of the building lack insulation which is also being addressed along with utilising roof areas to fit solar panels to improve the buildings energy efficiency, solar panels will used to offset costs of communal electric. Due to the complexity of this project and the works carried out in developing the design by WRPS, a direct award utilising the Procure Plus framework is the most appropriate way to deliver this scheme and has been approved with the procurement specialists.

WRPS to deliver the works in the sum of £1,418,424

Energy Tender

The works comprises of a range of energy efficiency measures, including internal and external insulation and has been tendered trough the Procure Plus DPS framework, with several contractors expressing an initial interest. We received fifteen tender returns which were assessed on price and quality basis and included commitments to social value that will be further developed on contract award.

We recommend contract award to Green Homes Grant Installs be approved in the sum of £791,829.

Communal Works

These projects comprise of upgrading internal communal areas of various general needs flats, works include door renewal, painting, electrical upgrades, new intercom systems. Tenders were split into 2 areas for delivery and are let on Price and Quality basis through procure plus framework mini competition.

NB; Tender submission closed 22/11/2024 – further clarification has been requested prior to recommendations being finalised which is expected to be agreed 29/11/2024 and therefore a further report will be brought back to Cabinet on the 08th January 2025 for consideration.

Social Value

All contracts will ensure that social value is maximised with project specific outcomes agreed at the contract award meetings. All contractors have a good track record of delivering social value via contracts awarded through the Procure Plus frameworks, examples shown below.

Roofing - WRPS

- use their experience of offering programmes that support people who may face barriers to access employment or training. This has included young people, aged 16 - 25, ex offender programme and people that have been unemployed for more than a year.
- work closely with the Education Business Partnerships (EDPs), job centers and local agencies to provide work related learning exercises to promote career opportunities in construction.

- recently installed swift boxes to the soffits of all bungalows on Dumers Lane in Radcliffe. This was highly commended by the local ecologists and made the local newspaper. WRPS will be proposing similar swift box installs as part of future schemes.

Roofing – BAAS

- has created several opportunities for apprentices to work on occupied properties recruiting 2 young apprentices who or are working toward achieving NVQ Level 2 in Roofing Occupations.
- £90,000 worth of upgrades to community centers
- £5,000 to various foodbanks
- IT equipment donated to Rapid IT's 'Tech 4 All Kids' (as promoted on Northwest Tonight). The charity has recently recycled 20 of our laptops for children with no access to IT equipment

Energy - GGI

- Food Pantry Donations
- Multiple Skip Days minimum 8 x 14 yards skips and removal items for vulnerable tenants
- Employment of long term unemployed via Ingeus Bury and Job Centre
- Employment of multiple apprenticeships e.g. accounts, business admin, joinery and electrics., training including driving lessons and qualifications
- Promotion jobs with tenants and attendance Housing Services and job fair

Alternative options considered and rejected

1. **Do nothing:** Due to the nature of the works (compliance work as identified by the FRA reports), the works need to be completed to ensure Burys general needs stock is compliant with the current regulations.
2. **Deliver Inhouse:** The works were originally offered to the in house contractor but they were unable to deliver due to lack of capacity.
3. **Open Tender:** This option was considered and is possible, however this would involve significantly more time and costs in the procurement process as a whole and for no real benefit. The use of this framework is free and ensures that all suppliers have been evaluated and approved based on their capabilities, expertise, and compliance within required criteria along with pre-negotiated terms and conditions. Further competition exercise enabled the council to tailor the service requirements to the Council's specific needs. There are little or no benefits to going out to open tender over using this framework and as a result this option was dismissed.

Report Author and Contact Details:

Name: Dave Woods
Position: Interim Technical Advisor
Department: Housing
E-mail: D.woods@bury.gov.uk

Background

Generally, the properties will be mixed types with the majority being traditional construction, the information informing the properties to be included with each tender has been generated from the stock condition data.

Surveys and scoping externally have been carried out to identify the extent of works necessary to ensure we achieve a high standard of repairs to ensure longevity and minimise the repairs required when works are completed.

Links with the Corporate Priorities:

The Let's Do It Strategy sets out the Council's corporate priorities. This contract will support delivery in two key areas:

Improved Quality of Life: By its very nature this contract helps to ensure health and safety compliant to protect all council-owned buildings, users and visitors, by delivering early warning of fire within the properties.

2025 Vision and Aims - Connecting buildings & people to maximise performance and operational efficiency by transforming our building infrastructure into an integrated, rationalised, decarbonised health and safety compliant estate in support of Bury's 2030 'Let's-do-it' strategy. This contract works towards creating and maintaining a health and safety compliant property and blocks.

Equality Impact and Considerations:

The proposal does not bring about any changes that would impact on one protected characteristic over and above another, it does not result in increased/decrease access to services or provision for any group of the population or cause any disadvantage to a community of interest. The approach is to ensure value for money in procuring the varied works through a proven framework (Procure Plus) for the council.

Environmental Impact and Considerations:

Contributes to ensuring an improved environment for all Council-controlled building users and visitors to the local area, to minimise repairs once works are complete reducing the costs of maintenance.

As part of the quality submissions contractors were evaluated on their attitude and impact on the local area and environment.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Works identified as required through the Stock Condition Surveys and from repairs information supplied by the in-house contractor.	<p>The council aims to complete a full Stock condition survey of properties, currently this has achieved 84% completion, this data will help to identify priorities for the forthcoming years programme, Full scoping and surveys have been carried out to each scheme identifying the amount of works required to compile a valued tender for each contract to achieve accurate prices, FM and social value from contractors.</p> <p>Cabinet approval will enable the council to award the contract to address the required improvements.</p>

Legal Implications:

1. The Procure Plus Frameworks are open to social providers to purchase goods, works and services in order to build, repair and maintain housing stock. Procure Plus is owned by social housing providers and is not for profit: any profits are put back into the community. It promotes social value and publishes a value for money report.
2. The use of the Procure Plus Frameworks by the Council to procure services is compliant with the Public Contracts Regulations 2015 and providers selected onto the framework have been subject to objective award criteria and price competition. The contracts referred to above have been awarded in accordance with the further mini competition terms of the particular frameworks to which they relate, meaning a further competition has been undertaken to select each supplier.

Financial Implications:

3. All contract awards can be met from within the overall approved HRA Capital Programme for 2024/25 of £17.937m.

Appendices:

Please list any appended documents.

Background papers:

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

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

Term	Meaning

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 25 September 2024
Subject:	Project Skyline (GM Children's homes)	
Report of	Deputy Leader and Cabinet Member for Children and Young People	

Summary

1. Project Skyline is a GM wide proposal to create supply of children's homes to increase availability of looked after child (LAC) placements in the GM region for some of our most vulnerable young people. This will see ten new homes that can accommodate 24 children with complex mental health issues or Emotional Behavioural Difficulties. GMCA is leading the procurement on behalf of the ten GM local authorities.

Recommendation(s)

- 2.1 Approve in principle to enter into a Partnership Agreement for Project Skyline as referred to in this report.
- 2.2 Note a further report will return to Cabinet ...

Reasons for the recommendation(s)

Formally entering the partnership with all 10 GM authorities will enable Bury to participate in progressing plans to invest in new regional provision that will be protected for GM children and seek to develop a portfolio of new publicly owned residential provision to support children in care to GM authorities in need of residential provision.

At its core, creating dedicated GMCA provision will mitigate the exposure to market forces. particularly the escalating cost of provision and sometimes sub-optimal outcomes for children. The partnership agreement is to establish 10 homes for 24 children and young people. Whilst this is a small number relative to the number of children in care to GM authorities in private sector children's homes (slightly less than 600 currently), it represents an important shift and return to the children's homes market for GM local authorities.

Bury is the only Local Authority in Greater Manchester that does not have internal residential homes, so we are the most challenged of all GM authorities in terms of sufficiency of specialist homes and our subsequent exposure to market forces, we have seen a marked increase in the number of residential placements currently at 46 having seen an increase in volume of 21% over the past 12 months ,with an weekly average cost of £5,834 per child at the end of Q1 2024/25 and with a total cost of £8.7m at 2023/24 outturn.

Risks arising from the partnership agreement are detailed in section 7.2 to 7.5 and predominantly focus on the liability of individual local authorities for losses and the length of the agreement. It is important that these risks are understood, however they need to be viewed in the context of spiralling costs to councils from increasing use of private sector Children's Homes. Viewed in this context the risks from participation in the partnership are outweighed by the need to change how this market is currently operating.

The agreement is for an initial 7-year period, with the option for 3 further years. Engagement in Project Skyline would be a complementary facet of Bury's sufficiency strategy whilst we also develop plans for our own residential provision and build the number of fostering households and the range of needs that foster homes are able to meet.

Alternative options considered and rejected

The two main alternatives to the proposal are to either do nothing and continue to solely purchase from the private sector market or to solely develop our own provision. As outlined above, the council is looking at both the Project Skyline and developing our own residential provision to reduce dependence on the private sector market for children's homes, as it is increasingly costly and poses a threat to long-term council financial viability.

The council has already approved the development of its own residential provision in November 2024 and Project Skyline should be seen as complementary to the council's own proposal, rather than either being an alternative to the other. Project Skyline provides 24 homes for children across GM and the council's proposal provides for the development of 6 homes for children. These figures should be seen in the context of close to 600 children in private sector residential homes across GM and 46 children currently in the care of Bury. One can see that this is the beginning of a broader rebalancing of provision between public and private sector.

Furthermore, as part of the plans across GM, Project Skyline envisages developing specialist children's homes for children vulnerable to extra-familial safeguarding risks and with acute mental health/behavioural concerns. This provision would differ from the type of homes that Bury itself would be seeking to establish.

Report Author and Contact Details:

Name: Jeanette Richards
Position: Executive Director of Children & Young People
Department: Children & Young People
E-mail: J.Richards@bury.gov.uk

5. Background

- 5.1 In late 2022 a piece of analysis undertaken by the GMCA Research team working alongside locality finance leads found GM's local authorities were spending more than £480m on children's social care budgets. The report identified that 50% of the £481m total expenditure across 2021/22 related specifically to ~6,000 children looked after with around £100m on external residential placements.
- 5.2 A combination of market composition/pressures, increased case complexity and excessive profit levels from some Independent Providers is leading to unprecedented financial pressures relating to placements for Looked After Children facing Children's Services Departments across GM and nationally.
- 5.3 This financial analysis sits alongside evidence of an increased proportion of children being placed outside of their home Local Authority/ the Greater Manchester area, making it harder than ever for children in care to experience the stable conditions needed to achieve positive outcomes.
- 5.4 In 2019, 2,415 children in care lived outside of their home local area in GM. By April 2024, the number had risen to 2,717 – a rise of 12% across a 5-year period. This move in placements reflected increasing difficulties in recruiting new fostering households, reducing fostering capacity, especially after the COVID lockdown, and continued growth in the number of children in public care (rising by 411 in GM over the same 5-year period to 6,232 as at April 2024. All these factors are also driving greater dependence on residential care homes sourced from the private sector for children in public care, with the number of children in GM in such homes rising from 363 at the end of March 2019 to 578 as at the end of June 2024, a 60% increase.
- 5.5 Whilst many of these issues were recognised within the Independent Review of Children's Social Care commissioned by central government (Appendix A) there emerged a powerful sense that GM as a region needs to take more direct action to respond to these challenges. Within this context the idea for 'Project Skyline' was born – a proposal to create supply of children's homes to increase availability of residential placements for children in public care in the GM region for some of most vulnerable young people, whilst tackling the significant costs associated with these types of placements.

6. Project Skyline

- 6.1 Building on one of the central aims of the GM LAC Sufficiency Strategy 'Project Skyline' has developed significantly over the last 12-18 months. Extensive modelling based on need has led to a proposal for ten new homes that can accommodate 24 children with complex mental health issues or Emotional Behavioural Difficulties. This modelling has been refined over time through discussions with Local Authorities and market engagement with providers to get to a position where there is a clear specification that has been

launched as part of a tendering exercise which will run until the end of September 2024. GMCA is leading the procurement on behalf of the ten GM local authorities. The breakdown of the proposed Skyline Homes is detailed below:

Cohort	Description	Home Number and Size
1	Complex Care Mental Health Support Homes	4 x 2 Bed Homes
2	Residential Homes supporting younger children with a view to transitioning them back to foster care	2 x 3 Bed Homes
	Residential Homes supporting older teenagers	2 x 3 Bed Homes
3	Residential Homes supporting children / young people at risk of sexual exploitation (CSE)	1 x 2 Bed Home
	Residential Homes supporting children / young people at risk of criminal exploitation (CCE)	1 x 2 Bed Home
Total		10 Homes & 24 Beds

- 6.2 The services will be divided into three lots (as above), one for each of the cohorts of children and young people to be supported by the project. Bidders can tender for one, two or all three lots.
- 6.3 The procurement exercise will follow the competitive dialogue procedure prescribed in the Public Contracts Regulations 2015. Local Authority, GMCA and Health stakeholders are to be involved in the tender evaluations, with the awarded contracts due to commence in November 2024.

- 6.4 Local Authorities, the GMCA and NHS GM signed a Memorandum of Understanding (MoU) for Project Skyline in January 2024. The MoU recognises the commitment of the ten local authorities, GMCA and GM NHS to the ambitions of the project including the investment case, which would see the homes acquired and owned by GMCA then leased to a third party who will deliver the provision on behalf of the 10 Local authorities, as more particularly set out in the Partnership Agreement.
- 6.5 At GMCA meeting in March it was formally agreed that GMCA would allocate funding of up to £5m to acquire properties to be used for Project Skyline with the selection of properties determined by the Skyline Strategy Group which is a cross organisational internal governance board and recommended to the GMCA for acquisition. Through engagement with local authority commissioners the localities that were deemed to be most suitable for the first tranche of Skyline homes (up to 5) were Bolton, Bury, Wigan, Salford and Trafford. The criteria for the homes included finding 3 to 6-bed detached properties in specified postcode areas under £700,000. In addition, the criteria for the homes includes:
- 1) Sufficient distance from other residential properties
 - 2) Distance from other registered children's homes
 - 3) Have space configuration suitable to provide break away spaces.
 - 4) Office and sleeping space for staff.
 - 5) Consideration of refurbishment works required.
- 6.6 It was agreed that GMCA would take the lead role in procuring the contract on behalf of the ten districts with a recommendation that one of the ten Local Authorities will be allocated with resources to be the contracting authority and manage the contract on an ongoing basis on behalf of the other Local Authorities and partners. Discussions are underway with a GM LA around the requirements for this.
- 6.7 Recognising the importance of having a clear health offer within the children's homes discussions have been taking place with NHS GM colleagues to ensure that the health offer within Skyline is aligned to the strategic objectives of the project. NHS GM will be a signatory to the Skyline Partnership Agreement alongside the local authorities and a nominated clinical lead has been working with the Skyline project team to design the preferred health offer for the homes. This will include further engagement with the preferred providers and will inform a final business case to be presented to GM ICB alongside a request to sign off the commitment of resources before the homes open.
- 6.8 Since GMCA formally agreed to allocate funding to Project Skyline it has been announced that Greater Manchester will be one of two national pathfinder sites for the Regional Care Cooperative reforms which will see areas test

different elements of how the children's home market and placements could be managed on a regional basis. As one of the pathfinder sites GM are expected to receive an allocation of £5m capital funding that will need to be committed within 2024/25. Whilst some details are still to be worked through with DfE over forthcoming months this should mean that GM can use this funding as a contribution to Skyline homes as long as GM commits to investing in additional Skyline homes on top of the original specification of ten homes over the next few years (responding to DfE requirement of additionality from the capital allocation). This could enable GM to be more ambitious in the specification of homes purchased for Project Skyline which is extremely positive for the project, however DfE has confirmed that this funding cannot be used for operational/set up costs.

7. Skyline 'Partnership Agreement'

7.1 The Partnership Agreement builds on the Memorandum of Understanding. It will be entered into between the ten local authorities, GMCA and NHS GM, and will govern the relationship of the parties, roles and responsibilities, and the sharing of liabilities. The Agreement:

- includes the collaboration principles the parties are committed to (taken from the MoU that has already been signed);
- sets out governance arrangements for the project, including terms of reference for the Skyline Programme Board;
- details arrangements regarding the Skyline Homes, such as GMCA's commitment to acquire the homes and lease them to the Care Providers, and GMCA's right to charge rent and the principles on which rent will be calculated (i.e. to enable GMCA to recover its investment over an agreed period);
- states GMCA's commitment to pay Mobilisation Costs to the Care Provider as required;
- sets out the role of GMCA and other parties in managing the procurement process for Care Providers;
- establishes principles regarding management of the Care Provider Agreements, including key decisions (e.g. termination) that the contracting party will need to bring to the partner authorities for approval;
- establishes the level of contribution that each local authority needs to make to any occupancy guarantee payment that becomes due to a Care Provider (as per the agreement in the MoU) noting that this will be regularly reviewed;
- reflects the principle that the local authorities will share costs and underwrite any losses incurred by GMCA because of its investment in the Skyline homes.

The partnership arrangement presents clear opportunities for the councils concerned, but there are also risks. The key risk relates to how losses and liabilities will be handled. The agreement provides for all losses and liabilities

to be apportioned to individual Local Authorities based on a percentage formula that reflects local authority numbers of children in care and numbers of children in residential homes. In essence, this means that Bury would be responsible for meeting the cost of 6.7% of any loss or liability, so for a loss of £100,000, Bury would need to provide £6,700. Losses or liabilities can arise from two principal sources: sale of properties for a sum lower than the original purchase and renovation cost; and lower than contracted levels of occupancy of the homes.

The duration of the partnership agreement runs alongside the contracts with care providers running the homes, so 7 years with provision for a 3-year extension. There is no provision within the agreement to end involvement sooner than 7 years and the 3-year extension would be decided through a majority vote of the parties to the partnership.

There are no guarantees within the partnership agreement of a certain number of beds per participating local authority, and use of the beds within the homes has no bearing on a local authority's proportionate liability for costs.

In the event of the partnership making a surplus, the first £250,000 will form a contingency fund. Use of any funds amassed over and above that figure would be subject to discussion and agreement at Skyline Programme Board.

8. Project Skyline Indicative Timeline

- 8.1 The table below sets out the indicative timeline for phase 1 of Project Skyline. It will be monitored through the Skyline Programme Board with any changes reported to GM Directors of Children's Services and LA Skyline Champions.

Phase 1 (Ambition for initial 5 Homes)	Milestone	Due date
	Procurement - Launch	Start of May 24
	Governance – Programme Board established	End of June 24
	Governance - LA Cabinet approvals	End of July 24
	Procurement - contract awards	End of Nov 24
	Health – Integration designed and resourced	End of Feb 25
	Property –properties identified, acquired and refurbished (first batch, max 5)	End of Nov 24
	Property – Providers recruit and obtain OFSTED registration	End of Feb 25
	First CYP placements	End of March 25
	Health Integration – in place	End of March 25

9. Links with the Corporate Priorities:

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

A better future for the children of the Borough through providing a wider range of residential placements within the Greater Manchester area, enabling children to remain closer to their home area, enabling links to be maintained and supporting a better quality of life for the children concerned and supporting an acutely vulnerable group of children and young people in Bury.

The clear intention of the partnership agreement is for local authorities to work together to enhance the range of residential homes available within Greater Manchester and develop provision that is at a fairer cost to the public purse.

10. Equality Impact and Considerations:

[241219_EQIA_Project Skyline_Signed Off.docx](#)

11. Environmental Impact and Considerations:

Depending on Bury's use of the homes there should be a carbon reduction from more residential placements being available within the Greater Manchester area, rather than further afield, due to social workers and other professionals visiting the homes travelling less in their journey's to and from.

Should any of the planned homes be in Bury, similar provisions will exist as for any children's homes operated by Bury council:

- An EPC certificate will be sought from the vendor of the property.
- Any modifications to properties will comply with Nationally Described Space Standards (NDSS) and Building Regulations M4(2)
- Carbon Management Plan will be put in place for each of the properties to focus on energy efficiency of the buildings and ongoing operational carbon.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
Bury does not use any of the available spaces in the residential homes	Close involvement with the project and the Programme Board. The use and type of placements will be reviewed as part of contract monitoring. A Skyline Operational Group will be established with representatives from all ten LAs and GM NHS to allow for escalation of

	concerns re. placement availability /quality.
Failure to appoint suitable provider for Skyline Homes	Extensive market engagement undertaken already. Reissue tender if unable to award contract through first procurement round.
Failure to purchase and refurbish suitable properties for Skyline Homes resulting in delays to 'go live' date.	Property Strategy group established and in process of identifying suitable properties for offers
Under-occupancy of Skyline Homes.	Project Skyline has been modelled on placement need across GM. Ensuring the occupancy guarantee is set at an achievable level will help to mitigate this, along with scrutiny over referrals, offers and admissions that will occur between Providers and the Skyline Operational Leads Group.
Disagreement over suitability of placements between Local Authorities and providers once Skyline Homes 'go live'	The use and type of placements will be reviewed as part of contract monitoring. A Skyline Operational Group will be established with representatives from all ten LAs and GM NHS to allow for escalation of concerns re. placement availability /quality
Failure to ensure there is a high quality health offer within Skyline homes that meets the health needs of the cohort of children & young people.	Clinical leads nominated by HNS GM have been working alongside the Skyline Project team and Local Authority commissioners. NHS GM commitment to provide commission appropriate services within Skyline homes set out in partnership agreement. as considered necessary.

Further legal risk analysis is set out in the Weightmans analysis attached to Part B of this report.

12. Legal Implications:

12.1 A signed Memorandum of Understanding (MoU) is in place which sets out the principles of the intended legal relationships between the various parties including a commitment from the districts to consider use of the Skyline placements as a first option when fulfilling their statutory duties regarding the placement of children. the MoU is not legally binding.

12.2 The parties are currently negotiating a draft Partnership Agreement. The Partnership Agreement currently includes a cost share recovery mechanism in the MOU in the event of the placements not being filled (although it is noted that there is no guarantee that the Council will have any placements at a given time or at all) and an indemnity in favour of the GMCA in respect of its investment in the properties required to deliver the placements (noting that there is a very wide purchasing discretion afforded to the GMCA). [The risks to the Council are more particularly set out in the Weightmans analysis attached to Part B of this report, but negotiations are continuing to mitigate the risks to the Council]

12.3 The care providers are being procured to a framework agreement by GMCA via a competitive dialogue process. A lead authority will contract manage this framework on behalf of the other Greater Manchester Local Authorities. It is intended that each Local Authority will be able to draw down from the framework, entering into an individual placement agreement directly with a provider to provide care services.

13. Financial Implications:

Work is currently being undertaken with the other GM councils to identify the financial implications of the proposal, and will be included in the further report to Cabinet regarding the signing of the agreement.

Appendices:

Appendix A – Independent Review of Children’s Social Care, Chaired by Josh McAlister [Independent review of children's social care - final report](#)

Background papers:

CYP Programme Update to March GMCA Meeting - [GMCA Part A Report Template \(greatermanchester-ca.gov.uk\)](#)

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

Term	Meaning
DfE	Department for Education
GM	Greater Manchester
GMCA	Greater Manchester Combined Authority
ICB	Integrated Care Board
LAC	Looked After Children
MoU	Memorandum of Understanding



Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 04 December 2024
Subject:	2024-25 Q2 Finance Position	
Report of	Cabinet Member for Finance and Transformation	

Summary

1. To present to members the 2024/25 forecast revenue outturn position as at 30 September 2024.
2. To present to members the 2024/25 forecast savings position as at 30 September 2024.
3. To present to members the 2024/25 forecast capital outturn position as at 30 September 2024, noting the revised capital programme and request approval of the further re-phasing of £4.973m of the capital programme into future years.
4. To present to members the 2024/25 forecast Collection Fund position as at 30 September 2024
5. To present to members the updated 2024/25 budget and forecast for the Housing Revenue Account (HRA) position as at 30 September 2024.

Recommendation(s)

6. Cabinet is asked to:
 - Note the 2024/25 forecast revenue outturn position as at 30 September 2024 of a £3.011m overspend (1.34%) against a net budget of £224.480m.
 - Note the 2024/25 forecast savings position as at 30 September 2024 of a forecast overachievement of £332k (5.23%) against an agreed target of £6.345m.
 - Approve the in-year updates and re-phasing of the capital programme, revising the capital delivery programme for 2024/25 to £85.339m which will form the basis for future in-year monitoring and reporting of performance.
 - Note the 2024/25 forecast Collection Fund Position as at 30 September 2024 of a surplus of £3.921m of which £3.291m relates to Bury's share.
 - Approve the revised Housing Revenue Account (HRA) budget of a £5.997m surplus before appropriations following the work undertaken to integrate the Six Town Housing budgets and management structure into the HRA.

Reasons for recommendation(s)

7. To update members on the Council's budgetary position and actions taken or being taken to ensure budgetary targets are achieved.
8. This report is in accordance with the Council's financial procedure regulations.

Alternative options considered and rejected

9. N/A

Report Author and Contact Details:

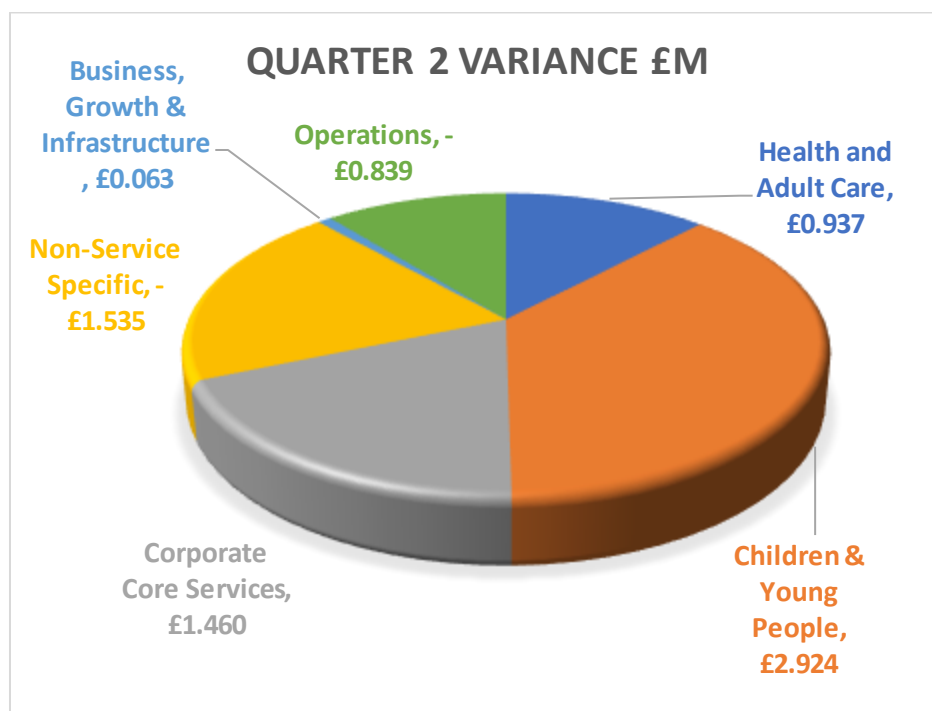
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Background

2024/25 Quarter 2 Forecast Outturn Position

10. The 2024/25 general fund revenue month 6 forecast outturn position shows an overspend of £3.011m which represents a variance of 1.34% compared to the overall net revenue budget of £224.840m, an increase in the forecast overspend of £391k from the position at month 3 previously reported to Cabinet. The forecast is based on expenditure and activity levels at the midpoint of the year, with assumptions made with regard to forecast changes over the rest of the year with the future demand for adult and children's social care services being inherently difficult to predict.
11. The variance is in addition to an approved contribution from reserves of £13.149m to address the structural funding gap in the current year revenue budget set at February Council and amended at July Cabinet. Whilst the forecast variance remains a relatively small proportion of the budget, officers are continuing to work on cost reduction measures targeted at delivering as close to a balanced position as possible, as an overspend at year-end would become an additional call on reserves.

2024/25 Quarter 2 Forecast Outturn	Revised Budget £m	Quarter 2 Forecast Outturn £m	Quarter 2 Forecast Variance £m	Month 3 Forecast Variance £m	Movement £m
<u>Directorate:</u>					
Health and Adult Care	£86.518	£87.455	£0.937	£1.232	(£0.295)
Children & Young People	£56.761	£59.686	£2.924	£1.915	£1.009
Corporate Core Services	£26.864	£28.324	£1.460	£0.381	£1.079
Non-Service Specific	£36.948	£35.413	(£1.535)	(£0.751)	(£0.784)
Business, Growth & Infrastructure	£0.492	£0.555	£0.063	£0.034	£0.029
Operations	£16.976	£16.137	(£0.839)	(£0.191)	(£0.647)
Housing General Fund	(£0.079)	(£0.079)	£0.000	£0.000	£0.000
NET REVENUE BUDGET	£224.480	£227.491	£3.011	£2.620	£0.391
<u>Funding:</u>					
Council Tax	(£110.198)	(£110.198)	£0.000	£0.000	£0.000
Business Rates	(£71.282)	(£71.282)	£0.000	£0.000	£0.000
Government Funding Grants	(£29.851)	(£29.851)	£0.000	£0.000	£0.000
FUNDING	(£211.331)	(£211.331)	£0.000	£0.000	£0.000
<u>Use of Reserves:</u>					
Budget Stabilisation Reserve	(£13.149)	(£13.149)	£0.000	£0.000	£0.000
USE OF RESERVES	(£13.149)	(£13.149)	£0.000	£0.000	£0.000
BUDGET POSITION	£0.000	£3.011	£3.011	£2.620	£0.391



12. Details of the significant variances include:

Health and Adult Care:

The Health and Adult Care directorate is forecast to overspend by £937k, an improvement of £295k on the reported position in quarter 1.

- The Care in the Community budget is forecast to overspend by £1.722m (3.50%) which is a £471k increase on the forecast reported at quarter 1. The increase is due to an increase of existing care package costs and an increase in demand regarding newly commissioned care. The underlying position suggests a larger potential forecast overspend however, this forecast reflects the positive steps already in train to manage future demand and the Directorate will continue to work on reducing costs further and target the delivery of a balanced position by the end of the year.
- The main drivers of the Care in the Community budget overspend are due to:
 - Impact of the funding fallout of health monies regarding a contribution towards joint funded care packages.
 - Withdrawal of Continuing Health Care (CHC) Funding.
 - Increase of Section 117 Mental Health Aftercare Packages.
 - Exhaustion of Self Funder financial resource.
 - New Demand.
 - Increases to existing Care packages.
- The Commissioning and Procurement budget is forecast to overspend by £186k (1.08%), which is a £248k improvement on the position reported at quarter1. The improved position is largely the result of a £200k reduction to the £400k pressure on the Persona budget regarding additional Supported Living staff costs. The main driver of the quarter 2 overspend is largely the remaining £200k pressure regarding additional Supported Living staffing costs at Persona. The expectation is that the remaining pressure will be mitigated in full by 31 March 2025, however, until there is assurance that the £200k pressure is reducing, the pressure will continue to be built into the forecast reported position.
- The Adult Social Care Operations budget is forecast to underspend by £417k (5.44%), which is an improvement of £153k on the forecast underspend reported at quarter 1. The increase in the underspend is due to revised staffing budget forecasts within Operations staffing budgets. The main driver of the quarter 2 underspend remains staffing vacancies. The ASC workforce retention strategy continues to recruit Social Workers in Operational teams thereby strengthening focus on delivery of care package savings. However, recruiting to vacant posts remains a challenge and therefore affects the ability to deliver services to their full capacity.
- The Departmental Support Services budget is forecast to underspend by £347k an increase of £225k from the position reported at quarter 1. The increase in the underspend is due to revised staffing forecasts within the

Senior Management and the Adult Social Care Financial Support Service budgets.

- The Public Health budget is forecast to underspend by £207k on a one-off basis in relation to delayed contractual implementation dates. This is an improvement on the underspend reported in quarter 1 of £139k.
- The 2024/25 HAC agreed savings programme is £4.285m. As at quarter 2 £3.668m (85%) of savings have been delivered. The current HAC savings delivery forecast projects a total saving delivery of £4.854m which is an overachievement of £0.570m. This is being achieved via ongoing reviews of care packages and robustly applying the strength-based ethos with regards to commissioning care packages.

Children and Young People:

The Children and Young People directorate is forecast to overspend by £2.925m overall, an increase of £1.010m overall from the reported position at quarter 1.

- The Education & Inclusion division is forecast to overspend by £717k, an increase of £33k from the reported quarter 1 position. Home to School Transport is forecast to overspend by £654k (20.34%), (£379k of this relates to increased demand arising from additional approved EHCP's; £245k relates to underachievement of the savings target due to the implementation date of September 2025 and £30k underachieved target relating to the increased use of personal budgets); a £240k Early Years cost that can no longer be charged to the Dedicated Schools Grant, which has been addressed in the MTFS for 2025/26 and an overspend of £119k on Early Retirements. These overspends are offset by vacancy savings totalling £339k.
- The Safeguarding and Social Care service is forecast to overspend by £2.433m overall an increase of £916k from the reported quarter 1 position, within this is an overspend of £4.070m (27.96%) in relation to external placements, due to an additional 7 placements during the quarter and an assumption of a level of ongoing demand for the remainder of the year. This is offset by underspends of £860k (5.45%) in additional grant income, internal fostering, HEN (Housing Employment and New opportunities) and CAHMS services due to reduced placements; vacancies totalling £595k within Early Help and School readiness and Quality and Assurance and Safeguarding services. The additional agency budget of £1.4m has been re-aligned to the SEND Improvement Programme to ensure funds are in the correct place.
- The Children's Services Management Division is reporting an underspend of £146k (6.19%), a worsening of £70k from the reported quarter 1 position, due to staff vacancies within Business Support and an expected underspend on the agency budget.
- There is an underspend of £225k made up of individual variances below £100k.

- CYP has required further investment to manage the in-year caseload demand pressures for an additional Initial Response Team; an additional Family Safeguarding Team; 2 additional Family Support Workers; 2 Personal Family Advisors and fixed term Recruitment and Communications support. The part-year cost within 2024/25 is estimated to be £573k assuming recruitment is successful, and posts are filled from 1 October 2024, these costs are to be funded from reserves in 2024/25 and have been built into the MTFS from 2025/26 onwards.

Corporate Core Services

The month 6 forecast overspend on Corporate Core Services is £1.460m an increase of £1.079m from the position reported at quarter 1.

- Housing Needs and Options is forecast to overspend by £1.043m (195.32%), a worsening of £1.020m from the reported position at quarter 1, the movement in the forecast position is primarily due to the removal of the forecast use of reserves previously assumed for the overnight accommodation pressures. The overspend relates to overspends on overnight accommodation £992k and rents £127k, offset by overachievement of £124k in housing benefit, rental and service charge income, underspends on Pilot Projects of £131k. There is a net overspend of £160k made up of a number of small individual variances below £100k.
- Legal & Democratic Services has a forecast underspend in Coroners of £60k (6.15%) and is forecast to underspend overall by £166k (6.05%), in line with the quarter 1 reported position, made up of a number of small individual variances below £100k.
- Elections & Governance is forecast to underspend by £100k (16.45%) which relates to the estimated contribution from GMCA for the Mayoral election costs.
- The Corporate Core Executive Director service is forecast to overspend by £256k (3.67%), a worsening of £311k from the reported quarter 1 position due to:
 - A review of infrastructure and support contracts (systems moving from onsite to the Cloud) £537k (34.24%). This has worsened by £148 from the position reported at quarter 1 due to increasing costs that are not able to be capitalised.
 - Offset by staffing vacancies of £320k: (Digital Data & Technology services (formerly ICT), £209k (7.93%), Strategic Partnerships £95k (22.56%). This is a reduction of £100k in the forecast underspend reported at quarter 1 due to successful recruitment taking place earlier than anticipated.
 - Additional one-off income of £21k within Emergency Response & Resilience.
- The £554k (5.31%) overspend in Finance, a worsening of £21k from the reported quarter 1 position, is a consequence of bringing in additional

resources over and above establishment to cover key roles within services such as in CYP, Operations and Corporate Core, Corporate Finance and Revenues and Benefits.

- There is an underspend of £67k made up of individual variances below £100k.

Non-Service Specific:

The Month 6 underspend within Non-Service Specific is forecast to be £1.535m, an improvement of £785k from the position reported in quarter 1:

- The Treasury Management budget is forecast to underspend overall by £1.568m (64.62%) due to:
 - Increased forecast income on investments £370k (65.60%).
 - In addition, the capital financing budget is forecasting an underspend of £1.198m (0.10%) resulting from a reduction of forecast expenditure in the Capital Programme requiring additional borrowing.
- The Bury Markets RAAC costs are currently forecast to be £368k and are being funded via reserves.
- There is an overspend of £32k made up of individual variances below £100k.

Business Growth and Infrastructure:

- BGI is forecasting broadly on budget with an overspend of £63k (12.8%), compared with an overspend of £34k at quarter 1. The variance is within the Land and Property service with £50k relating to surface water costs at Bradley Fold Trading Estate. There remains a risk of further costs arising in relation to Bradley Folding Estate along with higher than expected utility costs which are currently being investigated and challenged.

Operations:

The month 6 forecast underspend within Operations Directorate is £839k, an improvement of £648k from the position reported at quarter 1 of which £470k relates to the assumed use of reserves as noted below.

- Commercial Services has forecast to be on budget overall an improvement from the £353k overspend reported at quarter 1, however within this are forecast net losses of £449k (34.06%), due a forecast underachievement of income within Markets, specifically within the Market Hall £592k (22.22%) offset by underspends on Markets staff costs (£91k) (13.31%), and £31k of individual variances less than £100k. These costs are being funded from reserves and as such, are not impacting on the forecast position.
- Facilities Management is forecast to underspend by £573k (20.97%), a £13k improvement on the quarter 1 reported position due to:
 - Architects – has a forecast underspend of £277k.
 - Admin Buildings – is forecast to underspend by £296k (11.01%).

- Street Scene Maintenance – is forecast to underspend by £316k (5.99%) £235k of which is within the Street Lighting function, an improvement of £37k on the reported quarter 1 position. The forecast underspend is due to a mix of reduced prices and efficiency savings due to the introduction of LED upgrades £235k (15.30%).
- The Wellness service is forecast to overspend by £201k (9.10%) which is a £15k worsening from the reported quarter 1 position. The overspend is mainly driven by under-recovery of income of £219k (9.22%) within Leisure Facilities.
- Waste, Transport and Stores has a net forecast overspend of £51k (0.89%) a £138k worsening from the reported quarter 1 position relating to underspend budgets which have been repurposed for agreed priorities. The main drivers are a forecast an overspend on vehicle hire £132k (46.64%) offset by a forecast underspend of £154k (2.4%) within Waste services made up of individual variances below £100k.
- There is an overspend of £223k made up of individual variances below £100k.

13. Based on the information above and the impact on delivery a revised Corporate Plan is appended to this report which updates the milestones as agreed at the start of the year and will be tracked through the quarterly performance report presented to Cabinet.

Savings position

14. The council's performance against the approved savings proposals can be seen in the table below. The RAG rating indicates if the proposal is not achievable (red), forecasting to underachieve (amber), on target (green) or already complete (blue). There are currently 6 schemes which are complete totalling (£2,436k), 2 schemes which are currently rated amber with a total forecast underachievement of £275k, with no schemes currently rated red. The targets which are categorised green totalling (£3,414k) are currently forecast to over-achieve by (£487k).

Savings Proposal	Directorate	RAG Rating	24/25 Savings Target (£000s)	Quarter 2 Achieved to date (£000s)	Quarter 2 Forecast Outturn (£000s)	Quarter 2 Variance (£000s)
Review of Working Age Adults' Costs Against a Robust National Toolkit	HAC	G	(£700)	(£580)	(£950)	(£250)
Development of Wider Learning Disabilities Strategy for Age 14-25 Cohort	HAC	G	(£180)	(£150)	(£245)	(£65)
Residents Transitioning to Alternative Packages	HAC	G	(£375)	(£310)	(£510)	(£135)
Enforce S22 of Care Act	HAC	C	(£336)	(£336)	(£456)	(£120)
Reduce Public Health Staffing	HAC	C	(£33)	(£33)	(£33)	£0
Consolidation of Community Bed Capacity	HAC	C	(£1,627)	(£1,627)	(£1,627)	£0

Support at Home Budget - part of £500k HRA element - service ended	HAC	C	(£150)	(£150)	(£150)	£0
Increase Fees and Charges through Financial Assessments - ensuring service users get all benefits available and pay their contribution. (Client Income)	HAC	G	(£684)	(£345)	(£684)	£0
Remove Bad Debt Provision - realignment	HAC	C	(£200)	(£200)	(£200)	£0
Children's Short Breaks & Personal Budgets	CYP	G	(£100)	(£50)	(£100)	£0
SEND Transport	CYP	A	(£345)	£0	(£70)	£275
Direct Payment Audits	CYP	G	(£100)	(£126)	(£150)	(£50)
Capitalisation of Salaries through Capital Receipts	BGI	G	(£150)	£0	(£150)	£0
Increase in Planning Fees	BGI	A	(£150)	£0	(£150)	£0
Additional '3 days unpaid leave' Income	NSS/CCS	C	(£90)	(£90)	(£90)	£0
Integration of Housing Services	NSS/CCS	G	(£1,000)	£0	(£1,000)	£0
Additional Workforce Savings	NSS/CCS	G	(£25)	£0	(£12)	£13
Service Reviews within the Corporate Core - Incl capitalisation of salaries 25/26	CCS	G	(£100)	£0	(£100)	£0
TOTAL SAVINGS PROPOSALS FEBRUARY 2024			(6,345)	(3,997)	(6,677)	(332)

- SEND transport – £245k of this target cannot be implemented before September 2025, however, £70k of the remaining £100k target is forecast to be achieved via a migration to personal budgets rather than direct taxi fares.
- Increase in planning fees – although this scheme is currently forecast to achieve, the remains risk in relation to future years due to the variation in planning applications received which is outside of the Council's control.

2024/25 Forecast Capital Outturn

15. The Capital Programme is set on a three-year rolling basis and the programme for 2024/2025 to 2026/2027 was approved by Budget Council in February 2024, as follows:

2024/25	£146.928m
2025/26	£75.665m
2026/27	£21.701m

16. At the 16th July 2024 Cabinet meeting, a further £23.419m of slippage from 2023/24 was added to the 2024/25 programme, to increase the 2024/25 Capital Programme to £170.347m, with an overall borrowing requirement of £47.562m.
17. For Quarter 2, project managers have continued to review their respective capital schemes and have provided scheme updates and re-phased schemes into future years of the Capital Programme to match the anticipated timing of spend, due to more up to date information on delivery timeframes becoming available. The transfer of functions from Six Town Housing to the in-house Bury Housing

Services' team was completed in the summer of 2024. As part of the Quarter 2 review, particular attention was given to the impact of the re-organisation in the short and medium-term and the resources required to deliver the capital investment in housing agreed by Council in February. Project managers in other service areas such as Highways and Economic Regeneration noted that the Council's procurement policies had introduced additional rigour and controls to the letting of contracts, contract renewals, extensions and the granting of waivers which had created short-term delays for some projects planned for 2024/25.

18. At its previous meeting, Cabinet approved the reduction in the Council's planned capital expenditure in 2024/24 to produce a revised Capital Programme of £90.312m, a net reduction in planned spend of £80.035m compared to what was agreed in February 2024. As a result of the further in-year reviews conducted during Quarter 2, it is proposed that the 2024/25 Capital Programme be revised down to £85.339m, a further net reduction of £4.973m, as shown in the table below.

	Approved Programme FEB24 £m	Slippage from 2023/24 £m	Proposed In-Year Programme Updates £m	Revised Programme £m
Capital Programme				
Regeneration and Economic Growth	£51.786	£5.133	(£24.597)	£32.322
Open Spaces	£2.952	£0.732	(£1.895)	£1.788
Sports and Leisure	£1.773	£0.798	£0.805	£3.375
Operational Fleet	£0.000	£1.109	(£0.697)	£0.412
ICT and Digital	£0.000	£0.055	£0.720	£0.775
Highways	£30.963	£5.375	(£22.023)	£14.314
Children and Young People	£26.866	£6.654	(£26.066)	£7.454
Property	£3.148	£0.938	(£1.931)	£2.155
Older People and Disabled Facilities Grant	£0.128	£0.067	(£0.139)	£0.057
Housing GF	£6.107	(£0.251)	(£1.203)	£4.653
Climate Change	£0.123	£0.016	(£0.043)	£0.095
GF EXPENDITURE TOTAL	£123.846	£20.625	(£77.070)	£67.401
HRA EXPENDITURE TOTAL	£23.082	£2.794	(£7.939)	£17.937
TOTAL COUNCIL EXPENDITURE	£146.928	£23.419	(£85.008)	£85.339

19. In total this has the effect of reducing the Council's need to finance by borrowing for the 2024/25 programme from the original estimate of £44.209m to £26.408m based on planned expenditure. These adjustments have been used to update the Council's Medium-Term Financial Strategy. The need to borrow less than originally forecast will have an impact on future budget planning.
20. The table below shows expenditure of £23.173m (27%) of the revised programme £86.610m has been expended at 30 September 2024. Allowing for the further revision of a reduction in programme spending of £4.973m, no year-

end variances are anticipated by project managers at this stage of the financial year.

	2024/25	In-Year Performance			
	Revised Programme	Actual Spend at Quarter 2	Actual Spend at Quarter 2	Forecast Spend for Year at Quarter 2	Forecast (Under) / Over Spend
	£m	£m	%	£m	£m
Capital Programme					
Regeneration and Economic Growth	£32.322	£8.060	25%	£32.322	£0.000
Open Spaces	£1.788	£0.355	20%	£1.788	£0.000
Sports and Leisure	£3.375	£1.576	47%	£3.375	£0.000
Operational Fleet	£0.412	£0.014	3%	£0.412	£0.000
ICT and Digital	£0.775	£0.183	24%	£0.775	£0.000
Highways	£14.314	£4.729	33%	£14.314	£0.000
Children and Young People	£7.454	£2.383	32%	£7.454	£0.000
Property	£2.155	£0.368	17%	£2.155	£0.000
Older People and Disabled Facilities Grant	£0.057	£0.057	100%	£0.057	£0.000
Housing GF	£4.653	£1.206	26%	£4.653	£0.000
Climate Change	£0.095	£0.022	23%	£0.095	£0.000
GF EXPENDITURE TOTAL	£67.401	£18.952	28%	£67.401	£0.000
HRA EXPENDITURE TOTAL	£17.937	£4.221	24%	£17.937	£0.000
TOTAL COUNCIL EXPENDITURE	£85.339	£23.173	27%	£85.339	£0.000

Financing the Capital Programme					
Prudential Borrowing	£26.408			£26.408	£0.000
External Funding	£34.647			£34.647	£0.000
Capital Receipts	£4.532			£4.532	£0.000
General Fund RCCO	£1.814			£1.814	£0.000
SUBTOTAL GF FINANCING	£67.401			£67.401	£0.000
External Funding /Capital Receipts HRA	£0.000			£0.000	£0.000
Housing Revenue Account DRF/MRR	£17.937			£17.937	£0.000
TOTAL FINANCING	£85.339			£85.339	£0.000

21. The Council's Finance Team has met with project managers to discuss planned spending for the remainder of the year and the figures set out in the table represent the project managers' best forecast of expenditure to be achieved by the end of the financial year. Based on the views of project managers put forward at meetings with the Finance Team during October, it is anticipated that a further £62.166m will be spent between November 2024 and March 2025.

22. Given the nature of several schemes in the programme that necessitate further scrutiny on the level of spend that can be achieved during the current year, it is

envisaged further revisions to the capital programme will occur as they become known over the next three months and any additional amendments will be presented to Cabinet for approval in the Quarter 3 report and any impact of current year's forecasted expenditure will be reflected in future years' programmes.

2024/25 Forecast Collection Fund position

23. The increasing prominence of council tax and business rates funding council services means that the collection fund is closely monitored on an ongoing basis. The current forecast position on the collection fund is an in-year surplus of £9.387m, with a residual deficit brought forward from 2023/24 of £5.466m. (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 net surplus of £3.921m. The Council's share of the surplus is £3.291m and Greater Manchester Combined Authority's share is £0.193m (for police and fire and rescue services).
24. 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.
25. The main movements during the year which are resulting in a forecast surplus position of £3.921m (Bury share £3.291m) are shown below.

2024/25 Surplus/(Deficit) on Collection Fund	Council Tax £m	NNDR £m	TOTAL £m
2023/24 Surplus/(Deficit) Balance b/f	£0.630	(£6.096)	(£5.466)
2024/25			
Income	£134.588	£48.357	£182.945
Contributions towards Previous Year's Deficit:			
Bury MBC	£0.000	£5.361	£5.361
Police and Crime Commissioner	£0.000		£0.000
General Mayoral - Fire and Rescue Service	£0.000	£0.054	£0.054
Total Income	£134.588	£53.772	£188.360
Precepts and Demands on Collection Fund:			
Bury MBC	(£110.199)	(£45.950)	(£156.149)
Police and Crime Commissioner	(£14.714)		(£14.714)
General Mayoral - Fire and Rescue Service	(£6.484)	(£0.464)	(£6.948)
Disregards: Renewable Energy		£0.000	£0.000
Cost of Collection		(£0.234)	(£0.234)
Transitional Protection Payments		£0.380	£0.380
Impairment of Debts/Appeals:			
Write-offs of Uncollectable Amounts	(£0.080)	£0.006	(£0.074)
(Increase)/Decrease in the Allowance for Impairment of Arrears	£1.032	£0.299	£1.331
(Increase)/Decrease in the Allowance for Impairment of Appeals		(£1.693)	(£1.693)
Contributions towards Previous Year's Surplus:			
Bury MBC	(£0.732)	£0.000	(£0.732)

Police and Crime Commissioner	(£0.097)		(£0.097)
General Mayoral - Fire and Rescue Service	(£0.043)	£0.000	(£0.043)
Total Expenditure	(£131.318)	(£47.656)	(£178.973)
2024/25 In-Year Surplus/(Deficit)	£3.270	£6.117	£9.387
Surplus/(Deficit) as at 31.03.2025	£3.900	£0.021	£3.921

Share of the 2024/25 Surplus/(Deficit)	Council Tax	NNDR	TOTAL
	£m	£m	£m
Bury MBC	£3.271	£0.020	£3.291
Police and Crime Commissioner	£0.437		£0.437
General Mayoral - Fire and Rescue Service	£0.192	£0.000	£0.193
Surplus/(Deficit) as at 31.03.2025	£3.900	£0.021	£3.921

26. Work is taking place to reduce arrears for both Council Tax and Business Rates which will result in reduced requirements for allowance for impairment of debt. The performance for arrears reduction in the first two quarters is a 7.53% reduction for Council Tax and a 11.25% reduction for Business Rates.

27. Alongside improving collection of arrears, the aim is to improve the collection rate for in year debt. The trend of collection rates over the past 7 years can be seen below. It is important to note that collection was impacted during and in the period after the COVID pandemic due to the prevailing economic conditions.

Collection Rates	Council Tax	NNDR
	%	%
2024/25 Target collection rate	96.00	95.00
2023/24	95.25	93.88
2022/23	94.99	92.73
2021/22	95.77	93.73
2020/21	96.01	87.63
2019/20	96.39	95.37
2018/19	96.49	96.23
2017/18	96.62	96.04

28. Both the reduced arrears and improved forecast collection in year have resulted in a reduction in the required contribution to the allowance for impairment.

Housing Revenue Account position

29. Work has been undertaken to draft a revised integrated HRA and Six Town Housing budget for which approval is sought. This revised budget has been used to report the quarter two forecast overspend of £606k in the table below.

HRA INCOME AND EXPENDITURE STATEMENT	2024/25 Original Budget (FEB24)	2024/25 Revised Budget (NOV24)	2024/25 Forecast Quarter 2	2024/25 Variance Quarter 2	
	£m	£m	£m	£m	%
INCOME					
Dwelling Rents	(£36.812)	(£36.812)	(£36.836)	(£0.024)	100.07%
Non-dwelling Rents	(£0.204)	(£0.204)	(£0.200)	£0.004	98.04%
Other Charges for Services and Facilities	(£1.242)	(£1.242)	(£1.028)	£0.214	82.77%
Contributions Towards Expenditure	(£0.040)	(£0.161)	(£0.161)	£0.000	100.00%
Total Income	(£38.298)	(£38.419)	(£38.225)	£0.194	99.50%
EXPENDITURE					
Repairs and Maintenance	£7.325	£8.160	£8.160	£0.000	100.00%
Supervision and Management	£8.422	£10.635	£10.821	£0.186	101.75%
Special Services	£1.622	£1.431	£1.395	(£0.036)	97.48%
Rents, Rates, Taxes, and Other Charges	£0.038	£0.038	£0.300	£0.262	789.47%
Depreciation of Non-Current Assets	£7.330	£7.330	£7.330	£0.000	100.00%
Debt Management Expenses	£0.045	£0.045	£0.045	£0.000	100.00%
Movement in Provision for Bad Debts	£0.525	£0.525	£0.525	£0.000	100.00%
Total Expenditure	£25.307	£28.164	£28.576	£0.412	101.46%
HRA Services' Share of Corporate and Democratic Core	£0.400	£0.400	£0.400	£0.000	100.00%
Net Income or Expenditure of HRA Services	(£12.591)	(£9.855)	(£9.249)	£0.606	93.85%
Interest Payable and Similar Charges	£4.466	£4.466	£4.466	£0.000	100.00%
Interest and investment income	(£0.433)	(£0.313)	(£0.313)	£0.000	100.00%
(Surplus) or Deficit for the Year on HRA Services	(£8.558)	(£5.702)	(£5.096)	£0.606	89.37%

APPROPRIATIONS					
Reversal of Depreciation	(£7.330)	(£7.330)	(£7.330)	£0.000	
Transfer to the Major Repairs Reserve	£7.330	£7.330	£7.330	£0.000	
Repayment of Arranged Loans	£0.204	£0.204	£0.204	£0.000	100.00%
Capital Expenditure Funded by the HRA	£12.631	£10.607	£10.607	£0.000	100.00%
Total Appropriations	£12.835	£10.811	£10.811	£0.000	100.00%
Net (Increase) or Decrease on the HRA	£4.277	£5.109	£5.715	£0.606	

30. The quarter two forecast is the first step in providing a forecast outturn position for the HRA following the integration of the Arm's Length Management Organisation (ALMO) and work is continuing to ensure a robust forecast and analysis.

The forecast overspend position will reduce the contribution to the HRA Reserve. Details of the significant variances include:

- Other Charges for services is forecasting an under-recovery of income of £214k, this shortfall mainly relates to Sheltered Services charges.
- Supervision and Management is forecasting an overspend of £186k due to additional consultancy and agency.

- Rents, Rates, Taxes and other charges has a one-off forecast overspend of £262k due to historic council tax costs for void properties. Further work is ongoing to determine any possible outstanding liabilities in this area.
- There is an underspend of £56k made up of individual variances below £100k.

31. The revised HRA Capital Programme including slippage from 2023/24 is £17.97m as detailed in the table below. The spend to date is at 23.53% of the revised capital programme, meetings with project managers are planned to further discuss the planned spending for the remainder of the year alongside any potential rephasing that may be required.

CAPITAL PROGRAMME	2024/25 Original Budget (FEB24)	2024/25 Revised Budget (NOV24)	2024/25 Actual Quarter 2	2024/25 Forecast Quarter 2	2024/25 Variance Quarter 2	2024/25 Variance Quarter 2
	£m	£m	£m	£m	£m	%
CAPITAL EXPENDITURE						
Major Works & Imps	£18.081	£13.527	£1.116	£13.527	£0.000	100.00%
Other Capital Spend	£0.000	£4.410	£3.105	£4.410	£0.000	100.00%
New Build Development Costs	£5.000	£0.000	£0.000	£0.000	£0.000	0.00%
Demolition Costs	£0.000	£0.000	£0.000	£0.000	£0.000	0.00%
Other Fixed Assets	£0.000	£0.000	£0.000	£0.000	£0.000	0.00%
Total Capital Expenditure	£23.081	£17.937	£4.221	£17.937	£0.000	100.00%
CAPITAL FINANCING						
Prudential Borrowing	£0.000	£0.000	£0.000	£0.000	£0.000	0.00%
External Funding	(£2.000)	£0.000	£0.000	£0.000	£0.000	0.00%
Capital Receipts	(£1.120)	£0.000	£0.000	£0.000	£0.000	0.00%
HRA Direct Revenue Financing	(£12.631)	(£10.607)	£0.000	(£10.607)	£0.000	100.00%
HRA Major Repairs Reserve	(£7.330)	(£7.330)	£0.000	(£7.330)	£0.000	100.00%
Total Capital Financing	(£23.081)	(£17.937)	£0.000	(£17.937)	£0.000	100.00%
Total Capital Programme	£0.000	£0.000	£4.221	£0.000	£0.000	

32. The HRA Reserve movements are detailed in the table below.

MOVEMENT on the HRA RESERVE	2024/25 Original Budget (FEB24)	2024/25 Revised Budget (NOV24)	2024/25 Forecast Quarter 2	2024/25 Variance Quarter 2
	£m	£m	£m	£m
Balance on the HRA at the End of the Previous Reporting Period	(£10.393)	(£10.511)	(£10.511)	£0.000
(Surplus) or Deficit for the Year on the HRA Income and Expenditure Statement	(£8.558)	(£5.702)	(£5.096)	£0.606
Appropriations	£12.835	£10.811	£10.811	£0.000

Net (Increase) or Decrease before Transfers to or from Reserves	£4.277	£5.109	£5.715	£0.606
Transfers to/(from) Earmarked Reserves	£0.000	£0.000	£0.000	£0.000
(Increase) or Decrease in Year on the HRA	£4.277	£5.109	£5.715	£0.606
Balance on the HRA at the End of the Current Reporting Period	(£6.116)	(£5.402)	(£4.796)	£0.606

Links with the Corporate Priorities:

33. Financial management is a key part of the council's overall governance and control arrangements and the close monitoring of agreed income and expenditure; revised forecasts of future budget pressures and opportunities; and regular reporting of these issues underpin the council's three clear corporate priorities as set out in the Let's Do It Strategy that will deliver financial sustainability for the Council.

Equality Impact and Considerations:

34. 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.
35. 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.

Environmental Impact and Considerations:

36. This is a finance update report as such there are no environmental impacts associated with this report.

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.

Legal Implications:

37. This report is an updating report to Cabinet on the financial at the end of Quarter 2.

Financial Implications:

38. The financial implications are set out within the Report.

Appendices:

- Revised Corporate Plan Milestones
-

Background papers:

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

[The Council's Revenue Budget and Medium Term Financial Plan](#)

[Budget Update Report](#)

[Quater 1 finance position](#)

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

Term	Meaning
MTFS	Medium Term Financial Strategy
DSG	Dedicated Schools Grant
DFE	Department for Education
HRA	Housing Revenue Account
HNB	High Needs Block

Appendix One: Revised Corporate Plan Milestones

	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Sustainable Inclusive Growth	<ul style="list-style-type: none"> Local Plan Reg. 18 notification, Call for Sites and Impact Assessment Scoping Spurr House - Disposal strategy agreed Seedfield, School St and Green St commence – c.300 houses/units Radcliffe Civic Hub - enabling works completed and main works commenced 	<ul style="list-style-type: none"> William Kemp Heaton - 100% affordable housing scheme of 43 units including 18 specialist/supported units. Humphrey House – Procurement begins (c.65 Units) Willow St - Supported housing site (13 units) to commence on site Flexihall - Construction contract agreed; enabling works start Former police station site, Bury town centre, sale completion Spurr House – sale completion 	<ul style="list-style-type: none"> Prestwich Phase 1 - travel hub construction begins Pyramid Park – Procurement phase complete Northern Gateway Supplementary Planning Documents Consultation Wheatfields completion - 30 affordable units Radcliffe library temporarily relocated Planning application for first phase Mill Gate Development strategy for the Elms – 24 affordable units 	<ul style="list-style-type: none"> Fletcher Fold - Start on site – 43 affordable homes for older people Flexihall main works begin Radcliffe enterprise centre prep for handover & all UKSPF funds spent Northern Gateway - Application submission (JPA1.1) Indoor market strategy approved First phase of Flexihall operator procurement completed
Improving Children's Lives	<ul style="list-style-type: none"> Review SEND Governance Updated Personal Education Plan (PEP) to strengthen Careers Information Advice and 	<ul style="list-style-type: none"> Star academy in Radcliffe opens in temporary accommodation 	<ul style="list-style-type: none"> Launch second Mockingbird constellation Family Safeguarding expansion & Partnership Event 	<ul style="list-style-type: none"> Chesham Family Hub opens Free Special School 2 – detailed design development undertaken by DfE

	<p>Guidance (CIAG) and transition</p> <ul style="list-style-type: none"> • Update Primary In Year Fair Access Protocol (IYFAP) Panel & policy • Production of Personal Independence Payment (PIP) & establishment of SEND Improvement and Assurance Board (SIAB) 	<ul style="list-style-type: none"> • Corporate Parenting Strategy refresh complete • Early Help Parent Offer in development 	<ul style="list-style-type: none"> • Circles of Influence co-production event • Final Ofsted ILACS Monitoring Visit • SEND deep dive on preparation for adulthood • Department of Education SEND stocktake visit • Complete revision of the Local Offer and comms strategy • Delivery of Care Cubed into Children and Young People/Clinical Health Commissioning 	<ul style="list-style-type: none"> • Free Special School 3 – feasibility study commissioned by DfE • Keeping Families together team launched • Early Help Offer re-launch • Create Attendance (CME & EHE) Pledge / Strategy
Tackling Inequalities	<ul style="list-style-type: none"> • Confirmed funding for NCA to recruit additional health visiting capacity • Preparing For Adulthood (PFA) transition programme launched • Finalise of Bury population Health Strategy • My Happy Mind commence launch in Secondary Schools 	<ul style="list-style-type: none"> • Skills strategy launched • Neighbourhood model update including Housing integration • Delivery of St Mary's Place for 18–25-year-olds • Sufficiency strategy • Updated allocations policy and housing protocol complete • Social value strategy complete 	<ul style="list-style-type: none"> • Autism strategy approved • GM working well strategy implementation in Bury • Commence flu and COVID winter vaccination • Launch of Women's Health Hub initiative • Promotion of Healthy Workforce Charter delivered 	<ul style="list-style-type: none"> • Establishment of peer networks - autistic adults and families/carers • NHS commissioning intentions and service delivery priorities for emotional wellbeing and mental health in place • Approval of Refurbished GP provision in Whitefield to replace Uplands

	<ul style="list-style-type: none"> • Additional CAMHS (Child and Adolescent Mental Health Services) capacity secured • Completion of Redbank Pavilion/3G 	<ul style="list-style-type: none"> • Physical Activity strategy and implementation framework delivered • Revised Supporting Living Arrangements in Persona • Care Home Falls prevention project finalised. • Launch of Rapid Response Falls Service 	<ul style="list-style-type: none"> • Physical Activity framework rolled out • Devise and roll out robust active travel plans • Localised drug, alcohol and smoking plans complete • Robust licensing matrix launched to inform decisions to reduce harm • Anti-poverty summit & 24/25 strategy refresh 	<ul style="list-style-type: none"> • Plan to improve school readiness in communities in place • Top Park 3G Pitch complete • Carers Strategy complete • Sensory Strategy complete • Extra care Strategy complete
Enablers	<ul style="list-style-type: none"> • Complete Adult Social Care (ASC) self-assessment 	<ul style="list-style-type: none"> • Health and Safety Strategy Agreed • Roadmap for integration of Housing services 	<ul style="list-style-type: none"> • Co-production of LET'S do it! strategy refresh • Bury Art Museum Roof repair commences • New Inclusion Strategy and Equality Objectives Launched • MTFS updated and consultation on budget proposals begins • Communications strategy produced 	<ul style="list-style-type: none"> • 25/26 budget set and MTFS updated • Relaunch of LET'S Do It! strategy and governance • Recommission of VCFSE local infrastructure • Communications strategy relaunch • Estate Rationalisation Strategy approved • Council Workforce strategy developed

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Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 04 December 2024
Subject:	Prestwich Village Regeneration Scheme: Delivery of Phase 1A (Travel Hub) – Main Works Package (Part A)	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

- 1.1 The purpose of this report is to seek approval from Cabinet for the Prestwich Regeneration LLP (the Joint Venture company [JV]) of which the Council are 50%, to appoint the main contractor for the main works for the delivery of Phase 1A (Travel Hub) of the Prestwich Village Regeneration Scheme (the Scheme).
- 1.2 This report is the second stage and a follow-up to the Cabinet report 16th July 2024 where approval was given for the legal structure and procurement strategy to appoint the Developer for the Scheme, which in turn will secure the services of a contractor using a Public Contracts Regulations 2015 (PCR) compliant procurement route.
- 1.3 As confirmed in the previous Cabinet report, the JV [LLP] will be appointed by the Council as the Developer for the Scheme. Muse Places Ltd (Muse) will undertake this role on behalf of the JV [LLP]. Muse is a member of the Morgan Sindall Consortium LLP. Their appointment is via the Pagabo Developer Led Framework and Muse will in turn, enter into a sub-Development Agreement with the JV [LLP].
- 1.4 The recommended PCR compliant route to procure the Main Contractor to deliver Phase 1A is the Pagabo Major Construction Works Framework (Pagabo).
- 1.5 The Council has scrutinised the recommended procurement strategy for the main contractor works provided by Muse. Acceptance of the recommended procurement strategy has been subject to both framework conditions and objective assessment criteria in line with the PCR. The contractor selected following due diligence to deliver Phase 1A is VINCI Construction UK Limited (VINCI).
- 1.6 The procurement route as explained above also dovetails with the approval by Cabinet of the funding strategy on 16th July 2024 and enables the delivery of Phase 1A to be within the approved £14m cost envelope.

- 1.7 The proposed timescale for the delivery of Phase 1A is 71 weeks commencing January 2025, with completion in May 2026.

Recommendation(s)

It is recommended that Cabinet:

- 2.1 Give consent for the Council (as 50% of the JV [LLP]) to provide approval to the JV [LLP] to appoint and enter into a building contract with VINCI as the main contractor to deliver Phase 1A (Travel Hub).
- 2.2 Accept the tender report recommendation that VINCI undertake the main works at a sum contained within Part B, subject to the agreement of any contract amendments and clarifications, and within the previously approved cost envelope of £14m (inclusive of fees and other project management costs).
- 2.3 Delegate authority to the Director of Law and Democratic Services in consultation with the Executive Director of Place to finalise and execute the building contract (noting that approval to be able to negotiate and complete detailed legal and procurement agreements associated with the delivery of the Scheme was given on 16th July 2024), consultant appointments, warranties and any other related ancillary agreements.
- 2.4 Delegate authority to the Director of Law and Democratic Services in consultation with the Executive Director of Place to execute the Pagabo Client Access Agreement on behalf of the Council as a Member of the JV [LLP].

Reasons for recommendation(s)

- 3.1 The use of Pagabo alongside objective criteria assessment is a PCR compliant procurement route which gives the ability to award the contract under this framework to deliver the main construction works for Phase 1A. This also ensures the successful completion of the strategic enablement phase of the Scheme that will unlock the next development phases in Prestwich.
- 3.2 The use of a PCR compliant framework reduces the need to undertake a full tender process and significantly reduces the time required to appoint a main contractor. It also facilitates access to contractors of an appropriate tier and level of experience to deliver the travel hub. This ensures that Phase 1A is delivered competently, within the expected timescales and reduces risk of contractor failure.
- 3.3 Through the procurement process, VINCI were able to offer the ability to deliver at the scale and complexity needed, demonstrated they had the ability to contract with the JV [LLP] terms and were able to evidence the financial standing to secure deliverability. Their financial standing was assessed as good, and they are considered a sustainable enterprise.

- 3.4 Secured delivery of the Travel Hub is in line with the approved funding envelope of £14m with significant risk transfer to the Main Contractor negotiated by the Developer.

Alternative options considered and rejected

- 4.1 The use of a procurement framework to undertake a mini competition was considered but discounted. This was because the framework provider was able to offer objective summary comparison data to allow the Council to differentiate between commercial and quality measures for each contractor. This information was sourced by the framework following the competitive dialogue carried out during the framework tender process. As such, a mini-competition was not considered necessary. However, further, objective measures have been used by the Council to further differentiate between contractors to ensure value for money has been secured for the project.
- 4.2 The use of an alternative procurement framework was discounted due to commercial efficiencies of using Pagabo for the Developer Framework and Contractor Framework.
- 4.3 A full and open tender process on The Chest was discounted due to the timescales involved in undertaking a full PCR compliant tender process for the selection of a Main Contractor and the knock-on impact this would have on the commencement of works on site.

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Background

- 5.1 As part of the Council's vision for 2030, we are working collaboratively with our communities to achieve faster growth than the national average alongside lower levels of average deprivation. The 'Let's do it!' strategy focuses on building a better future for our children and young people, promoting inclusion, improving our environment, and delivering improvements in prosperity and quality of life.
- 5.2 The project will deliver a framework for modern urban living, working and social enjoyment in Prestwich Village. It aims to bring forward a cohesive programme of regeneration that will see the development of a new village centre which is

inclusive, sustainable, reflects the needs and aspirations of local residents and delivers an attractive urban environment alongside a thriving local economy.

- 5.3 As noted in the Cabinet report 12th July 2023, the scheme has the potential to bring in significant capital investment which will help to deliver multi-faceted regeneration, economic growth, and environmental improvements in Prestwich Village.
- 5.4 To realise the vision, Cabinet approval was given on 13th October 2021 for the Council and Muse to legally form the Prestwich Regeneration LLP (the JV [LLP]) to bring forward the multi-phase mixed use regeneration scheme.
- 5.5 Significant progress on developing the Scheme has been made since the JV [LLP] was formed and it has reached a key milestone where it is ready to deliver Phase 1A – the construction of the new Travel Hub.

Legal Structure/Procurement Route

- 6.1 Cabinet approved the formation of a joint venture company (The Prestwich Regeneration LLP – the JV [LLP]) with Muse on 13th October 2021.
- 6.2 The Council will appoint The Prestwich Regeneration LLP as Developer for the scheme. The developer role will be undertaken by Muse (being part of the Morgan Sindall Consortium) via Pagabo and Muse will enter into a sub-Development Agreement with the JV [LLP].
- 6.3 The JV [LLP] is proposing to use the Pagabo Major Construction Works Framework to select VINCI as the Main Contractor to construct Phase 1A. This proposal is based on completion of a Contractor Assessment process covering cost and quality criteria. Further due diligence on an objective basis has been undertaken by Bury Council.

Appointment of Contractor

- 7.1 Further to close analysis of Pagabo's contractor assessment criteria as mentioned above, VINCI's selection has been via an award via the without further competition approach. This approach has been subject to significant legal due diligence and has required use of objective assessment criteria beyond those criteria set out under the Pagabo Framework.
- 7.2 VINCI will be appointed with a Building Agreement to deliver the main construction works for Phase 1A.
- 7.3 The main Development Agreement will be entered into by the JV [LLP] and VINCI following approval by Cabinet for authority to be provided to the JV [LLP] to enter into contract.

7.4 As set out in Part B.

7.5 As set out in Part B.

Construction Programme

- 8.1 **Deliverability and logistics** – the sequencing of the works and the duration of the programme is informed by site surveys and investigations, enabling works, design development, supply chain management, and overarching health and safety requirements; underpinned by industry standards and appropriate methodologies for the delivery of the construction works.
- 8.2 **Value for money** – the phasing of the programme is intended to deliver the project as efficiently as possible; minimise overall duration of the works and reduce the cost of prelims, whilst ensuring quality is not compromised. The principal contractor VINCI was procured through the Pagabo Major Construction Works Framework, ensuring that the contract was suitably procured in line with both the Council's contract procedure rules and associated social value principles.
- 8.3 **Minimising operational disruption** – the construction works has been planned in such a way as to minimise disruption and mitigate the risk posed by construction work upon neighbouring buildings, the Metrolink line and the public. Communication to the local residents and other stakeholders will be distributed via the [Yourprestwich.com](https://www.yourprestwich.com) website and social media channels, with the next reiteration to be issued in December 2024/January 2025 to confirm commencement on site. Regular updates will be issued to local residents at critical points throughout the course of the construction.
- 8.4 In addition to the main works programme, there will be a robust cashflow forecast and risk management plan that will be monitored on a monthly basis (or more frequently as required) to ensure the successful delivery of Phase 1A.

Progress to date with Phase 1A (Travel Hub)

- 9.1 Full planning permission for all of Phase 1 was granted by the Planning Authority 23rd July 2024, followed by the Planning Decision Notice being issued on 26th September 2024. The Judicial Review period expired on 8th November 2024 with no challenges having been lodged.
- 9.2 RIBA Stage 4 (Design) work has been ongoing to prepare for the delivery of this first phase and to enable the JV [LLP] to keep to expected timescales.
- 9.3 Associated work has also been undertaken to establish a final draft Development Plan, Development Agreement and Building Agreement. The JV Management Board will review and approve these documents during December 2024.

- 9.4 Further site investigation works are due to commence on site from 4th December 2024 (for a period of 4 weeks), leading to the delivery of the enabling works commencing on site in January 2025 with the main works following seamlessly from Summer 2025. Completion of the delivery of Phase 1A is expected May 2026.

Communications

- 10.1 There will be regular communications send out by Font (PR consultant) and the Council to Prestwich Members, local residents and businesses to keep them updated on the progression of the delivery of the Travel Hub. This will include contact details for members of the public to raise questions.

Travel Hub Operations Management Strategy

- 11.1 The Council is proposing to operate the Travel Hub by contracting it out to a third-party operator under a management agreement or lease arrangement. Due diligence has been undertaken to confirm this as being the recommended option and operation decision approval was given at Regeneration Board 19th November 2024.
- 11.2 A procurement process to select and appoint a third-party operator will commence in accordance with the delivery timescale of Phase 1A and will be in place before the Travel Hub is due to open.

Social Value

- 12.1 The scheme has a Social Value Vision Statement that quantifies the overall Social Value that it has the potential to bring to the local community in terms of new jobs and additional local spend, as well as the broader social, economic and environmental value benefits. This was previously established alongside Bury Council's Social Value Strategy in order to identify priorities.
- 12.2 There is also a Prestwich Village Construction Social Value Action Plan that covers the expected outcomes, measures, associated monetary values and delivery mechanisms to ensure that Phase 1A (and all future construction phases) meet its stated objectives. Such outcomes and associated targets will be discussed with Vinci and will form part of the contract and regularly monitored throughout its duration.
- 12.3 Both documents will be reviewed in line with the Council's new strategy as approved by Cabinet on 6th November 2024.

Links with the Corporate Priorities:

- 13.1 The redevelopment of Prestwich Village supports delivery of the 'Let's Do It!' strategy and the four principles that underpin it as they all have a correlation to how the Council will design the future of our towns:

Local Neighbourhoods: The delivery of the Scheme will support the Council fulfil the aims of the neighbourhood delivery model, making the borough a safe place to live, putting the borough on track for carbon neutrality and building houses that are homes.

In summary, the Scheme will:

- Provide a new community hub that will re-provide a modern-day library, adult learning provision, community space and health related services which will be a true connection to the community and integrated public service teams in the village centre.
- Build new homes will endeavour to meet the eco-homes standard and be high quality, carbon neutral and affordable.
- Promote active travel – provision of a travel hub and walking and cycling routes that will connect people with local amenities. Design a new village centre that will include ‘secure by design’ principles to allow people to feel safe and secure.

Enterprise to drive economic growth and inclusion: The Scheme will:

- Create more flexible and innovative/digital workspaces for local entrepreneurs to grow.
- Modern retail space to encourage more new and independent businesses to open and remain in Prestwich.
- Invest in the physical infrastructure and work with key stakeholders such as Transport for Greater Manchester to enable local people to access employment and training opportunities to contribute to the growth of the local economy.

Delivering Together: The Scheme will:

- Make sure that everyone’s voice is heard via community engagement/consultation at various stages of the development of the Scheme and through a variety of media platforms, including a dedicated website.
- Develop new buildings which will promote the use of them as community assets i.e. community hub, market hall and public realm which will in turn, support community involvement and organisations and connect people to them.
- Provide the opportunity to drive digital inclusion through the use of the latest technology in the new buildings.
- Provide better transport connectivity through its design and involvement of the Active Travel agenda.

A Strength-Based Approach: The Scheme will:

- Promote community wealth building and community capacity as community groups have and will continue to be encouraged to be part of the community engagement/consultation processes.
 - Build on previous links to development the scheme that have been made with Bury VCFA.
 - Provide flexible community space in the community hub and outdoor space for events that will promote community inclusion within the village.
 - Recognise the importance of population health due to the likely relocation of the existing NHS services into the community hub building, as well as providing the opportunity to increase health provision in the village.
-

Equality Impact and Considerations:

- 14.1 A full Equality Impact Assessment has been completed, and it has been concluded that there will be a neutral effect on all groups of people with protected characteristics as the approval is to appoint a contractor to deliver Phase 1A (Travel Hub) via a PCR compliant framework.
-

Environmental Impact and Considerations:

- 15.1 One of the Scheme's objectives is to deliver a sustainable development. As noted in the report to the 12 July 2023 Cabinet, delivering sustainable developments is now a primary goal for the Prestwich Regeneration LLP. It has adopted Muse's Sustainability Strategy which includes a Sustainable Development Brief and Sustainable Action Plan which will be utilised on the Scheme – both making up the Sustainable Development Strategy.

- 15.2 The Planning and Regeneration Statement submitted as part of the hybrid planning application provides summary detail on the environmental impact of the Scheme, including carbon emissions and biodiversity. It states that:

“The scheme will be low and net zero carbon by design – sustainability and carbon reduction are fundamental to the proposals. Proposed measures include new energy and water efficient buildings to minimise carbon in operation, the use of sustainable building materials to reduce upfront embodied carbon, photovoltaic panels and air source heat pumps.”

“The proposals for Prestwich Village will secure a significant increase in biodiversity when compared with what is on the site at the moment. The proposals will uplift biodiversity by more than 40%. This will be supported by significant levels of new tree planting, open spaces and public spaces where people and nature can thrive.”

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
<p>Reputation risk – confidence in the ability of the JV [LLP] and VINCI to successfully deliver Phase 1A.</p>	<p>An expert and experienced delivery team with effective project management structures.</p> <p>Appropriate contingency provision and risk management strategy, including risk apportionment.</p> <p>The procurement of VINCI under a PCR compliant framework.</p> <p>Secure Parent Company Guarantee (PCG) to ensure contractor sustainability in difficult construction marketplace.</p>
<p>Regulatory risk – changes in laws, policies and regulations during the delivery of Phase 1A.</p>	<p>Appropriate contingency provision and risk management strategy, including risk apportionment.</p>
<p>Delivery risk – site conditions, including unforeseen conditions resulting in cost increases.</p>	<p>Site investigations, appropriate cost planning and contractor engagement, form of contract, warranties etc.</p>
<p>Delivery risk – build risk associated with contractor management.</p>	<p>Effective contractor management through regular contract meetings and contract retentions.</p>
<p>Delivery risk – supplier risk i.e. availability of specialist contractors.</p>	<p>Effective procurement strategy and robust contractual arrangements including due diligence.</p>
<p>Permissions risk – delay in discharging pre-commencement planning conditions that effect a start on site and during construction i.e. building regulations.</p>	<p>Regular meetings pre-contract have taken place to ensure timescales are met and contact with the relevant authorities will continue during the construction phase.</p>
<p>Financial risk – increase in costs during construction.</p>	<p>Early contractor involvement to ensure a robust cost plan is in place that will be regularly monitored throughout the contract, including contingencies to cover unforeseen works, rise in inflation etc.</p> <p>Effective financial monitoring/ management systems will be in place.</p>

Risk / opportunity	Mitigation
Level of contingency	There is an appropriate level of construction contingency (as detailed in Part B) for the delivery of Phase 1A. This is based on a developed and detailed RIBA Stage 4 design, early contractor and specialist contractor engagement and an appropriate risk transfer.

Legal Implications:

16.1 Legal comments are set out in Part B of this report.

Financial Implications:

17.1 Approval of this recommendation will enable the JV to proceed without further delay to start on site for the Travel Hub and within the total agreed cost envelope of £14m approved at July Cabinet. The application of objective criteria to select the recommended supplier, from those identified initially through the PCR compliant procurement framework, has enabled the Council to achieve Value for Money through considering cost and quality alongside an objective assessment of the contractor's financial standing and capacity to deliver the scheme. In the event approval is not given, and a competitive tender is undertaken, this would necessarily lead to a delay in delivering the scheme along with a risk of additional costs potentially being incurred linked to that delay.

Appendices:

No appendices are attached to this report.

Background papers:

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

- October 2021 Cabinet Paper
(<https://councildecisions.bury.gov.uk/ieListDocuments.aspx?CId=126&MId=2867&Ver=4>)
- July 2024 Cabinet Paper
Prestwich Village Regeneration Scheme: Delivery of Phase 1A (Travel Hub) – Legal Structure and Funding Approval (Parts A and B)
- Prestwich Village Social Value Statement and Prestwich Village Construction Social Value Action Plan

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

Term	Meaning
Prestwich Regeneration LLP	The Joint Venture company that comprises of Bury Council and Muse Places Ltd that has been established to deliver the Prestwich Village Regeneration scheme.
PCR	Public Contract Regulations 2015 (Statute).
Pagabo Developer Led Framework	A PCR compliant procurement framework that is an agreement between a provider/range of providers that enables buyers to place orders for goods, services and works without facing a lengthy tendering process.
Pagabo Major Construction Works Framework	A PCR compliant procurement framework that sits under the Pagabo Developer Led Framework that allows access to contractors to get Best Value for large-scale construction projects.
RIBA Stage	Incremental approach to the development and delivery of construction projects, as outlined by the Royal Institute of British Architects.
RIBA Stage 4	Technical Design – the production of detailed architectural and engineering designs and specifications ready for tendering, submission to building control and construction. Building systems are finalised, a detailed design programme produced and all technical information prepared.

Term	Meaning
Enabling Works	The preparation of a site in readiness for the first stage of development. Examples include installing perimeter fencing, installing site cabins, scaffolding, carrying out ground clearance, building access routes and putting up safety signage. Enabling works may also include preliminary construction work, such as groundworks or demolition.
Development Agreement	A legal document that outlines the relationship between a developer, the landowner and any other parties involved in a construction project.
Building Agreement	A legal document between the contractor and an employer to complete the building work.



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 04 December 2024
Subject:	Whitefield Town Centre Plan – Proposed Adoption	
Report of	Leader and Cabinet Member for Strategic Growth	

Summary

1. This report outlines the feedback received during consultation on the draft Whitefield Town Centre Plan and seeks approval for adoption of the Whitefield Town Centre Plan to guide future investment and development within Whitefield town centre.
2. The Whitefield Town Centre Plan's proposals are high-level and aim to improve the town centre area for communities, businesses, and the environment. Prior to implementation, all proposals will require further work to agree details and will be subject to further engagement with relevant stakeholders. Funding will also be required for implementation.

Recommendation(s)

3. Note the key themes outlined in response to consultation on the draft document
4. Accept the post consultation amendments to the document
5. Approve the revised Whitefield Town Centre Plan as the final version and adoption as the Council's policy document for the future development of the town.
6. To agree to the principle of utilising a minimum of 10% of the gross capital receipt received for small-scale capital investments to support the Whitefield Town Plan and support community initiatives.
7. To agree the use of the Whitefield Town Centre Plan as a material consideration for the determination of planning applications

Reasons for recommendation(s)

8. The Whitefield Town Centre Plan provides a vision to guide the future investment in the town centre.

Alternative options considered and rejected

9. No other options were considered

Report Author and Contact Details:

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Position: Project Officer
Department: Business Growth and Infrastructure
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Background

10. The Whitefield Town Centre Plan (hereafter referred to as the Plan) is a place making plan for Whitefield town centre, which will also include broader elements of improvement to the town across the themes of communities, businesses, and the environment.
11. The Plan will guide investment in Whitefield town centre and help the town transition into being a thriving 21st Century High Street.
12. Work on the plan commenced after Whitefield was selected to receive High Street Task Force support at Cabinet in March 2022. In March 2023, further Cabinet approval was sought to appoint consultants, Planit, and to further develop the findings of the High Street Task Force and progress with a consultation process to create a vision for investment into Whitefield town centre.
13. This report outlines the steps taken in the Plan's development and considers potential next steps.

Early Consultation and the High Street Task Force

14. The High Street Task Force is an initiative to help support the revitalisation and transformation of town centres and high streets. It provides advice, training, and data analysis to Local Authorities.
15. Early-stage consultation with residents and stakeholders took place in March 2023, and then from May to June 2023. This comprised face to face meetings and an online questionnaire.
16. Over 250 participants fed back; key findings included:
 - Whitefield lacks a centre, there is a lack of variety of things to do, and the area is dominated by traffic.
 - The main reason for 36% of responders for visiting Whitefield was related to shopping
 - 51% of people wanted to see more food and beverage markets/ events, and
 - 64% wanted changes relating to parks and green spaces.
17. The Task Force produced three reports relating to Whitefield, which recommended a series of potential interventions which could be undertaken by the Council or other stakeholders. The data from the above sessions and questionnaires fed into the draft Plan, which was then subject to further consultation.

Consultation on the draft Plan

18. Consultation on the draft Plan ran from 22nd January 2024 to 25th March 2024, with a final session in October 2024.
19. Efforts were made to maximise engagement with local stakeholders, including:
 - a. Dedicated Whitefield Town Centre Plan pages being created on the Council's websites, which contained the full draft Plan, the executive

- summary, an abridged “about” page, which concisely outlined the information from the plan, and a link to a survey hosted on MS forms;
- b. Pop-up consultation sessions hosted on Friday 2nd February and on Saturday 3rd February in the foyer of Morrisons, Whitefield;
 - c. Meeting with Bury Blind Society members on Wednesday 7th February;
 - d. Meeting with members of Philips High School’s pupil leadership team on Tuesday 12th March;
 - e. Leafleting of local businesses with flyers containing QR codes;
 - f. Press releases;
 - g. Social media;
 - h. Distribution of weblinks to community and business contacts/stakeholders;
 - i. Community Hub updates via the weekly Whitefield newsletter; and
 - j. Meeting with the Whitefield Business Group

Consultation responses

20. Over 251 stakeholders provided feedback on the proposals, comments were invited too.
21. The draft Plan’s proposals were grouped into sixteen questions. The items which received most support were:
- a. Improve crossing points for pedestrians and cyclists on Bury New Road and on Higher Lane;
 - b. Plant new trees, create wildflower areas, and install box planters in Whitefield town centre; and
 - c. The proposals for “Whitefield Common”, which included moving the existing medical centre to the former library, leaving the Uplands site open for sensitive residential development
22. Key areas of concern or ambivalence which came up in the detailed feedback included:
- a. Concern around parking availability, particularly near to Slattery;
 - b. Fears that improving active travel infrastructure would be inappropriate, due to road width, lack of demand, and the potential of additional congestion being created;
 - c. Ambivalence over potential changes to Bury New Road – around 2/3 of responders wanted the road to be kept as it is (often expressing fears that changes to the road would produce more congestion). Around 1/3 wanted footpath space to be increased for the benefit of pedestrians, cyclists, or bus lanes;
 - d. Fear that partial or time restricted street closures would cause congestion and restrict the ability of emergency services to respond;
 - e. Concerns over current condition of highways and footways;
 - f. Increased costs relating to maintenance;
 - g. Frustration at a lack of community space to meet;
 - h. The draft Plan was too lengthy and often hard to understand; and

- i. The early stage proposal for the “Town of Hearts” place branding received a lukewarm reception.

Post Consultation Amendments to the draft Plan

23. Following a detailed analysis and full consideration of all consultation responses, several changes are proposed. Some key changes are noted below:

- a. Clearer language and layout – the Plan’s word count has been significantly reduced and the language made easier to understand. The proposals have been set out in a concise action plan table;
- b. Further detail added to the Uplands proposals and a slight change to proposals relating to public open space;
- c. Removal of the “town of hearts” concept, due to implementation difficulties regarding the “little cultural quarter” and “little maker’s quarter” and a lukewarm response to the “town of hearts place branding”;
- d. Amendments to transportation related proposals – a commitment to carry out various audits of Whitefield’s roads relating to suitability for improved active travel infrastructure, car parking demand, and vehicle count data;
- e. More explicit regard for heritage – particularly relating to the Uplands proposals, street furniture improvements, and investment in public realm (particularly in or near to the Conservation Area);
- f. The proposals could include the installation of local planters (subject to agreements that identified local businesses would maintain them), improved signage and way-pointing, small public realm improvements and potentially shop-front improvements (subject to co-investment);
- g. Proposals to increase support for events in Whitefield; and
- h. Clarification on green space proposals – with a trial extension of community management of some green space in Whitefield

Funding, delivery, and next steps

24. The Plan will guide the development of Whitefield, with proposals being brought forward as funding is secured. Each proposal will be subject to further consultation with relevant stakeholders.
25. Options to retain a percentage of receipts made from sales of land and property in and around the town centre are being explored. This funding could be used to help fund the proposals in the Plan.
26. The funding landscape regarding grants from central government is still unclear following the October budget. Opportunities will be pursued once they come available.

Conclusion

27. The recommendations contained at the beginning of this report will enable the Council to work towards more detailed design and implementation of the key proposals of the plan, in the short, medium and long term.

Links with the Corporate Priorities:

Please summarise how this links to the Let's Do It Strategy.

28. Elements of the Plan touch on all elements of the Let's Strategy
29. The Plan is particularly focused on Let's Enterprise element - under section Investing in all our town centres the Council notes that it will "continue to support the vitality of [Whitefield] town centre where opportunities arise"

Equality Impact and Considerations:

*Please provide an explanation of the outcome(s) of an initial or full EIA and make **specific reference regarding the protected characteristic of Looked After Children**. Intranet link to EIA documents is [here](#).*

29. A full EQIA has been completed with all impacts mitigated to neutral or positive impacts

Environmental Impact and Considerations:

*Please provide an explanation of the Environmental impact of this decision. Please include the impact on both **Carbon emissions** (contact climate@bury.gov.uk for advice) and **Biodiversity** (contact c.m.wilkinson@bury.gov.uk for advice)*

30. The Plan would likely be neutral in terms of carbon emissions. One of the Plan's objectives is to make it easier to walk, wheel, and cycle around Whitefield and to support this, various transport related improvements such as enhancement to junctions for these users or the proposed development of a car club could help to reduce emissions. The embodied emissions, however, in e.g., reconstructing junctions in the town centre, possibly altering Bury New Road (subject to the results of audits), the development of the garages at Victoria Lane, and the development around the Uplands need to be considered.
31. The Plan would likely improve biodiversity. Proposed development at, for example, the garages at Victoria Lane, and the development around the Uplands would be subject to biodiversity net gain.
32. The Plan's proposals are still high-level and, therefore, the above is estimated. Further research into their impact on carbon emissions and biodiversity should be undertaken as projects develop.

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
No funding currently assigned to deliver the projects	Find funding

Legal Implications:

33. The proposed Whitefield Town Centre Plan is a non-statutory, informal document. There are therefore no statutory requirements for consultation or adoption of the document. If approved by Cabinet, it will not form part of the statutory development plan but it will be a material consideration to which regard may be had in consideration of planning applications.

Financial Implications:

34. The proposal is to utilise 10% of receipts generated from local land and property sales through the Accelerated Land Disposal programme. This would have a marginal impact on the level of capital receipts obtained through land sales by the Council.
35. Any proposals brought forward as a result of this Town Centre Plan for Whitefield would need to be fully costed and would be subject to financial viability appraisals at the time based on the available sources of funding including that mentioned above.

Appendices:

Appendix A – Whitefield Town Centre Plan

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



Whitefield Town Centre Plan

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Contributors

This document has been prepared on behalf of Bury Council by Planit.

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1 Introduction

1.1 The Whitefield Town Centre Plan

The Whitefield Town Centre Plan outlines how Bury Council and the local community want to improve Whitefield over the next 10 years. It includes short, medium, and long-term goals.

Some projects will be led by Bury Council, while others will be run by community groups and local businesses.

The people of Whitefield will be key to making this plan work. Their input and knowledge are vital for its success. Shaped together with residents and community groups, the plan takes into account their deep understanding of Whitefield.

The plan covers the area from Besses o' th' Barn Church in the south to Elms Square in the north, and from Phillips High School in the west to Whitefield and Victoria Park in the east.

 Whitefield Town Centre Study Area



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1.2 Purpose and Scope

This document is a place making plan for Whitefield Town Centre which includes broader elements of improvement of the town for communities and businesses. It will also help solidify the town's transition into being a successful 21st century high street.

The plan begins to consider the long-term opportunities and actions required to create important change in Whitefield Town Centre but some of these actions require careful consideration.

For example, Bury New Road is an important route in Transport for Greater Manchester's plans to encourage walking, wheeling and cycling for shorter journeys, instead of travel by car.

Any changes to this road must be studied wisely. We need to understand how these changes might affect traffic flow along this road and on other roads in the area.

This means we can't make quick decisions about Bury New Road without looking at the bigger picture of traffic in the region.



Slattery independent bakery and patisserie

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The Whitefield Town Centre Plan provides:

- A complete vision for the future of the town centre to facilitate regeneration, and ensure future investment in the town is considered;
- A detailed overview and summary of existing strategies and policy;
- A baseline analysis of the town centre's current conditions, challenges, context and opportunities;
- A breakdown of short, medium and long-term opportunities to improve the town, including a list of potential projects and how these may be delivered;
- A framework for arranging the town centre to make it better and work well for everyone;
- A breakdown of opportunities for community ownership and leadership; and
- Ideas to strengthen existing partnerships between Bury Council and the community

**A Plan for People**

Meeting the needs of Whitefield residents

Improving quality of life

Allowing residents, businesses, and charities to participate.

**A Plan for Place**

Based on understanding Whitefield's strengths and weaknesses

Creating a town centre that showcases Whitefield's history and identity.

**A Plan for Nature**

Valuing and improving natural systems in the town centre.

Using nearby green spaces and bringing greenery into the town.

Supporting the Bury borough to be carbon neutral by 2038. Bury Council's become carbon neutral by 2038, we must value and improve natural systems in the town centre.

**A Plan for Circular Economy**

We want to create a local economy that:

- Benefits local people
- Grows based on reusing and recycling resources.

1.3 The Challenge and Opportunity

Why change now?

As in other towns and cities across the UK, the economy of Whitefield Town Centre has suffered because of large scale shifts in the retail economy, triggered by the COVID-19 pandemic, the cost of living crisis and a wider shift towards online retail. Because of these factors, many towns are looking to find a new way forward.

What does the town centre of tomorrow look like, and how do we make that happen?

The traditional high street of the 20th century, underpinned by retail, is increasingly disappearing due to the growth of online retailing.

What will replace the high street of the 20th century will be different in every location, but a diverse range of goods, services, and events will be highly important to every town. This diversity, strengthened by joint working with the Whitefield community is what this plan seeks to provide.



Hamilton's Bar and Restaurant – Bury New Road



Funded by
UK Government

**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY

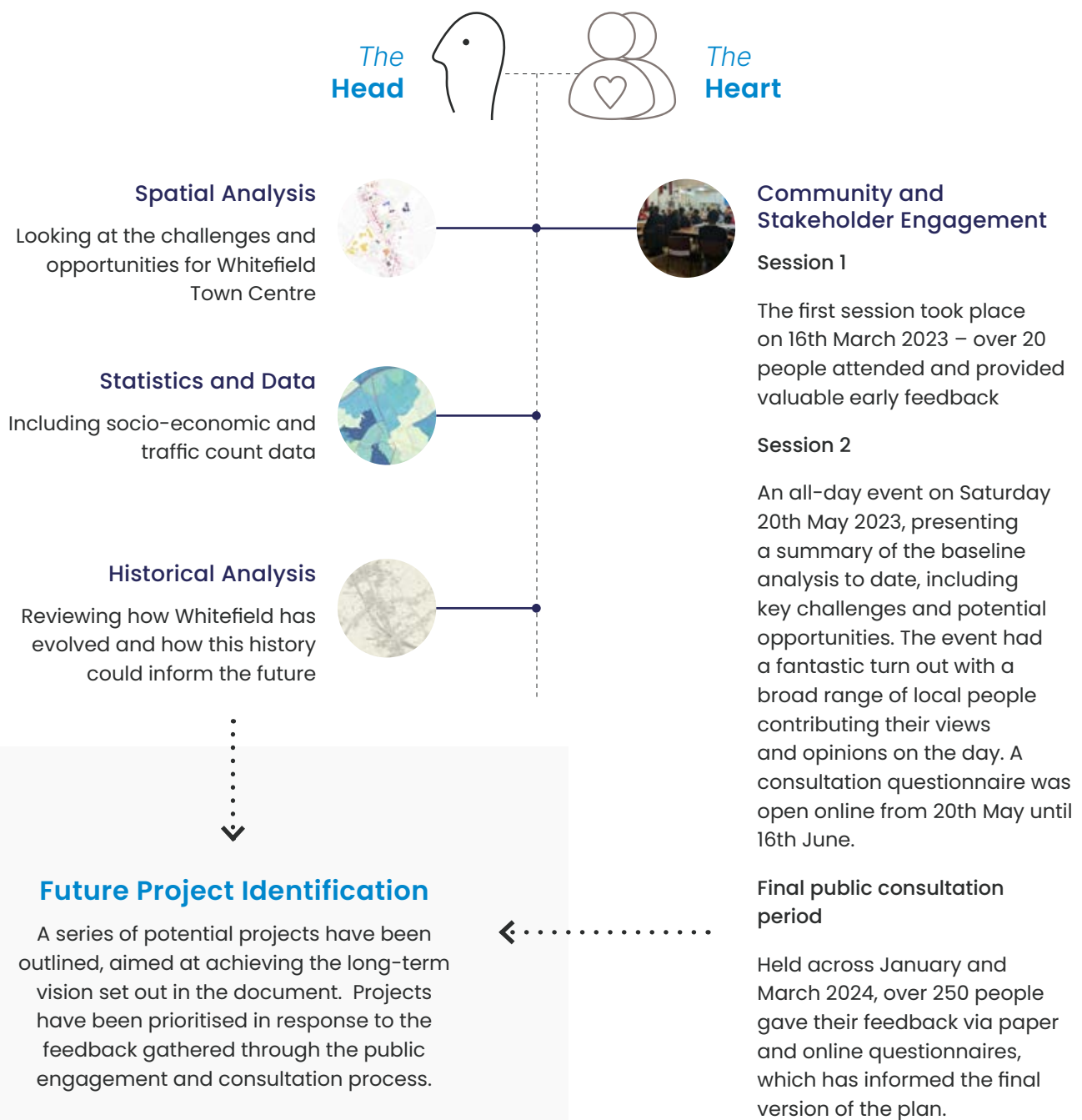
Bury
COUNCIL

DRAFT

1.4 Our Approach

The Head and Heart of Whitefield

We have undertaken extensive engagement with the local community to understand Whitefield better, focusing on both its physical aspects (the head) and the experiences and needs of its people (the heart).



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1.5 Strategic Backdrop

The Whitefield Town Centre Plan exists within a broader strategic context, which emphasises investment.

Greater Manchester Strategy 2021 – 2031

Sets out a route over the next decade to make Greater Manchester greener, fairer, and more prosperous. The strategy sets out a commitment to drive investment into growth locations and create opportunities in adjacent town and local centres.

Greater Manchester Culture Strategy

Provides a cultural vision for the region and promotes regeneration projects which are connected to culture

Greater Manchester Transportation Strategy 2040

Outlines how TfGM and the Bee Network will deliver the long-term goal of 50% of travel within Greater Manchester to be made by walking, cycling and public transport. It is intended that the Whitefield Town Centre Plan feeds into the GMCA's vision zero strategy for eliminating 11 deaths and life-changing injuries on the region's roads by 2040.

5 Year Environment Plan for Greater Manchester 2019 – 2024

Sets out Greater Manchester's vision to be a clean, carbon neutral, climate resilient city region with a thriving natural environment and circular, zero-waste economy where:

- Infrastructure will be smart and fit for the future;
- There will be an integrated, clean and affordable public transport system, resource efficient buildings, greater local community renewable energy, cleaner air, water and green space for all;
- Access to green space in every community, more trees including in urban areas, active travel networks, environmental education and healthy and locally-produced food; and
- Citizens and businesses will adopt sustainable living and businesses practices, focusing on local solutions to deliver a prosperous economy.

Places for Everyone (PfE)

PfE is a strategic plan that covers nine of the ten Greater Manchester districts and was adopted in March 2024. It now forms a key part of the development plans of each of the nine districts. PfE sets out the overall spatial strategy for the nine districts, including identifying the appropriate scale and distribution of housing and employment development. It also contains a series of strategic policies and allocations aimed at delivering economic, social and environmental benefits for the nine districts. These policies will be used when determining planning applications.

Bury Local Plan

The Council are currently at an early stage in the production of a new Local Plan for Bury. The Local Plan will include a more detailed set of locally specific planning policies to complement those in PFE. Once adopted, these Local Plan policies will replace the saved policies of the UDP.

Bury Unitary Development Plan

The saved policies of the Bury UDP also form a key part of the current development plan and these policies are used alongside strategic PFE policies in the determination of planning applications.

Let's Do It – Bury 2030

Provides overarching strategic direction to the Council, and outlines how Bury can achieve faster economic growth than the national average, with lower than national average levels of deprivation. The strategy sets out to deliver an economic recovery strategy including regeneration plans, and broader investment within in the borough's towns, including Whitefield.

The 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 – raising aspirations, removing barriers, and maximising opportunities to grow and develop our people and businesses.
- Delivering Together – the creation of a new relationship between public services, communities and businesses which is based on co-design, accountability and shared decision making.
- A Strength's-based Approach – a borough in which people are helped to make the best of themselves, by recognising and building on our strengths.

Bury Physical Activity Strategy

Outlines the Council's aspirations to increase the rates of physical activity through the Borough, working collaboratively with community and neighbourhood groups

Bury Transport Strategy

Sets out the vision that by 2040, Bury will be an attractive, well-connected and innovative Borough where people aspire to live, work and visit. The Borough's townships will be connected by a modern and efficient transport network, providing attractive, sustainable transport links both within and beyond the Borough.

Regarding Whitefield, the strategy proposes:

- The introduction of better crossing facilities for the A56;
- Improve access to Whitefield and Besses tram stops;
- Improve wayfinding in the town centre;
- Install a cycle hub at the Metrolink stop to support users travelling by bike;
- Increase high frequency bus routes, including on the 135; and
- Implementation of School Streets.

Bury Council Economic Strategy

Mitigates local impacts relating to Covid-19, risks associated with EU exit, and inflation, whilst setting out a clear framework for inclusive growth, community wealth building, and greening the economy.

Bury Council Culture Strategy 2022-2027

Sets out a strategic vision based on Stories, Skills, Strength, Space and Support to the development of Bury's culture.

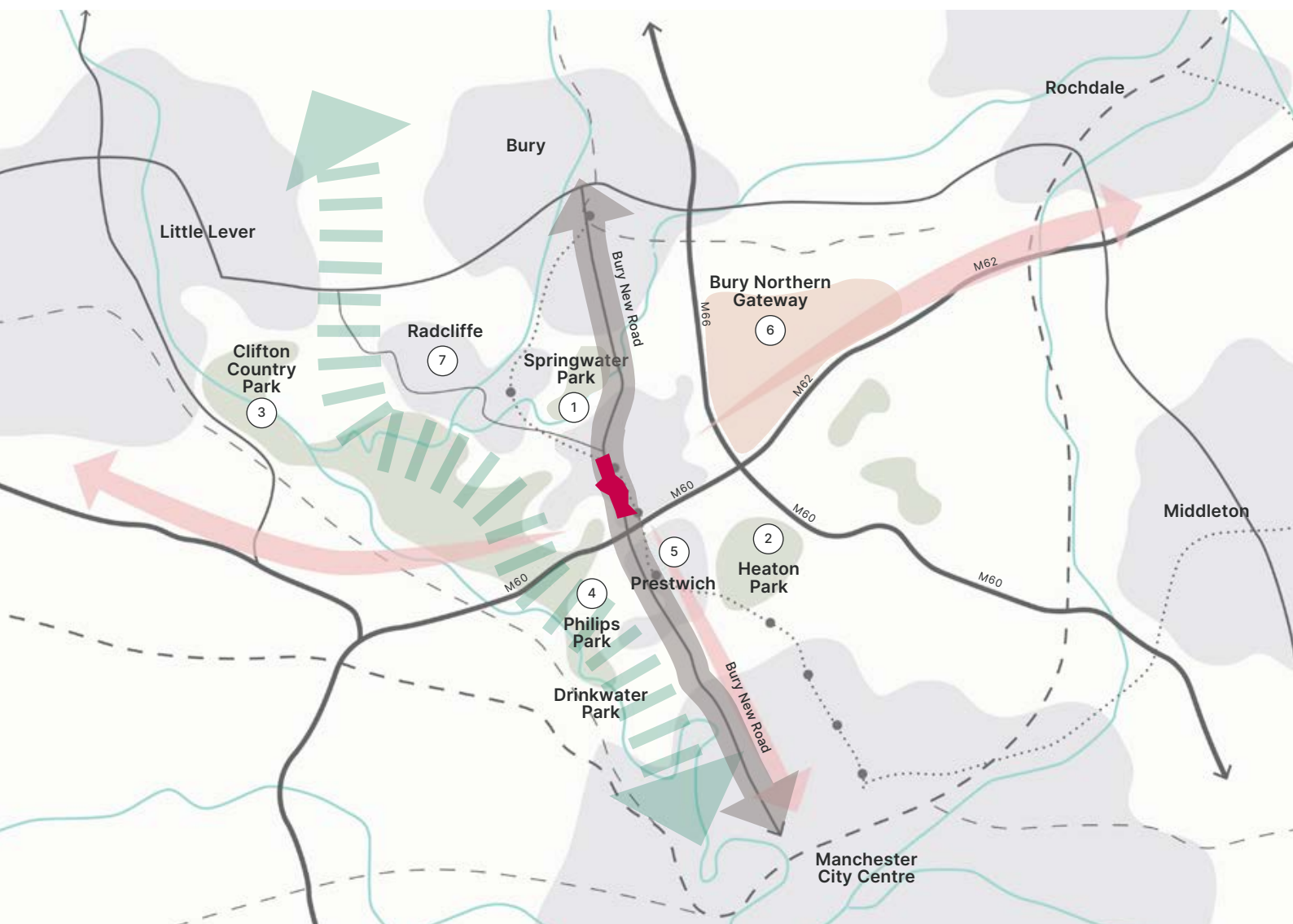
1.6 Strategic Context

Whitefield is one of a series of towns located along the Bury New Road Corridor, linking Manchester City Centre to the south with Bury Town Centre to the north.

The town centre is surrounded by several strategic green spaces, many associated with the River Irwell corridor, creating active linkages between Whitefield and Manchester City Centre.

This strategic relationship and proximity to the City Centre is major asset for Whitefield, with a central tram stop serving the town centre and a 15-minute commute to Victoria Train Station.

Access to the wider strategic green network is another key asset, despite the active travel network breaking down in residential neighbourhoods surrounding the town centre.



1. **Springwater Park** is the nearest strategic green space to the town centre, and provides access to the paths along the River Irwell corridor.
2. **Heaton Park** is Manchester's largest park, and sits in close proximity to the town centre study area to the south-east.
3. **Clifton Country Park** hugs the River Irwell, and is connected to Whitefield and Radcliffe via a network of long distance walking routes and trails.
4. **Philips Park** sits in close proximity to Whitefield, and is accessible via a bridge across the motorway.
5. Whitefield's relationship with **Prestwich** is of interest, with Prestwich having been subject to recent regeneration and road improvement schemes, as well as live regeneration proposals.
6. **The Northern Gateway** is Bury Council's largest allocation within the Places for Everyone regional development plan, and would support up to 2750 new homes and 20,000 future jobs. Strategic transport proposals will impact Whitefield as the scheme progresses, with major road and bus route proposals potentially easing congestion along the A56.
7. **Radcliffe** has also been subject to significant regeneration focus – with a strategic regeneration framework adopted in 2020 outlining the long-term vision for the town.

2

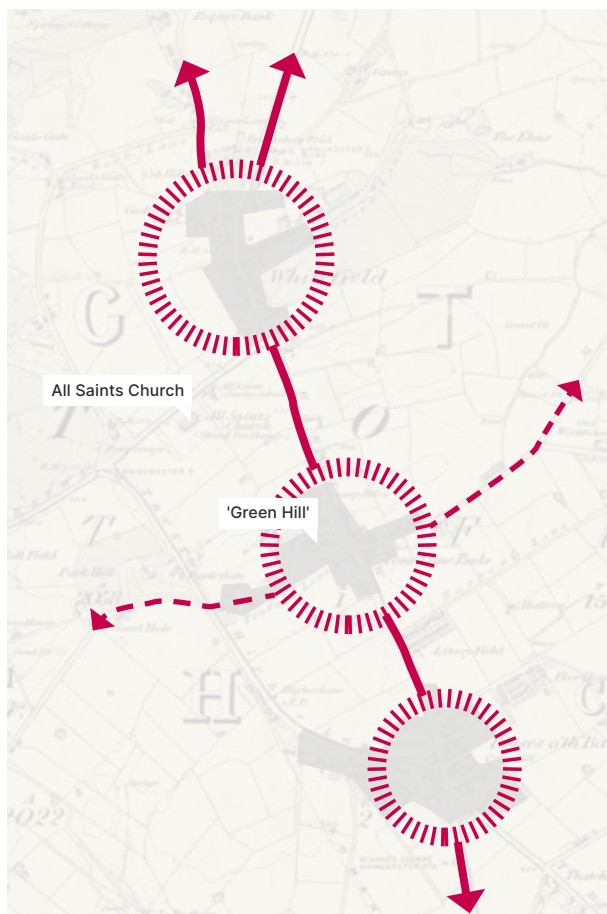
The Analytical Head: Physical and Economic Context

Local Scale

This section details the findings of a thorough spatial analysis of Whitefield and its surrounding context. The section flows through several scales of analysis, considering the wider strategic picture before drilling down into the study area boundary itself.

2.1 The Urban Morphology of Whitefield

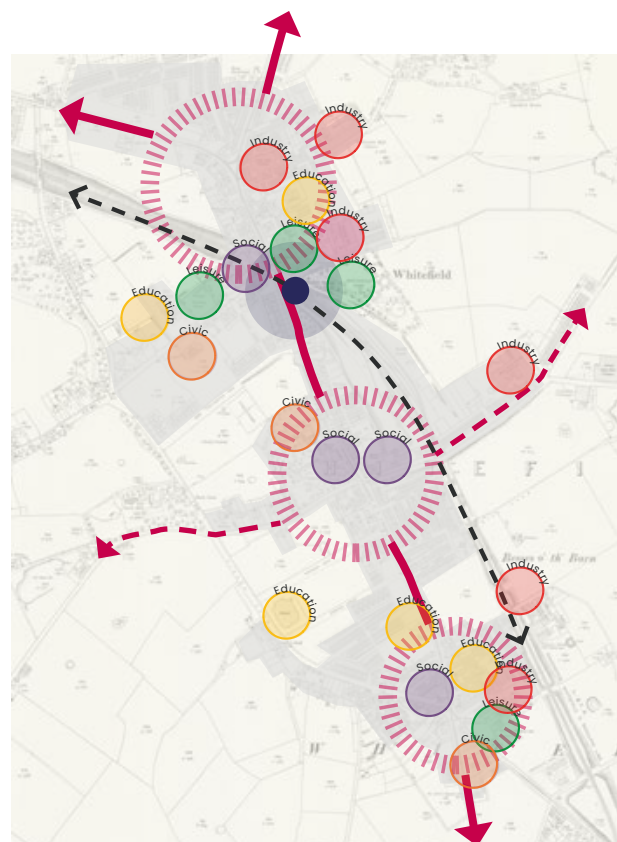
Whitefield's urban morphology provides great insight into the place we experience today. It shares clues as to why the town centre faces its challenges; provides a story behind its historic assets, and indicates a sense of where the 'heart' (or 'hearts') of Whitefield was previously located.



1848

Whitefield sits within a rural context, with three hamlets formed at the intersection of long distance rural lanes – at Whitefield to the north, Four Lane Ends at the centre, and Besses to the south.

There are alternative narratives behind the naming of Whitefield, one of which suggests the name originates from the bleaching process of settled Flemish weavers as they bleached their fabric in the sun.



1910

Whitefield rapidly evolved as the area industrialised, catalysed by the development of the railway and a new station. Large mills and warehouses were developed, with rows of workers houses, schools and other amenities clustered nearby and fronting Bury New Road.

Clusters of uses and activity have formed around the historic hamlets and new station – suggesting a place with 'multiple hearts'.



1947

Whitefield's next stage of evolution from the rural clusters of the 19th-century aligns closely with many towns of its type across the UK, large-scale, post-war housing estates built away from the primary routes and facilities.

This represents the start of the process of urban sprawl, as **Whitefield begins to lose its compact urban form - previously structured along Bury New Road and clustered around the historic hearts.**



1965

The town continues to grow as more overspill estates were created to accommodate families moved out of inner Manchester as slum clearance programmes were undertaken.

By this point in history, the use of the private car as a primary means of transport would be becoming widespread. Old arterial high streets across Manchester and the UK were beginning to transform into urban highways, focused on getting cars from A to B quicker. The car and urban sprawl created the Bury New Road we see today.

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The Whitefield Timeline

Whitefield has been many different places to many different communities through its evolution.

This timeline captures this process of transition.



Whitefield hamlet - 1848

pre 1066

A stop on the Roman road?

Scraps of evidence suggest that a Roman road from Manchester to Ribchester in the north once ran across part of the land on which the modern Whitefield is located.



Whitefield weavers cottages - date unknown

15-17th century

Rural

A small but thriving community of weavers and farmers had developed along rural lanes. The name Whitefield is thought to have originated from Flemish weavers and their fabric dying process. Stand Grammar School, a chapel and other landmarks begin to emerge.



Whitefield Mill

18th century

Industrialising

The first step towards modern Whitefield was made when Bury Old Road was constructed in 1755. By 1792 the population of Whitefield was 2,780. Industry started at Stand Lane where the first cotton mill was built on Peel Street (Radcliffe) in 1780.

19th century**A compact industrial suburb**

By 1850, there were several cotton mills and a coal mine, which led to the construction of workers' housing and amenities around places of work. The construction of Bury New Road in 1827 and a train line from Bury to Manchester in 1879 catalysed this transition.



A mix of uses growing around the mills

20th century**Suburbanising**

The commercialisation of the train line and development of the road network resulted in the suburbanisation of Whitefield. Several housing estates were built during this period (e.g. Hillock Estate) as part of urban sprawl. The population grew rapidly from 14,370 in 1961 to 21,830 by 1971.



Low-density post-war housing infill dominates Whitefield's edges

Now**Divided**

Today, Whitefield is largely divided by the busy Bury New Road, which contributes to many of its current issues – poor walkability, a feeling of social and physical disconnect, a low-quality public realm.



Bury New Road divides the town centre

2.2 A bustling linear town

Learning from the past

As Whitefield grew from a series of hamlets to a linear industrial suburb during the late-19th and early-20th centuries, there was a point in time where the town appeared to be a compact and bustling urban neighbourhood – where work, home, and social facilities sat within a short walk of one another.

The 1910 plan of Whitefield highlights this diversity of activity. The development of the railway and modernisation of Bury New Road made the area more accessible, and a more logical location for industry.

A broad mix of uses and facilities such as pubs, schools, parks, shops, and other amenities all sat within a short walk from homes built around the mills. Bury New Road host many of these uses as the social spine of the town.

The prevalence of a range of shops, pubs and other facilities on Bury New Road suggests a bustling high street; a **place for social and economic exchange**, not just fast moving traffic.

This history provides great cues for how we may address the future. The dramatic increase of vehicular traffic moving along and to Bury New Road has eroded the social spine and heart of Whitefield over time, compromising the historic structure of the town.

This can only be resolved by; creating a sense of place again along the road, reinstating the high street as a place for people.



Map of Whitefield 1910 – a bustling arterial Town 1910

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2.3 Local Context





















Uses and Destinations

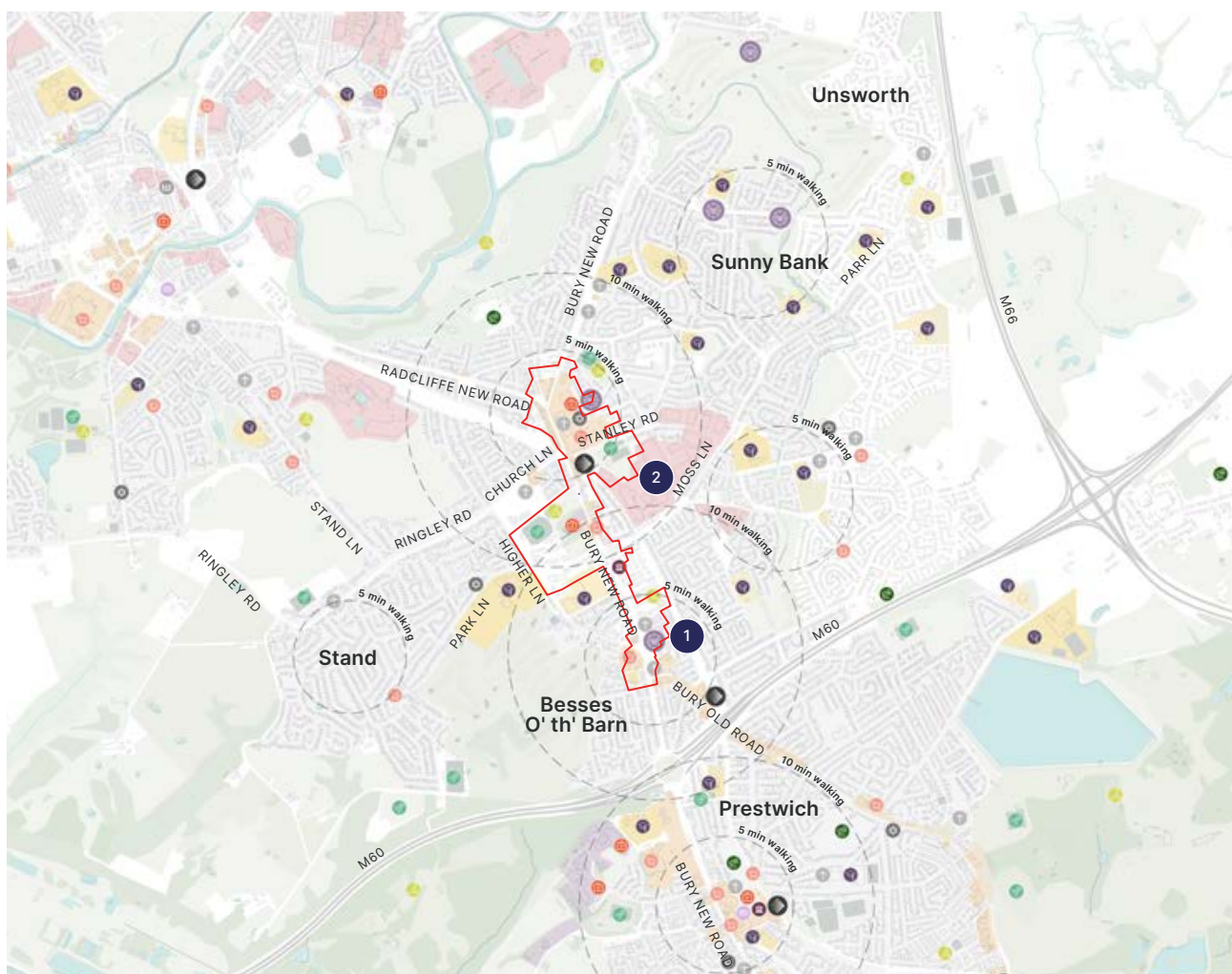
Bury New Road acts as Whitefield's 'high street', serving surrounding residential suburbs with a broad range of services and amenities. Smaller local centres can also be found at Sunny Bank and off Moss Lane, to the east.

Supermarkets, health, sport and education facilities are all located in or directly adjacent to the study area boundary – within a short walk of both Besses and Whitefield tram stations.

The area benefits from several primary schools, with six primary schools located within fifteen minutes walk of the study area boundary. Philips High School, located within five minutes walk from the town centre, is a major asset.

Key

 School	 Playground	 Church	Land Use				
 Healthcare	 Allotment	 Mosque				 Predominantly Residential	 Education
 Supermarket / Groceries	 Library	 Synagogue				 Industrial	 Healthcare
 Community Hub	 Art Centre	 Metrolink Station				 Retail	 Green Space
 Playing Fields / Sports	 Institution						



Land Uses and Destinations Plan



"The town is small enough to navigate without a car"

Whitefield Resident



Who does Bury New Road serve?

The services and amenities located on Bury New Road are incredibly accessible on foot or bike – with the residential neighbourhoods of Stand and Unsworth located within a 10-minute cycle.

Despite this, the town centre contains a significant amount of car parking, which are not always used to their capacity; these are dispersed across the Town Centre in an unplanned manner. This suggests that short shopping trips and others short journeys are undertaken using the car.

This requires further testing and analysis, with limited data available under the scope of this study.

1



Victoria Square Shopping retail Centre

2



Industrial estate next to Whitefield Tram Station

Key Findings and Messages



- Whitefield is well provided by local amenities such as schools, healthcare, and groceries;
- There are many facilities catering for the needs of the community, but largely located within places of worship;
- Walkability and cycling accessibility are key, which would enable people to make short trips – such as school run, groceries, playground dates – without a car within the neighbourhood; and
- There is opportunity to create a highly walkable / accessible, compact and vibrant town centre in Whitefield – where active travel, crossings and associated facilities.

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2.4 Local Context

Movement and Connectivity (Roads)

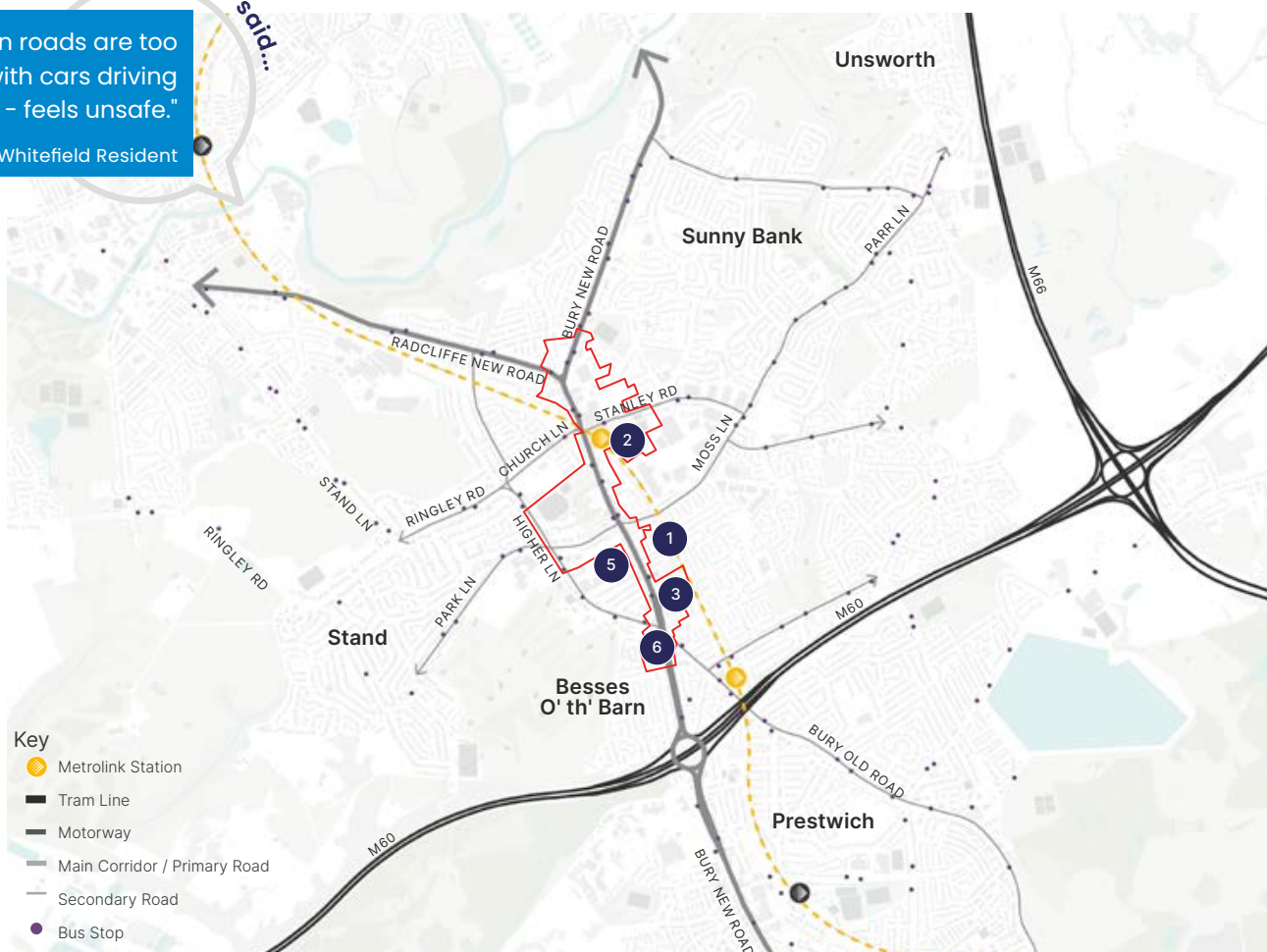
Bury New Road runs through the of Whitefield Town Centre, carrying high volumes of vehicular traffic, with Department of Transport statistics highlighting 30,000 vehicle trips a day, within particular locations in 2016.

- Bury New Road severs Whitefield Town Centre from north to south. The route connects Whitefield with Bury to the North, Radcliffe to the Northwest, and Manchester City Centre to the south.
- The A56 suffers large volumes of vehicular traffic, with strategic routes linking into the town centre at its northern and southern gateways. The constant presence of traffic negatively impacts sense of place, resulting in wide road carriageways and large junctions.
- A lack of pedestrian crossings across Bury New Road and Higher Lane prevents permeability from east to west through the town centre.
- Whitefield Metrolink station is located at the heart of the town centre, with Besses O' th' Barn station within a 15-minute walk.
- There are several bus stops serving the area; however residents consider that the connectivity is poor and bus services deficient.

What you've said...

"Main roads are too busy with cars driving very fast – feels unsafe."

Whitefield Resident



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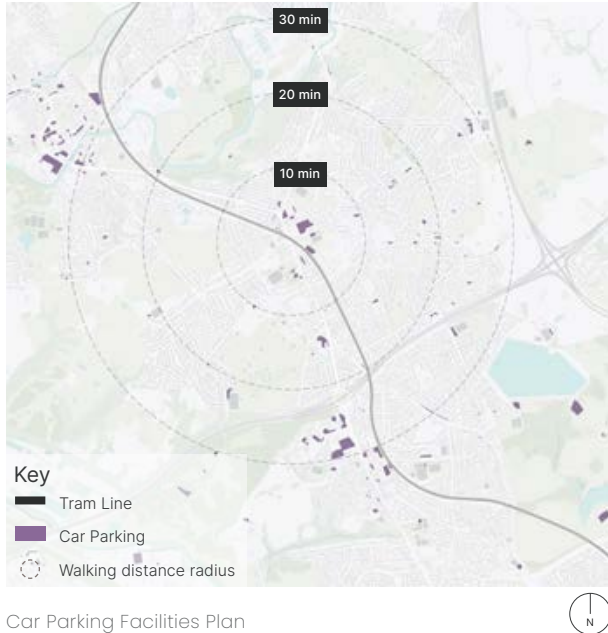
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Vehicular Movement Plan





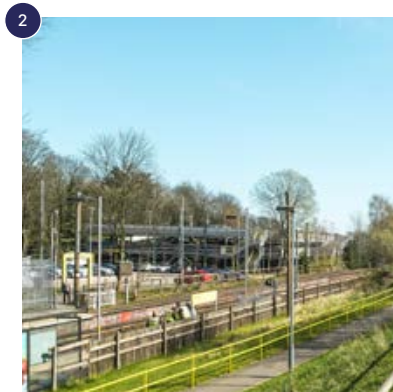
Car Parking

The ability for cars to drive into the heart of Whitefield Town Centre and park, either formally or informally, poses a major challenge as we seek to improve the quality of place.

- Two large multi-storey car park facilities are located close to the Metrolink station, including a three-storey park and ride facility and the metro and at Morrisons.
- Parking courts at Victoria Square local centre and at the southern gateway detract from the quality of the streetscene.
- Cars park in undefined spaces across the town centre, in side alleys, residential streets, to the rear of businesses, and along the edges of footways.



Residential streets are inundated with cars parked along kerbs



The tram station park and ride provides a large capacity facility



Large hardstanding parking area at Victoria Square local centre



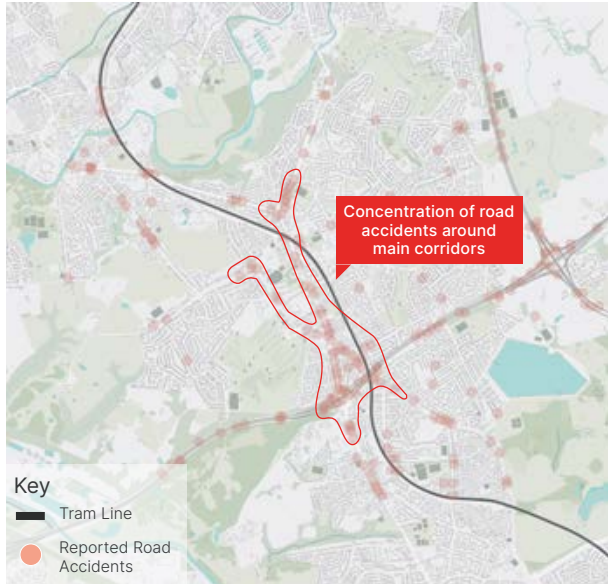
Cars are parked along the kerbs of minor streets and alleys



Short-stay parking along the A56 is poorly integrated



Hardstanding parking courts dominate the front of shops along the A56



Road Accidents Plan

Road Accidents

- High traffic counts and accidents are predominately located along Bury New Road and Higher Lane, with junctions acting as accident hot spots.
- Bury New Road acts as a major barrier to pedestrian movement, with crossings concentrated around large road junctions.
- The area around Bury New Road/ Higher Lane/ Bury Old Road junction is highlighted in the emerging Bury Transport Strategy as having major issues with safety and design.



The junction of Bury New Road is highlighted as being prone to road accidents, and presents a convoluted crossing environment for pedestrians



The junction at Bury New Road and Pinfold Lane / Moss Lane is also highlighted as an issue, with no signalised crossing, narrow footways and wide road carriageway.



Air Quality Plan



Air Quality

- Air Quality Management Area's cover significant sections of the Bury New Road corridor through the town centre, where the local air quality is unlikely to meet the Government's national air quality objectives.
- Poor air quality areas in Whitefield are concentrated in the Bury New Road corridor and the motorways M60 and M66.
- Reflects the poor environment and heavy car traffic in the motorway and main corridor.



5548 high-polluting vans, LGVs and HGVs passed along Bury New Road through the town centre in a single day in 2016 – reducing air quality and negatively impacting sense of place along the high street (Department for Transport, 2016)

Key Findings and Messages



- The volume of vehicular traffic along Bury New Road has a major impact on of place, permeability, and safety across the corridor;
- Parked cars dominate the street scene and secondary spaces across the study area, further detracting from sense of place;
- There are opportunities in large sites at the periphery of the town centre that could be used to consolidate parking in the long term, creating more space for people and nature along the corridor;
- There is a major opportunity to repair the severance caused by Bury New Road as part of a place and people focused approach to street design;
- Pedestrian experience must be considered going forward; and
- There is potential tie into TfGM strategies to improve public transport services serving the centre as part of long-term future plans.

What you've said...

"Bury New Road feels polluted from all the fast and heavy traffic passing through."

Whitefield Resident

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2.5 Local Context

Walking and Cycling

Whitefield is surrounded by parks, open spaces and major strategic green and blue corridors. Despite this, the network of active-travel linkages breaks down as routes meet residential areas surrounding the town centre – where cars dominate the street environment.

The pedestrian environment along the main corridor is low-quality, – and comprises with convoluted crossings isolated to major junctions. Bury New Road acts as a barrier to east-west movement between residential neighbourhoods; this affects wider permeability.

Both tram stations offer cycle parking, and improved junctions for cyclists are proposed at Higher Lane at the junction with Pinfold Lane, as well as Church Lane. The National Cycle Route runs through Philips Park and the Irwell corridor, presenting a major opportunity regarding wider active travel connectivity.

Key

- Metrolink Station
- Pedestrian linkages (fully pedestrianised and / or quality pedestrian environment)
- Open Space
- Bee infrastructure proposals
- Areas where strategic pedestrian / cycle linkages end
- National cycle route 6
- Tram Line



What you've said...

"The town is not bike-friendly at all."

Whitefield Resident



There is limited cycle parking provision at the tram station – and existing facilities are poorly overlooked

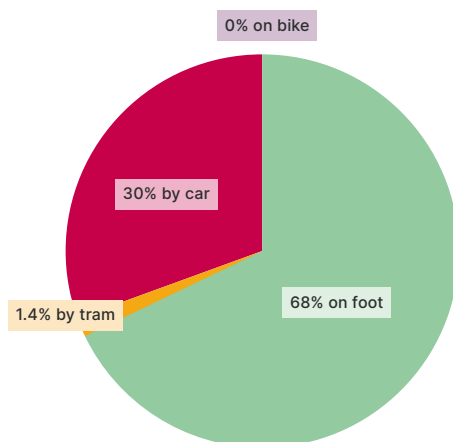


Bury New Road acts as a major barrier to east-west pedestrian movement, with pedestrian crossing facilities isolated to major junctions



There are little-to-no cycle lanes along streets around the town centre – and lanes along the corridor are narrow and unsegregated

How do people reach the town centre?



The survey responses reveal that a large majority travel to the Town Centre on foot – suggesting they live in close proximity. Over a quarter of journeys are made by car.

Key Findings and Messages



- The active travel network breaks down as strategic linkages meet residential neighbourhoods leading into the town;
- Missing or insufficient cycle infrastructure across the area deters people from using bikes to get around, creating more short journeys via car;
- Disruptions in pedestrian movement and overall low-quality of public realm have a detrimental effect on the pedestrian experience;
- There is an opportunity to repair and enhance the pedestrian permeability of the town centre, especially crossing Bury New Road; and
- Over half of respondents said that they walk to Whitefield town Centre which demonstrates the importance of creating safe and pleasant pedestrian linkages, crossings and public realm.

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2.6 Local Context

Public Open Space

Whitefield has several parks and green open spaces, creating rich and green areas off the A56.

Hamilton Road Park – photo source: David Dixon



Existing parks within and abutting the study area are varied in their quality. Whitefield Park, which has been a key feature and focal point to the town since the late 19th century, is a major asset, presenting a mature and varied character. Parks elsewhere across the town centre are with a limited range of facilities. Springwater Park and Hamilton Road Park are holders of Green Flag for well-managed green outdoor spaces.

1. Whitefield Park



- Small urban local community park established in 1890.
- Size: 2.01 hectares
- Edges: Metrolink Station, Park and Ride, industrial estate, and residential development.

2. Victoria / Besses Park



- Small local park established in 1990 catering for sports and outdoor exercise.
- Size: 1.1 hectares
- Edges: predominantly residential with retail near the high street.



3. Hamilton Road Park

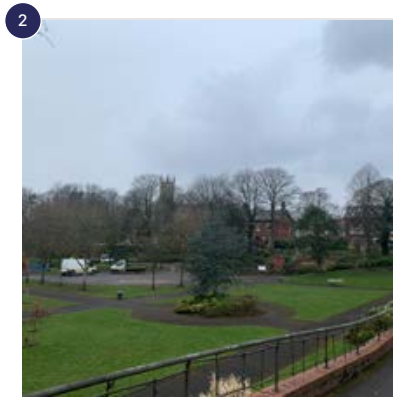


- Small park with tennis court and toddler's area.
- Size: 0.98 hectares
- Edges: Residential, healthcare facility, sports facility, and religious grounds.

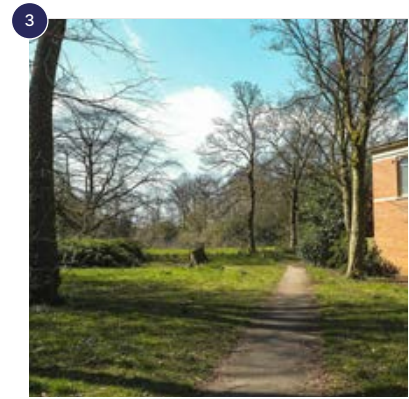




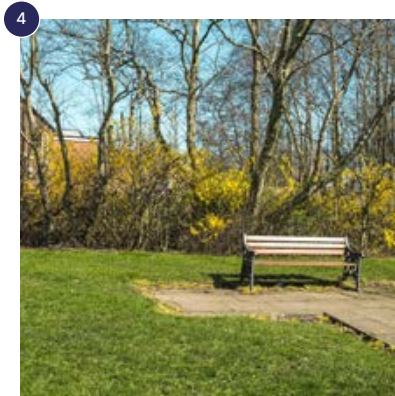
Victoria Park – poor overlooking from the street and impermeable edges



Hamilton Road Park – there is an opportunity to diversify activity and planting



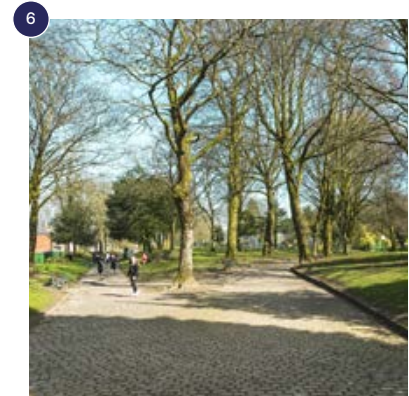
Green space adjacent to Slattery is currently poorly overlooked



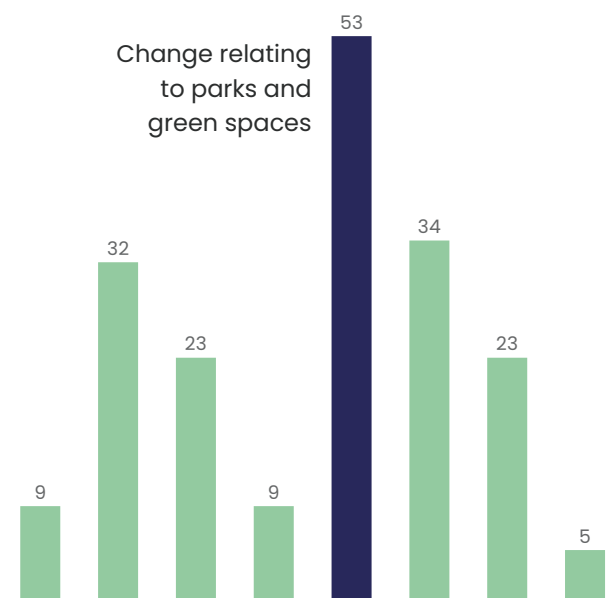
Poorly defined amenity green spaces are scattered across the town centre



Pockets of amenity green space with limited function at Victoria Square



Whitefield Park – a verdant oasis at the heart of the town



Respondents of surveys received to date highlight changes and improvements to park as a major area of focus

Key Findings and Messages

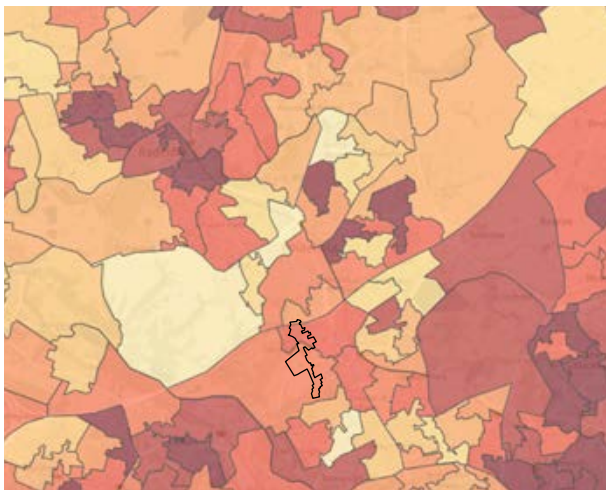


- Existing parks vary in quality, and there is potential to further activate and diversify; these spaces as part of the plan, as well as creating more access points to better integrate spaces into the wider neighbourhood;
- There is an opportunity to draw the green character of the parks and surrounding green residential streets onto the A56 corridor; and
- Opportunity to improve cycle infrastructure and pedestrian environment to encourage the use of active travel for short trips within the neighbourhood, including bike parking around shops and other amenities.

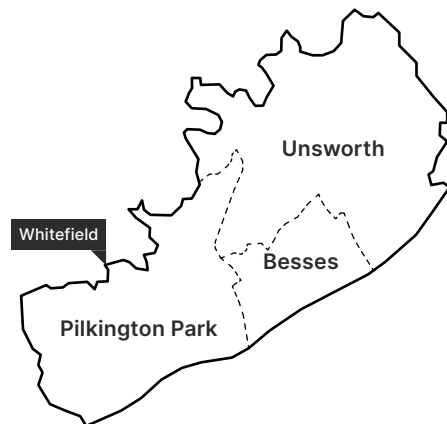
2.7 Local Context

Socio-Economic / Demographics

Whitefield's population is diverse in terms of age, culture and habits. This reflects in the need to create an inclusive environment that tends to all of the population, creating a vibrant town for all.

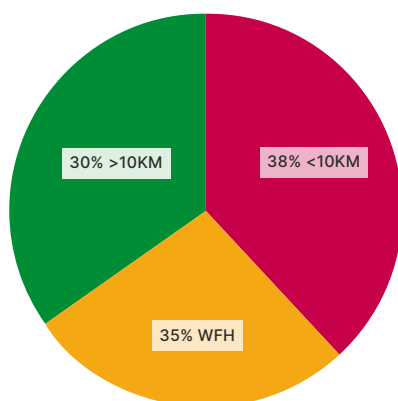


Indices of multiple deprivation (Census, 2019)



Deprivation

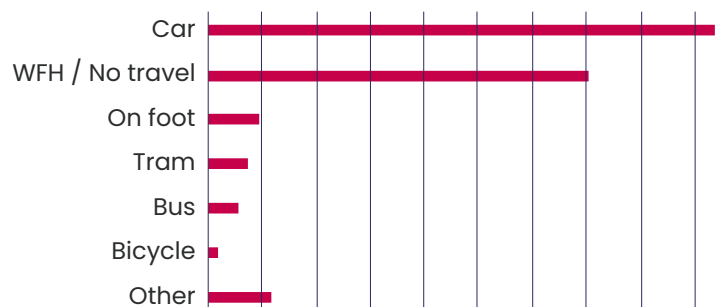
Communities to the east of Whitefield Town Centre are amongst the most deprived in the UK, whilst areas to the south and southwest in the Besses and Pilkington Park Wards also show high rates of deprivation.



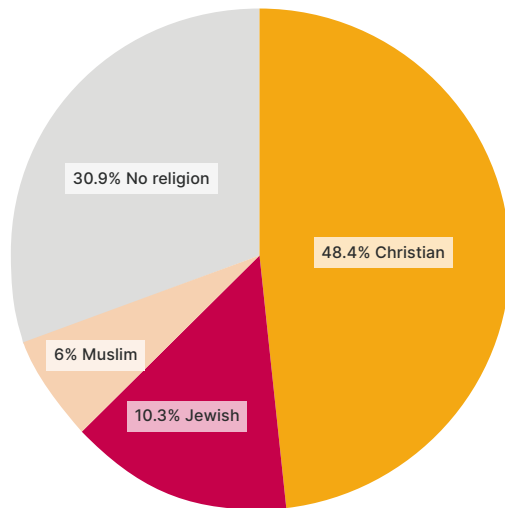
Commuting habits (Census, 2021)

Work

Over a third of those employed in Whitefield work from home, suggesting there is a large number of people at home and in the area throughout the week. Of those who do travel, many prefer car as their preferred commuting method.



Modes of travel to workplace



What you've said...

"Neighbourhood is disconnected by major roads which also mark socio-economic barriers."

Whitefield Resident

Identity*

The wider Whitefield area is truly multi-cultural and multi-faith, as captured in the adjacent graph

*Median % figure for each of the predominant religious groups using 2021 census data for Whitefield East, Whitefield West and Park Lane, Besses and Unsworth.

Population

42.5

Median Age in Whitefield

20.2%

of population is 65 years old and over

19.4%

School children or full-time students

Key Findings and Messages



- There is a rich cultural mix within Whitefield; this should be supported by local facilities to enable cooperation;
- A third of Whitefield's population works from home; this means that they could form an opportunity to increase local trips to the Town Centre, enhancing the local economy;
- Children of school age and students make up 1/5 of Whitefield's population and the local area has to support their needs;
- East of Bury New Road is significantly more deprived than the west – need for reconciliation and support the growth.

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3 Exploring the Town Centre

Study Area

Here we zoom into the town centre, looking at more specific and detailed considerations affecting Whitefield.

This section presents analysis of the Bury New Road corridor, outlining the key challenges and constraints faced along the high street.

3.1 Key Destinations

There are several key destinations located within the town centre, acting as pull factors for Whitefield. These destinations are considered important to the town centre, and will be central to emerging plans for improvements.

Slattery

A popular and long running family-run business, a patisserie and chocolatier shop and bakery. It is located north from the junction of Bury New Road and Pinfold Lane, close to the entrance to the wooded area of Green Hill. Slattery is a major draw to Whitefield, attracting visitors from far and wide.

Garrick Theatre

A purpose-built theatre located close to the Whitefield tram station. The theatre produces five plays each year, seats 87 people and includes foyer and bar facilities. The Whitefield Garrick Society was founded in 1943 and has its roots in the Whitefield Home Guard. The theatre is a very well-known and used facility among local residents.

Hamilton Road Park

A park located within All Saints Conservation Area. It is accessed via ramp from Bury New Road, and contains children's playground and a hard-paved events space.

Whitefield Park

First opened in 1890, it is a small, local urban local community park, adjacent to Whitefield tram stop. The entrance to the park is flat, then rises towards the middle and slopes away to the rear. Facilities include children's play area, multi-play ball zone and a youth shelter.

All Saints Church

A Grade I listed building built between 1821-1826, it is an Anglican parish church located on Church Lane acting as a community centre.

Former Library

The former Library and Adult Learning Centre on Pinfold Lane also served as a community meeting spot. It has been closed down due to lack of funding.

What you've said...

"Whitefield is an 'in-and-out' town rather than a destination."

Whitefield Resident



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What you've said...

"There are not many places to meet - I have to leave Whitefield to do that."

Whitefield Resident



Key destinations

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3.2 Understanding Bury New Road

Public Realm, Pavements, Parking

Bury New Road presents a hostile and unpleasant environment for pedestrians and cyclists – with wide road carriageways dominating the streetscene.

The environment at the Stanley Road junction presents an example where the corridor is at its widest, with heavy traffic prevalent and noise / air pollution a major issue.

Clutter dominates the pavements, there are inactive frontages next to Morrisons, and there is little outdoor space for businesses to spill out into the street. Green infrastructure is limited, and cycle lanes are narrow.

The section below captures many of the overarching issues faced by Whitefield Town Centre – as Bury New Road functions as an urban highway, not a high street.

What you've said..

"It's not nice to walk along the main roads."

Whitefield Resident

1



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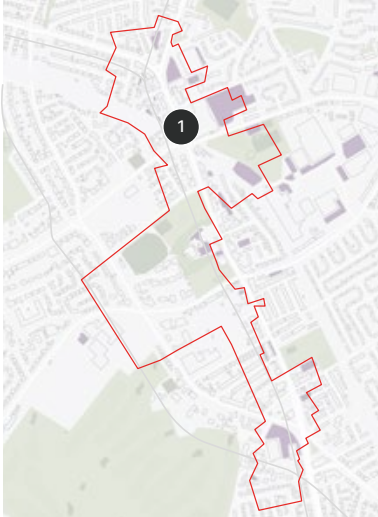
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What you've said...

"We want narrower road and wider pavements that are safe for everyone."
Whitefield Resident



Limited space for spillout from Porada restaurant



Poor cycling infrastructure



Bury New Road street analysis



Width of carriageway creates unpleasant pedestrian environment

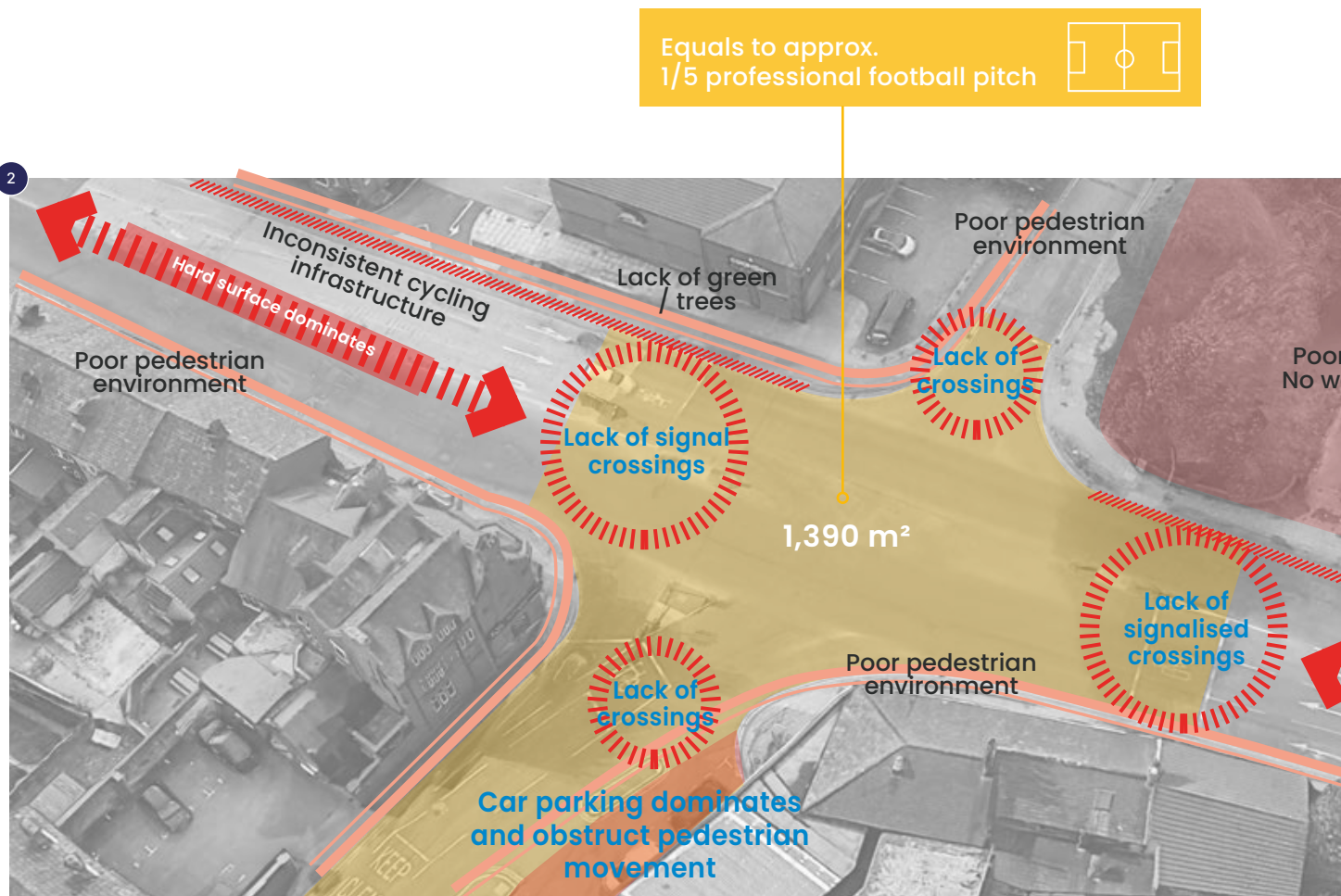


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3.3 Understanding Bury New Road Junctions

During the consultation sessions, residents had mixed feelings about the A56. They recognised it as an important road for vehicles but felt that the heavy traffic made the town feel busy and overwhelming.

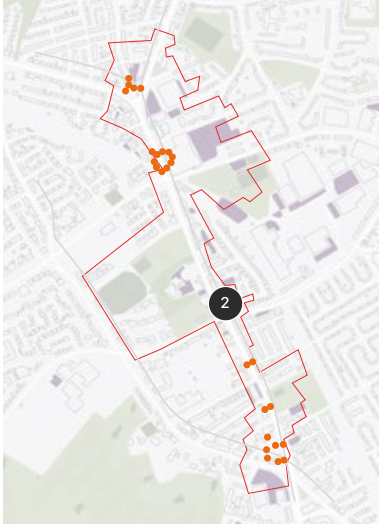
The junction at Pinfold Lane/ Moss Lane captures the key issues faced at Whitefield's junctions – with narrow footpaths and a lack of signalised crossings.



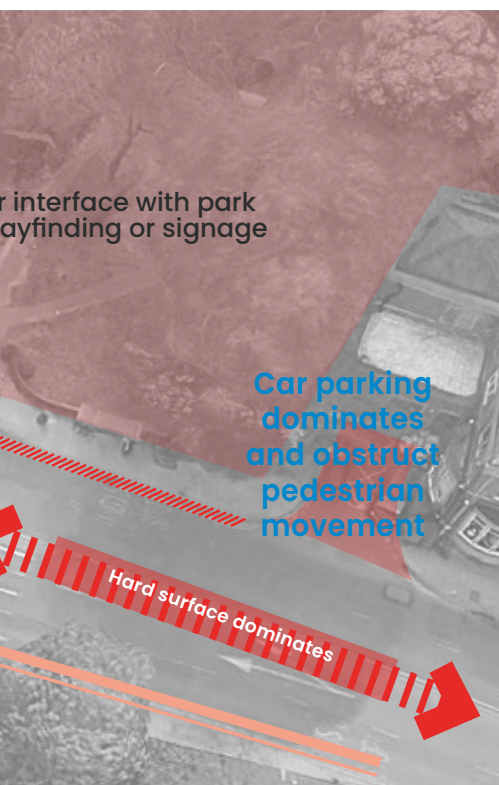
What you've said...

"The town is segregated due to the road and lack of public spaces"

Whitefield Resident



Carriageway dominates the environment



Junction of Bury New Road and Pinfold Lane / Moss Lane



Low-quality public realm



Lack of signal used pedestrian crossings

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3.4 Understanding Bury New Road Buildings and Character

Buildings in the study area present a range of architectural qualities, which changes the character of Bury New Road as you move through the town centre.

The majority of the many buildings in the area were built during the 19th and 20th century, with rows of red brick terraces, many now converted into retail units lining Bury New Road.

Larger Victorian semi-detached and detached homes address the street around the conservation area, set back from the street. Deep front gardens enhance the character of Bury New Road; and elevated buildings providing a strong sense of street enclosure.

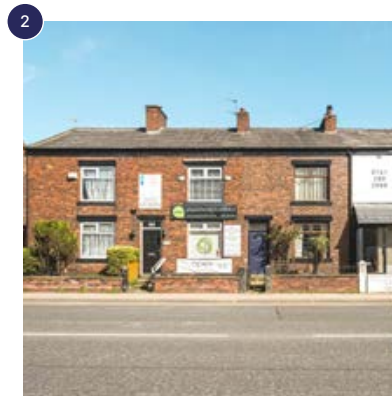
There are several modern additions to the area, mainly in form of large-footprint retail and office buildings to the north and south. These buildings are surrounded by swathes of surface car parking, and fail to define the high street. This detracts from the sense of enclosure experienced elsewhere along Bury New Road – especially around the northern and southern gateway areas.

Key Findings

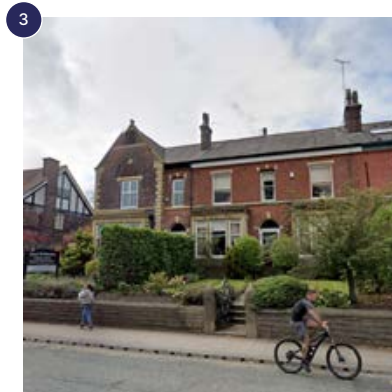
- Red brick, Victorian properties are characteristic of the area, and contribute positively to the character of Bury New Road around the conservation area;
- Other historic terraced buildings have been degraded over time, with the addition of low-quality render and fascia;
- Landmark buildings are scattered across the area, however ground floor frontages often fail to activate the street. Landmarks are poorly integrated and act as islands – a result of surrounding road infrastructure and boundary treatments; and
- The setting of landmark buildings are often poor, failing to celebrate the assets.



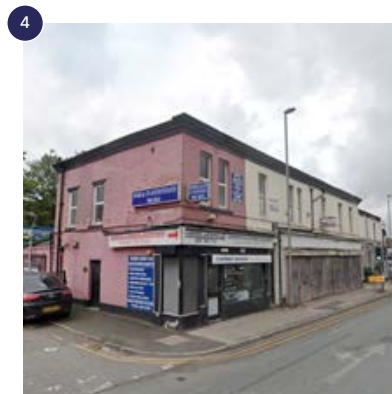
Landmark historic building with prominent facade features and strong vertical elements



Victorian terraced buildings, more recently converted into commercial properties, are characteristic of Whitefield



Victorian houses with large, green thresholds define Bury New Road around the conservation area

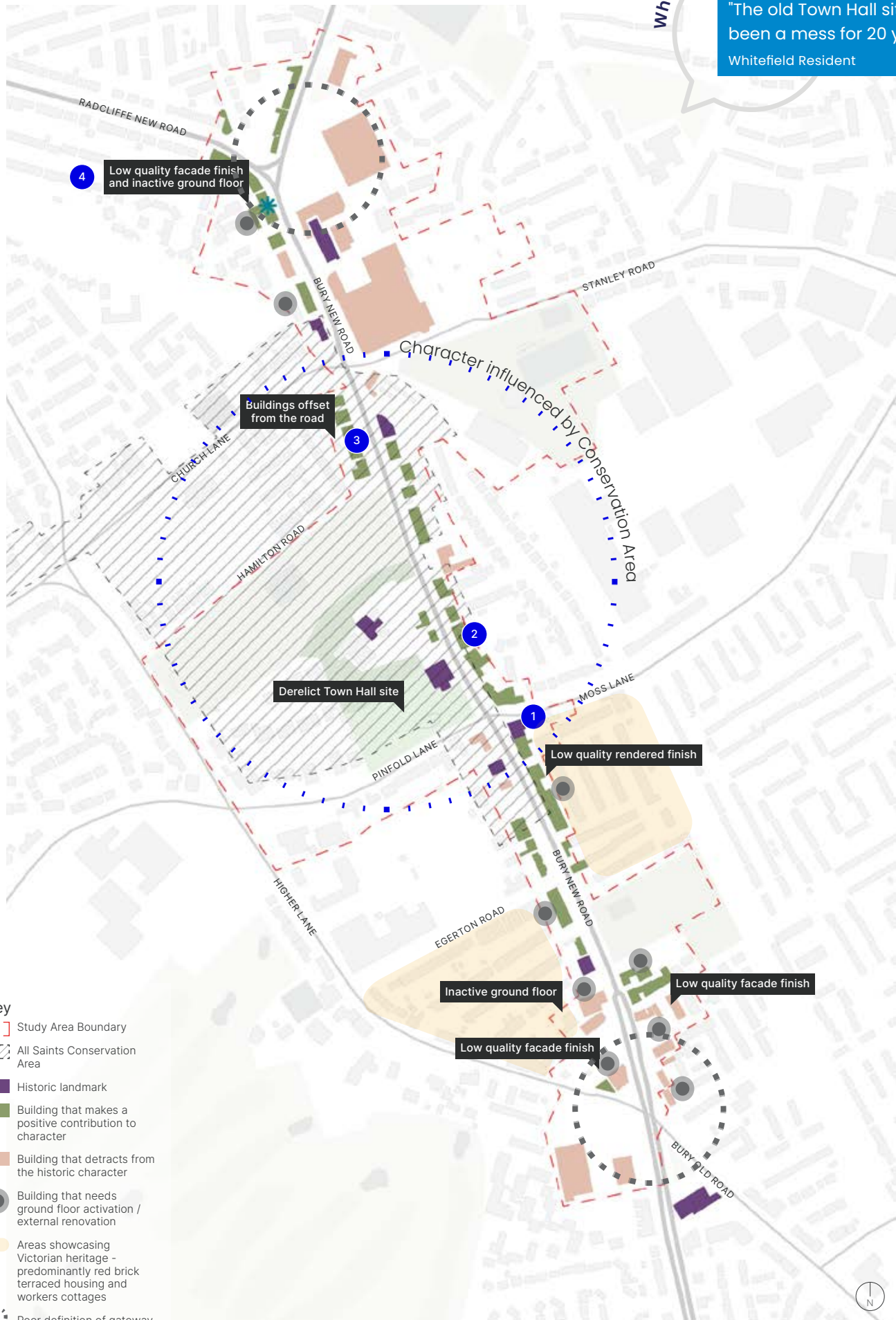


Rows of terraced buildings where the historic character has been eroded by low-quality fascias and render

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What you've said...

"The old Town Hall site has been a mess for 20 years."
Whitefield Resident

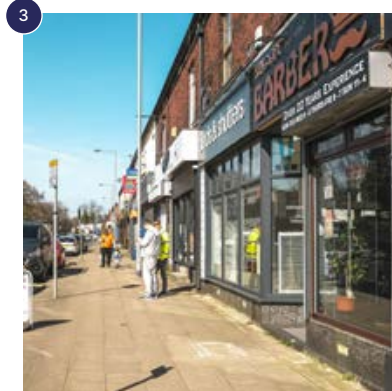


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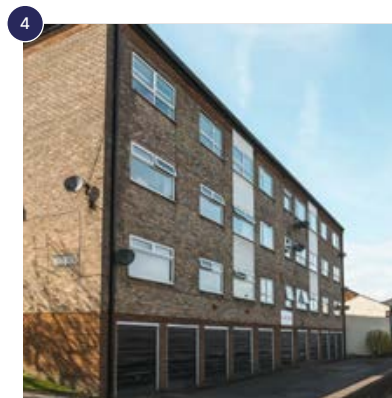
3.5 Understanding Bury New Road Frontages

There are several types of building frontage treatment within the study area:

- Active frontages that interact with the street – with predominantly transparent ground-floor frontages;
- Active frontages that don't interact with the street. This type of frontage is predominantly detached and semi-detached villas offset from the road by a front garden;
- Residential frontages where the entrance is either directly onto the street, or via a small front garden;
- Inactive frontages – including blank walls, garage entrances, opaque shop fronts where branding or signage has been installed in a glass window;
- Areas addressing the corridor where no building frontage is present. This is particularly prevalent in gateway spaces way spaces to the north and south.



Ground floor frontage activated by shops and services



Inactive ground-floor frontage fails to activate the street

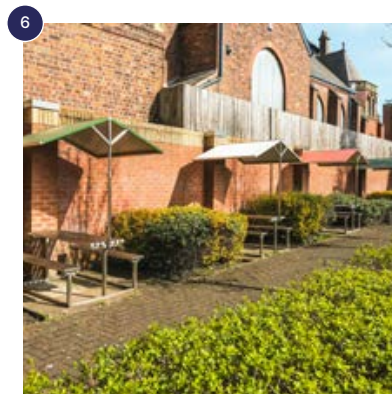
Key Findings and Messages



- There is limited to no spill out space along Bury New Road, preventing businesses from activating threshold and pavement spaces;
- The ground-floor frontages of many of the existing buildings along Bury New Road are opaque, failing to activate the street;
- Varying opening times of businesses result in long rows of closed shutters both through the day and in the evening;
- The location of large surface parking areas addressing Bury New Road creates fails to define the corridor, especially at key gateways to the north and south;
- The largest cluster of active frontages is located at the centre of the corridor; yet the street environment around them is poor. This is a major opportunity.



Ground floor frontage activated by residential entrances



Exterior spill out / seating areas partially activating the street

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What you've said...

"Poor environment along Bury New Road negatively affects local businesses."

Whitefield Resident



Building Frontages Plan

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3.6 Understanding Bury New Road Uses and Destinations

Whitefield is a predominantly residential neighbourhood, with the greatest mix of uses concentrated along Bury New Road, creating a central axis.

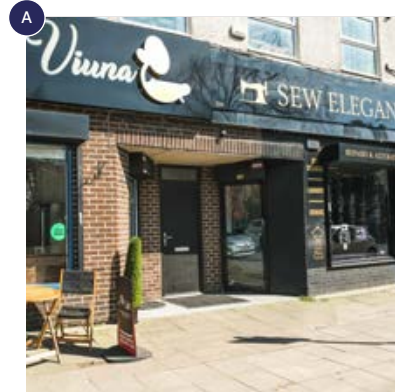
Dominant uses in the study area are retail and local services (e.g. clothes shops, health and beauty, convenience, hardware, legal services etc.). There are some restaurants, coffee places and a range of takeaways in the area.

The majority of shops and services along the high street are small local and family businesses, but there is also presence of national retailers such as Morrisons, Subway, Aldi and McDonald's that include large areas of surface car parking. These are located in the northern and southern gateway areas of the town centre.

There is a large light-industrial / office park called Park 17 – of approx. 9 ha, to the east off Moss Lane in close proximity to the Metrolink Tram Stop and park and ride.

Key Findings

- There is a wide range of uses along the high street, but a lack of pavement space for restaurant and café spillout. The dominance of road traffic and inactive ground floor frontages cause the town to be less vibrant than it could be;
- The opening hours of shops along Bury New Road results in long rows of closed shutters throughout the day and evening; and
- Residents were concerned about a lack of variety in cafes / pubs / bars and too few independent retailers. They also stated that car parking can have negative impact on the street scene, as it lowers the quality of public areas.



Shops and services along Bury New road are mostly small businesses.



Big retailer shops with large parking areas.



Various restaurants along Bury New Road.

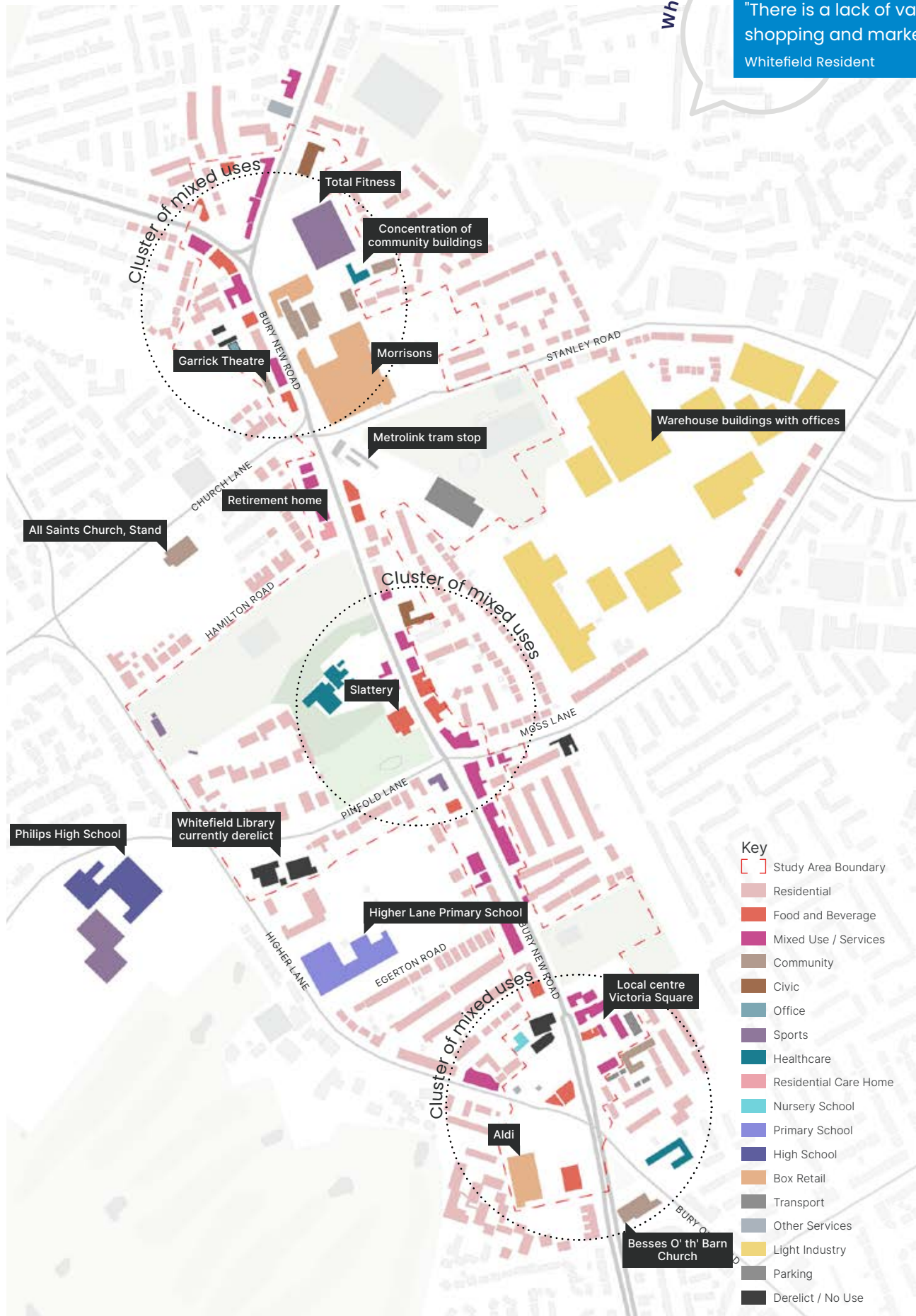


Park 17 – large footprint buildings set within green space and surface car parking to the east of study area.

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What you've said...

"There is a lack of varied shopping and markets."
Whitefield Resident



Land Use Plan

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COMMUNICATION

4 The Community Heart: Voices and Values

Engagement

4.1 Exploring the heart of Whitefield

We have sought to understand how local people feel about Whitefield (the heart) to supplement our analysis of the physical elements of the place (the head).

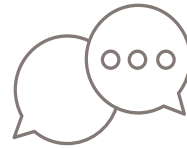
Only through understanding how people feel about Whitefield as a place can we deliver policies and projects which will help to improve the town as well as people's lives



4.2 Approach to Engagement

The adjacent timeline details the community engagement events and online consultation undertaken through the plan-making process.

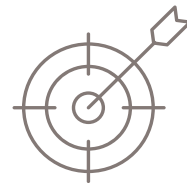
The findings have been collated and summarised to inform the vision, objectives, and proposed interventions presented in the latter half of the plan.



March 2023

A consultation event with community stakeholders was held on 16th March.

Feedback was collated and grouped into themes, to help identify the local community's main priorities.



May - June 2023

A wider public consultation event was held on 20th May, and online public consultation ran until 16th June 2023.

Feedback was again collated and grouped into themes and cross-referenced with the feedback we received from the first engagement event.



2024

A formal consultation was held which included an online questionnaire, a session with students at Philips High School, and sessions at Morrisons Whitefield for the general public and a targeted session with the Bury Blind Society.

Following this, a last phase of consultation with Whitefield businesses and internal Council stakeholders took place in Autumn 2024 to finalise the Plan.



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4.3 Where is the centre of Whitefield?

Having asked the Whitefield community to locate the centre of the town, two key areas stood out:

1. Whitefield Tram Stop

The area around the Metrolink tram stop, Morrisons supermarket and Porada restaurant – mainly because of the location of the tram stop as a gateway and transport node. Also the historical analysis and comments from the residents suggest that the original centre of Whitefield was located within this area.

2. The area from the former town hall to Hamilton Road Park

An area further south, centred around the site of former Town Hall (now demolished), Slattery bakery and Uplands Medical Centre. This area was chosen mostly because of the former Town Hall location, as well as the renowned Slattery bakery. Historic analysis suggests that this area around Pinfold Lane was also significant in formation of the

What you've said...

"There isn't a centre.
It's just a road."
Whitefield Resident

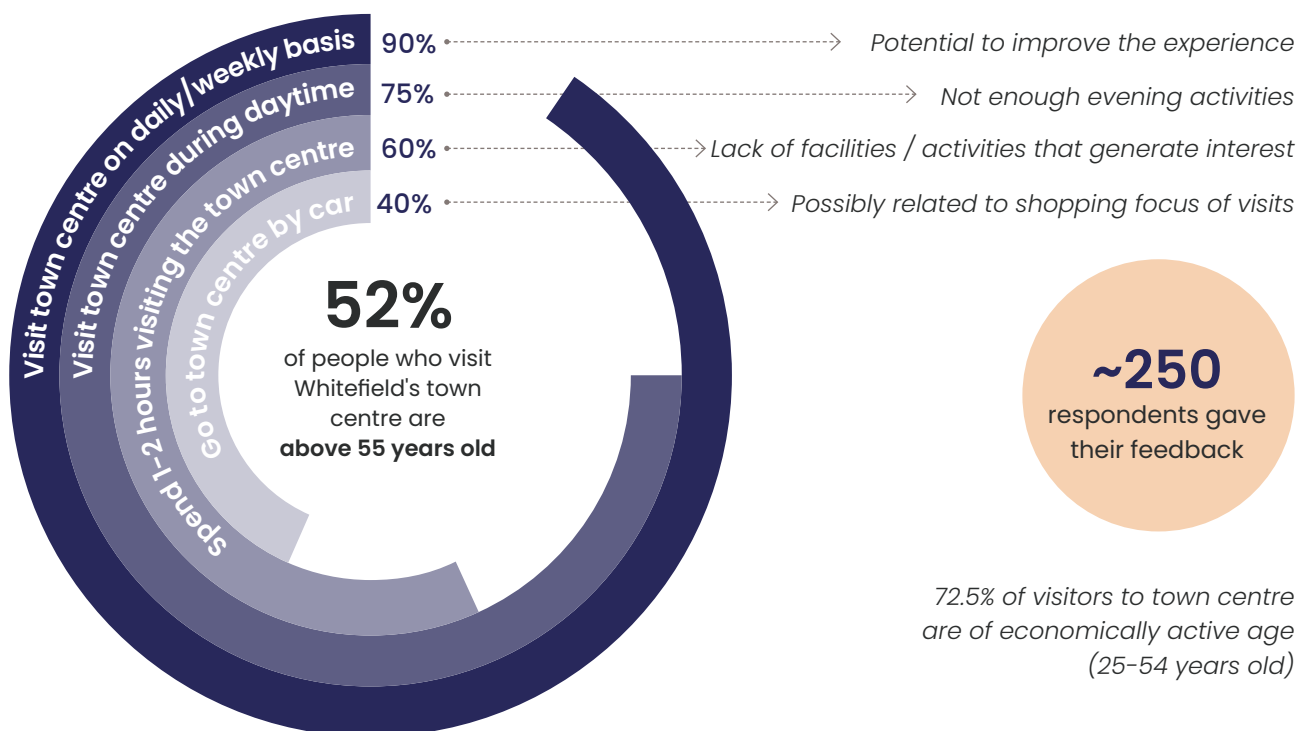
We asked members of the Whitefield community to note where they felt the 'centre' of Whitefield sits, as identified on the adjacent plan.

The size of the circle indicates that a higher number of people identified the area as the 'heart'.



4.4 Community Engagement Summary – 2023

Further public engagement was undertaken between March and June 2023, providing a wealth of information and insight into the town. A summary of the key messages and findings is presented here.



Key Findings and Messages

These are the key themes that were identified based on the feedback from consultation events:



Lack of a central heart



It's not a destination / Lack of variety



Strong community spirit



Lack of community resources



Feels neglected which may lead to increase in antisocial behaviour



Poor experience of walking and public realm



Lack of cycling infrastructure



Heavy traffic and wide roads



Abundant parks and green spaces

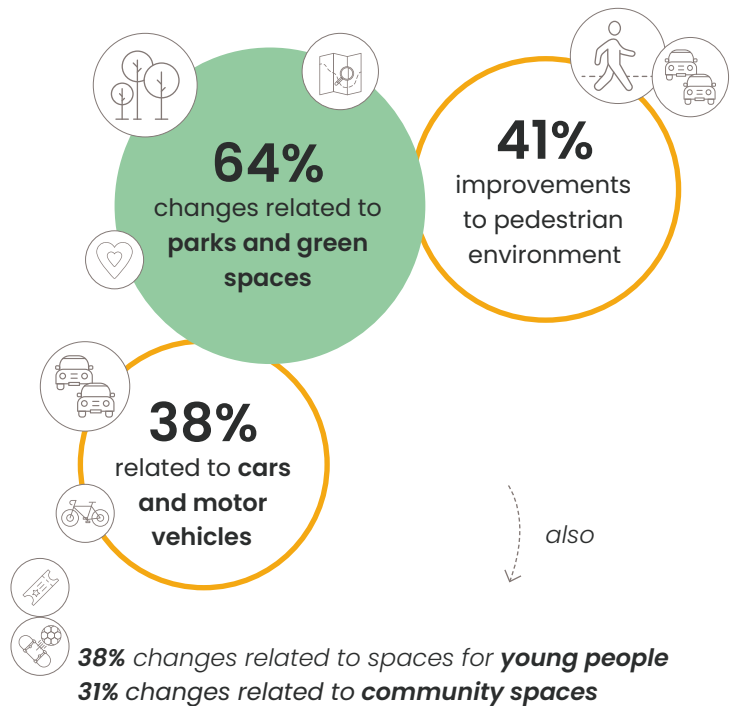


Need for facilities for young people

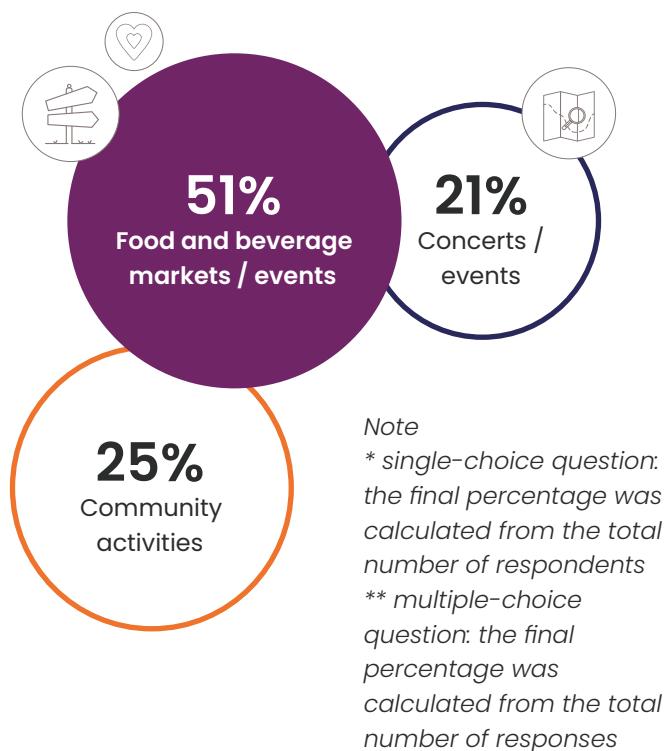
What is the main reasons for visit?*



What changes would the community like to see?*



What would they like to see more of?*



Burning issues

Important notes from the community:

- There is no centre / heart to the town
- The local community needs a platform and physical spaces to get together
- Children's play areas and facilities need to be renovated / improved
- Road safety / lack of safe road crossings
- The environment around the Metrolink stop needs improvement to feel safer and reduce antisocial behaviour
- Demand to reduce traffic and speeding on Bury New Road
- The bus lanes seems redundant
- Strong demand to re-open the library

4.5 Summary: Consultation on Draft Plan

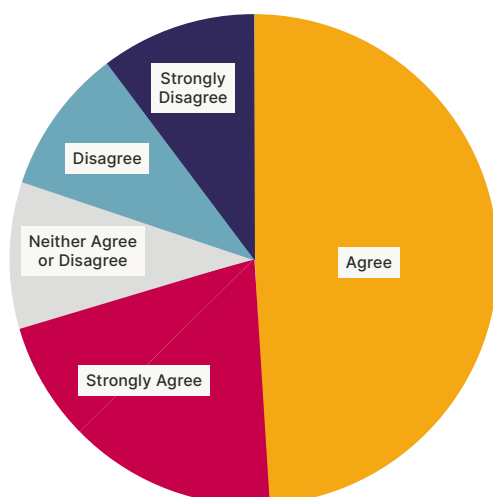
Following the production of the draft Town Centre Plan in late 2023, a consultation on the Plan's proposals was open from 22nd January – 24th March 2024.

The consultation comprised: x2 3-hour sessions in person sessions at Whitefield Morrisons' Foyer where members of the public could ask the project team about the proposals and give their feedback (with approximately 100 attendees on each day); a 3-hour session organised with Bury Blind Society at Whitefield Morrisons community room; an hour-long session at Philips High School to get feedback from the year 8 and 9 pupil leadership group; and a questionnaire hosted on the Council webpages.

A summary of the responses of the over 250 people who fed back during the consultation is provided across this two page spread. Findings of the consultation process and informed and altered the aims, objectives, and proposed initiatives to be delivered under the plan.

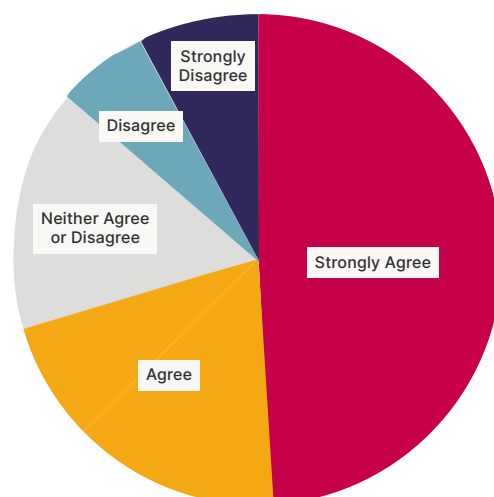
The Whitefield Common proposal

Do you agree or disagree with the Plan's proposals for the Whitefield Common (the area from Hamilton Road Park to the Former Town Hall/ behind Slattery's)?

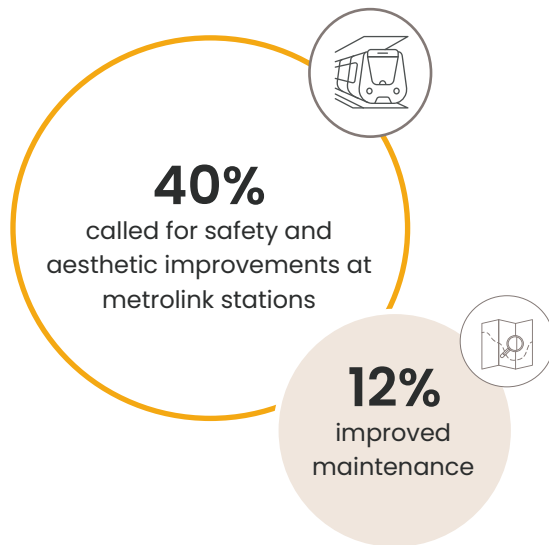


New pedestrian routes off Bury New Road

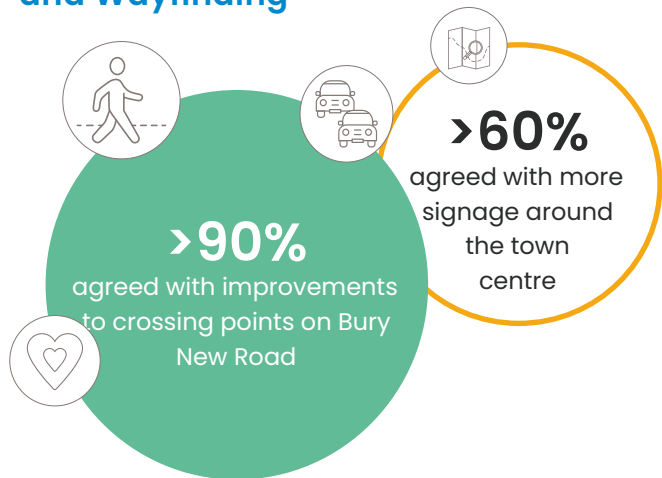
Create a new pedestrian route parallel to the A56 (this could begin at the junction Moss Lane and Pinfold Lane, link through the Old Town Hall Site and the Uplands then go to Church Lane and finally finish near the junction between Radcliffe New Road and Bury New Road).



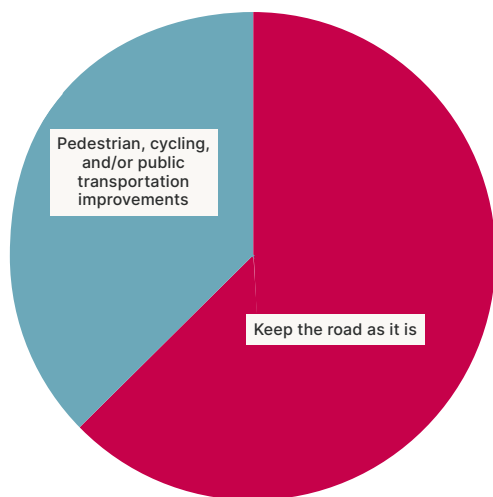
Improvements at the Metrolink Stops



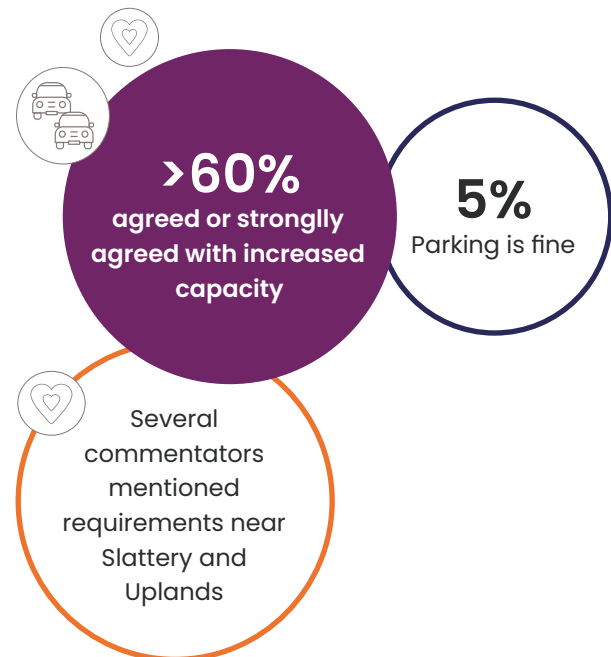
Pedestrian Facilities and Wayfinding



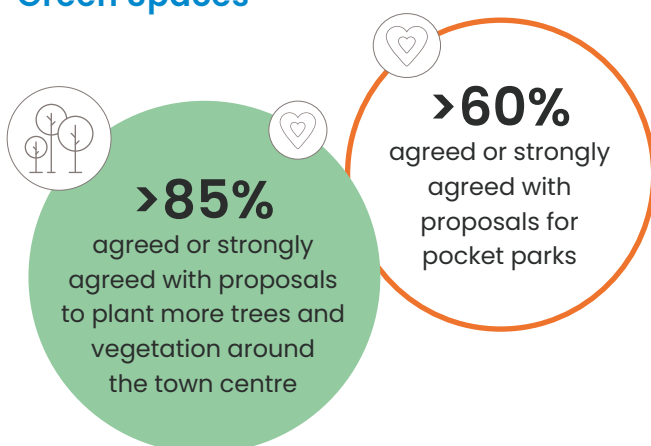
Changes to Bury New Road



Car Parking



Green Spaces



5 So What's Important?

Challenges and
Opportunities



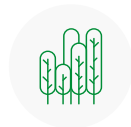
The following section provides a summary of the findings of our analysis of the 'head' and 'heart' of Whitefield, outlining what we believe to be its key assets and challenges.

Informed by this, a series of opportunities for future improvement have been identified.

5.1 Whitefield's strengths and assets

Following extensive conversations with the Whitefield community and spatial analysis of the place, the following key assets have been identified as being important to Whitefield Town Centre:

These assets are the jewels in Whitefield's crown, and form the basis for future interventions across the town centre as the plan moves forward.



Access to wider green space network



Strong community spirit with active community groups



Existing heritage buildings



Place with a story



DRAFT



Strategic accessibility
- road (Bury New Road) and tram links with Manchester



Famous shops and organisations



The Conservation Area



Mature trees and green residential streets



Sport and Parks at the centre of the town



Education facilities
- primary and secondary

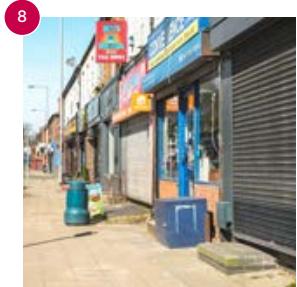


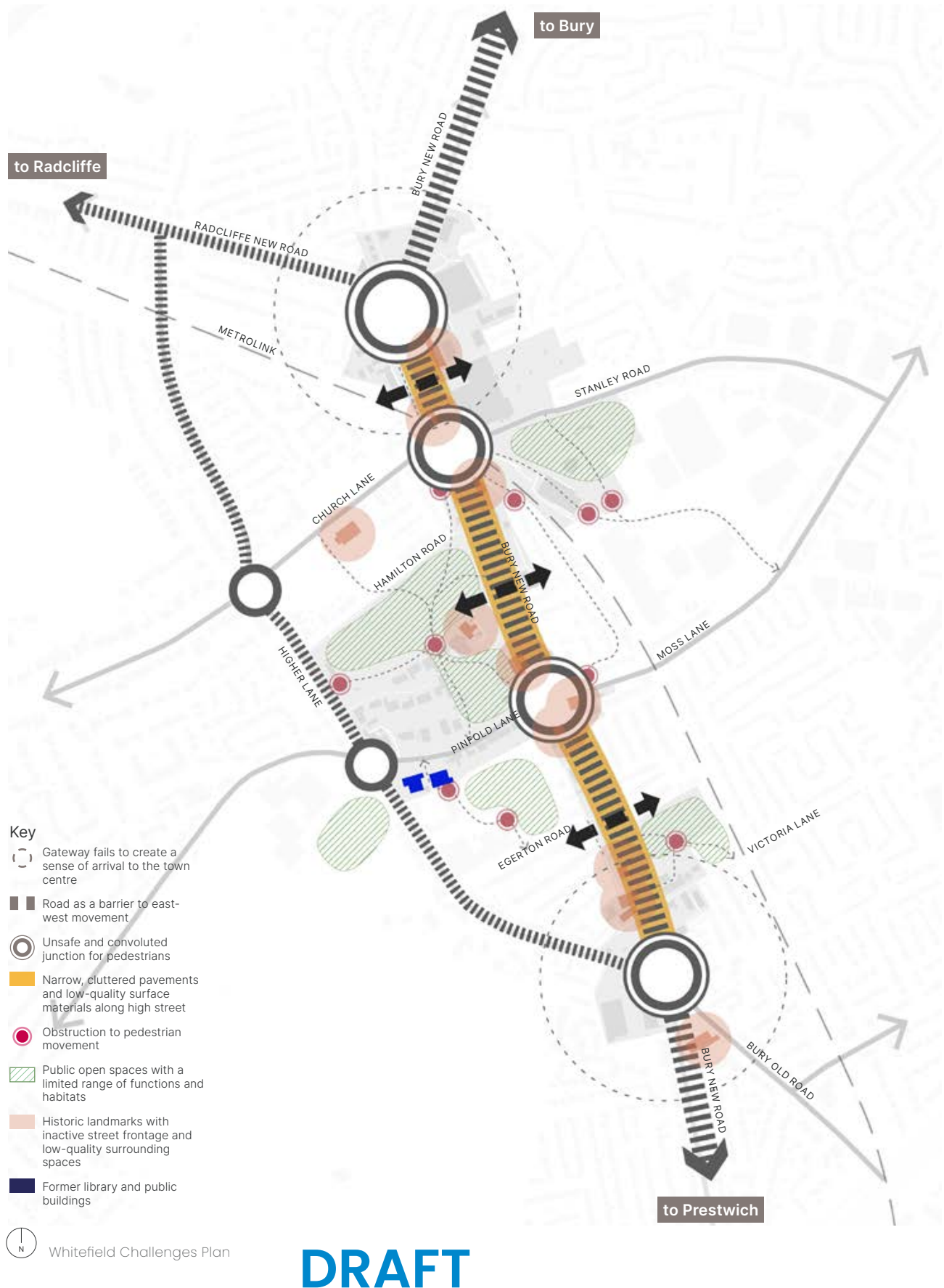
5.2 Whitefield's Challenges

This spread summarises the key issues and challenges faced by Whitefield Town Centre, identified through the spatial analysis and feedback from the community engagement events undertaken so far.

These challenges set the basis for the emerging vision for the town centre, providing a steer on the key areas which require focus as potential interventions.

1. **The amount of vehicular traffic and wide roads**
2. **A lack of variety of things to do**
3. **Difficulties moving around on foot or bike**
4. **Narrow pavements and low-quality public spaces**
5. **Limited community facilities**
6. **Too many shutters and blank shop fronts**
7. **Parked cars detracting from the quality of public spaces**
8. **Parks could include a more diverse mix of activities**
9. **Historic buildings which have lost quality and character from modern shop fronts and building works**
10. **Whitefield lacks a heart/ centre due to its linear form**
11. **Badly connected areas off from the A56.**





5.3 Emerging Opportunities

We believe there to be an overarching opportunity to **enhance Whitefield Town Centre as a destination**, creating a range of activities, functions and uses to draw people to the town centre, and encourage them to stay there for longer.





6

A Vision for Whitefield



The Plan's vision statement and objectives have been shaped by analysis of Whitefield and community feedback from engagement events.

Each objective is supported by a series of design principles, providing more detail on how the objective might be achieved through time.

6.1 Vision Statement

Whitefield will be a more prosperous and greener town with a vibrant high street, shaped by the collaborative efforts of its community, businesses, Bury Council, and other stakeholders.

The vision statement is informed by engagement with the community, and captures the essence of their collective input and feedback into the plan making process. As a member of the community stated during the engagement process:

"Whitefield is a town with a heart, and has a strong community spirit, we've just got nowhere to meet!"

The vision objectives highlighted in the adjacent support the vision statement, and begin to explore *how* a change might be achieved in Whitefield. They are presented to guide and steer future action and intervention across the town centre.

In the next section of the document, proposed interventions are organised around each vision objective, providing further detail on the type of intervention required to assist in achieving the vision and delivering the objectives.

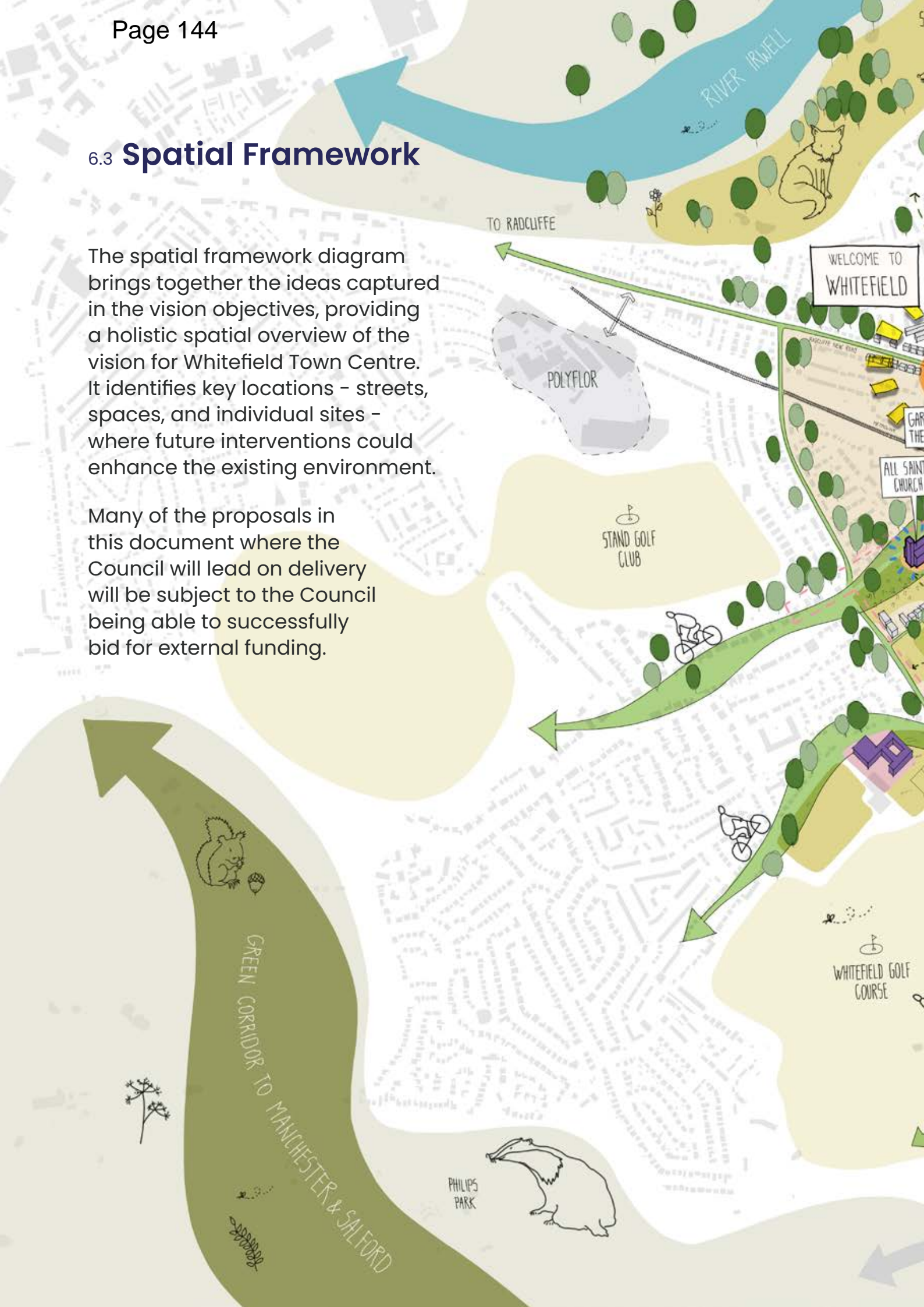
6.2 Big Ideas for Whitefield – The Vision Objectives



6.3 Spatial Framework

The spatial framework diagram brings together the ideas captured in the vision objectives, providing a holistic spatial overview of the vision for Whitefield Town Centre. It identifies key locations – streets, spaces, and individual sites – where future interventions could enhance the existing environment.

Many of the proposals in this document where the Council will lead on delivery will be subject to the Council being able to successfully bid for external funding.





- Key**
- Gateway into town
 - Major junctions
 - Important buildings / spaces
 - Conservation area
 - School grounds
 - High street (Bury New Road)
 - Metrolink route
 - Pedestrian / green linkages
 - Priority areas
 - Residential area
 - Green space
 - Industrial area

TO PRESTWICH AND MANCHESTER

6.4 Focus Area

Through analysis and consultation with the community a number of locations have been identified as having potential for future enhancement.

A number of sites have been identified as having the greatest potential to deliver long-term positive change, including the site of Uplands Medical Centre, The former Town Hall site and its surrounding historic gardens, and the site of the former library and day centre on Pinfold Lane.

Where?

The area is located to the west of Bury New Road and stretches from Hamilton Road Park to Pinfold Lane and includes the former library and Pinfold Day Centre



Focus Area - Location Plan



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Bury
COUNCIL

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Site Background

The Uplands medical practice continues to deteriorate. Current proposals include the medical centre moving to the former library building on Pinfold Lane. This leaves the Uplands medical centre site available for redevelopment alongside the currently vacant Pinfold Day Centre.

Why here?

The area has been identified through site analysis and conversations with the community and stakeholders during the public / stakeholder engagement process.

The area represents a major opportunity, underpinned by the following reasons:

1. There is a cluster of sites adjoining each other for greater impact
2. Consultation feedback – many residents consider this area to be the centre of Whitefield
3. Potential for improved green space and footpaths
4. The Council owns much of the land

Potential Features

1. Current Medical Centre Site (The Uplands)

- To be redeveloped into high-quality homes, most likely apartments
- The area to be developed would be located on previously developed land
- Uplands building (heritage asset) considerations:
 - If possible: Convert existing damaged building for future use
 - Alternative: If the building cannot be retained than what replaces it must preserve or enhance the Conservation Area, when considered as a whole across the development site.

Development Guidelines

- The development must preserve or enhance Conservation Area through appropriate siting, scale, appearance, and materials
- The Council will look favourably on buildings of a comparable size and scale to others in the Conservation Area, such as the homes on Pinfold Lane

Environmental Requirements:

- The development must improve biodiversity (Biodiversity Net Gain) and ought to create an improved landscaped area between Hamilton Road and former town hall

Parking:

- The Council will work with the primary landowner (the NHS) to try to retain or re-provide some of the car parking spaces currently located at the Uplands

2. The “Forest” Area

Proposed Improvements (Subject to Council Funding):

- **Vegetation Management:**
 - Remove selected smaller trees. No Tree Protection Order (TPO) trees would be removed
 - Trim lower branches and foliage to increase light
 - Remove overgrown shrubs
 - Reduce intimidating atmosphere
- **Community Engagement:**
 - Collaborate with schools, residents, businesses, and community groups on the redesign and upkeep of the area
 - Develop mini-landscaping plan including shade-resistant planting and the restoration of the pond

3. Former Town Hall Site

Current Status:

- Privately owned
- Existing planning permission (2014) for 60-bed care home but the development is stalled
- The Council will do what it can to enable development to come forward

4. Access Improvements

Footpath Enhancements

- General improvements (subject to funding):
 - Cut back overgrown areas
 - Improve safety
 - Enhanced lighting appropriate for Conservation Area

New Path Development

- Create route in front of Uplands building:
 - Avoids steep slope
 - Connects new development to Hamilton Road Park

5. Former Library

- **Planned Repurpose:**
 - Bring disused building a function by being the new location for Uplands Medical Practice
 - The site is more accessible to pedestrians than the existing medical centre as a steep slope does not have to be navigated by users

6. Pinfold Day Centre

Site Advantages:

- Set back from roads
- Natural screening from trees

Development Options:

- Option 1: Convert existing building to residential use
- Option 2: Demolish and rebuild on developed land, most likely for high-quality apartments

7. Disused Tennis Court

Current Status: Privately owned

Future Plans:

- Explore sports-related development opportunities





Create a series of pedestrian and cycle linkages through the site



Highlight and activate existing local assets



Create spaces where the community can come together



Create a range of events and activities for all ages



Enhance existing green spaces and introduce new projects



Focus Area Concept

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7

Project Proposals

The project proposals outlined within this section of the document have been identified as being of primary importance to the Whitefield community who engaged with consultation events – both in person and online. They are the 'how' to support the 'what' outlined in the vision.

Bury Council is facing financial challenges and will need to rely on grants from the national government to fund many of the proposals in this plan. One difficulty with this is that the government usually only provides funding to create new projects, not to maintain them afterwards. So, any maintenance of improved public spaces like parks would have to come from Bury Council's already limited maintenance budgets.

As a result, Bury Council will only be able to proceed with some of the plan's projects once they can find additional ongoing funding sources.

Capital receipts may be used to help finance some of the Plan's proposals.

In summary, Bury Council's limited finances mean creativity is needed with funding sources and maintenance arrangements in order to deliver the full scope of this plan for Whitefield. This will require collaboration with other organisations and careful prioritisation of the different project proposals.

Priority projects are highlighted in the tables throughout the following chapter.



**Make it easier
to walk, wheel,
cycle and use
public transport
in Whitefield.**

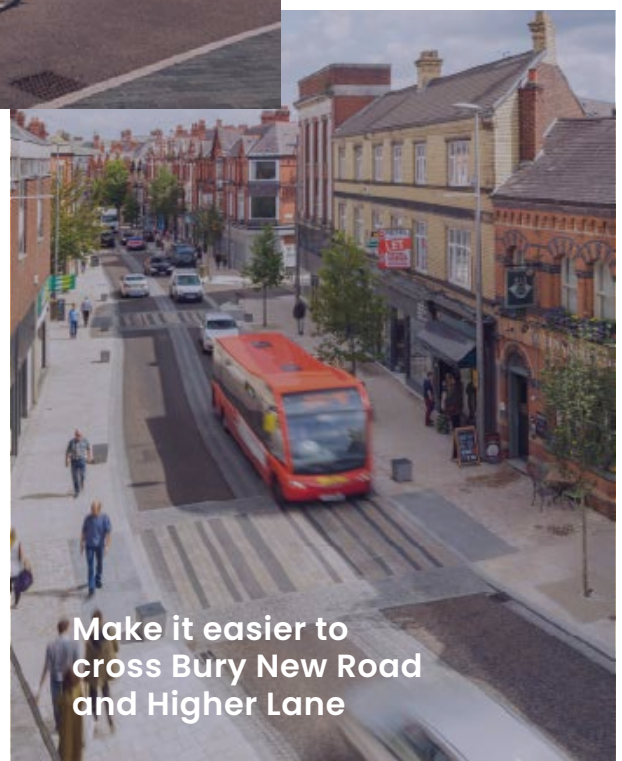
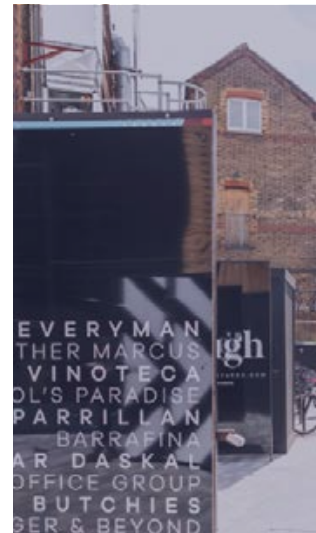


Make it easier to walk, wheel, cycle and use public transport in Whitefield.

Key Design Principles

The movement strategy focuses on achieving three key goals: to improve active travel linkages leading into the town centre; create a more enjoyable and safer pedestrian experience along the high street, and rebalance movement along the A56 corridor to encourage more walking, wheeling and cycling.

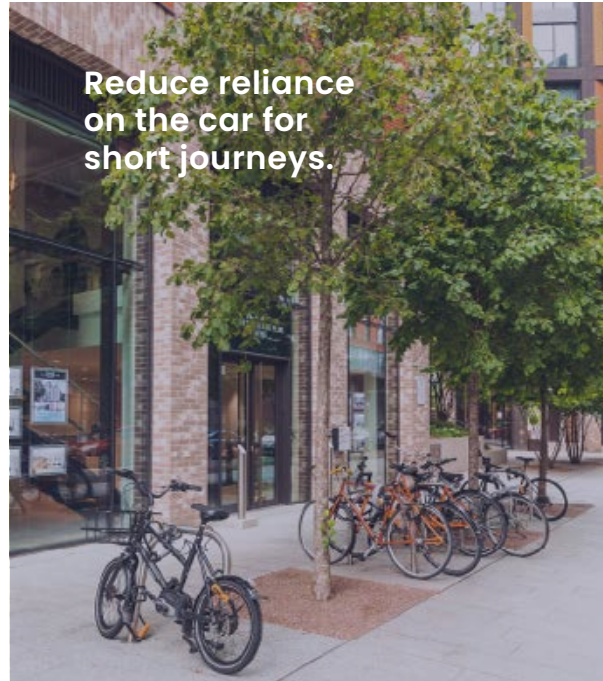
Enhance the walking and cycling facilities leading to the town centre



Make it easier to cross Bury New Road and Higher Lane

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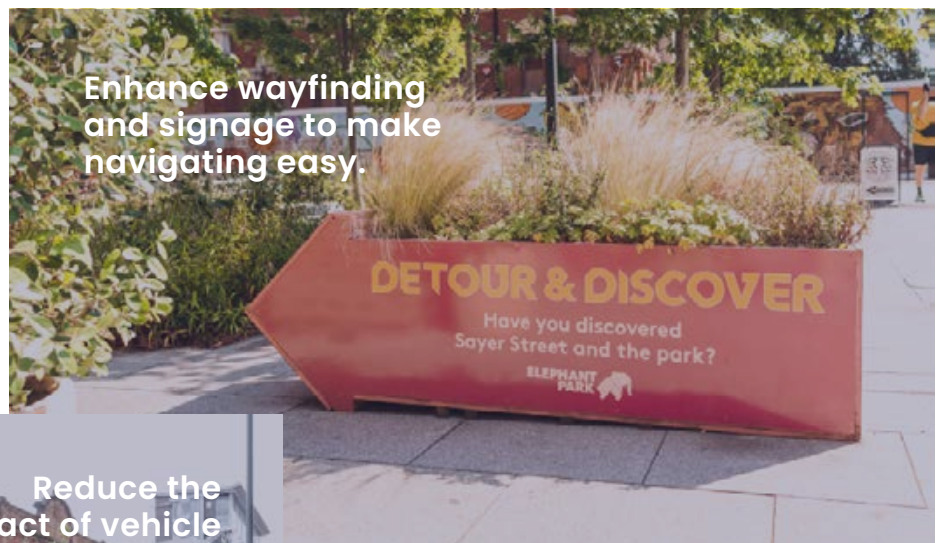
Reduce reliance on the car for short journeys.



Enhance permeability off the corridor, creating new secondary routes and linkages.



Enhance wayfinding and signage to make navigating easy.



Reduce the impact of vehicle traffic along Bury New Road and Higher Lane.



Topics and Themes

The vision objective covers a range of urban design topics and themes, notably:

- Active Travel
- Connectivity and permeability
- Wayfinding



Make it easier to walk, wheel, cycle and use public transport in Whitefield.

Spatial Strategy

The spatial strategy is underpinned by the thorough local analysis presented on earlier pages. It shows locations where interventions and public space enhancements would have the greatest impact to improve the town centre.



UCLan, Preston



King's Crescent, London

Potential locations for Intervention

1. Enhancing the junction of Church Lane and Bury New Road to improve permeability and sense of place.
2. There is scope to increase the number and quality of cycle parking facilities at Whitefield Tram Stop.
3. Future design of junction of Pinfold Lane and Moss Lane should prioritise pedestrians and cyclists, and deliver enhanced sense (and quality) of place.
4. Pedestrian priority crossing points should be delivered in key locations, breaking down Bury New Road and enhancing permeability.

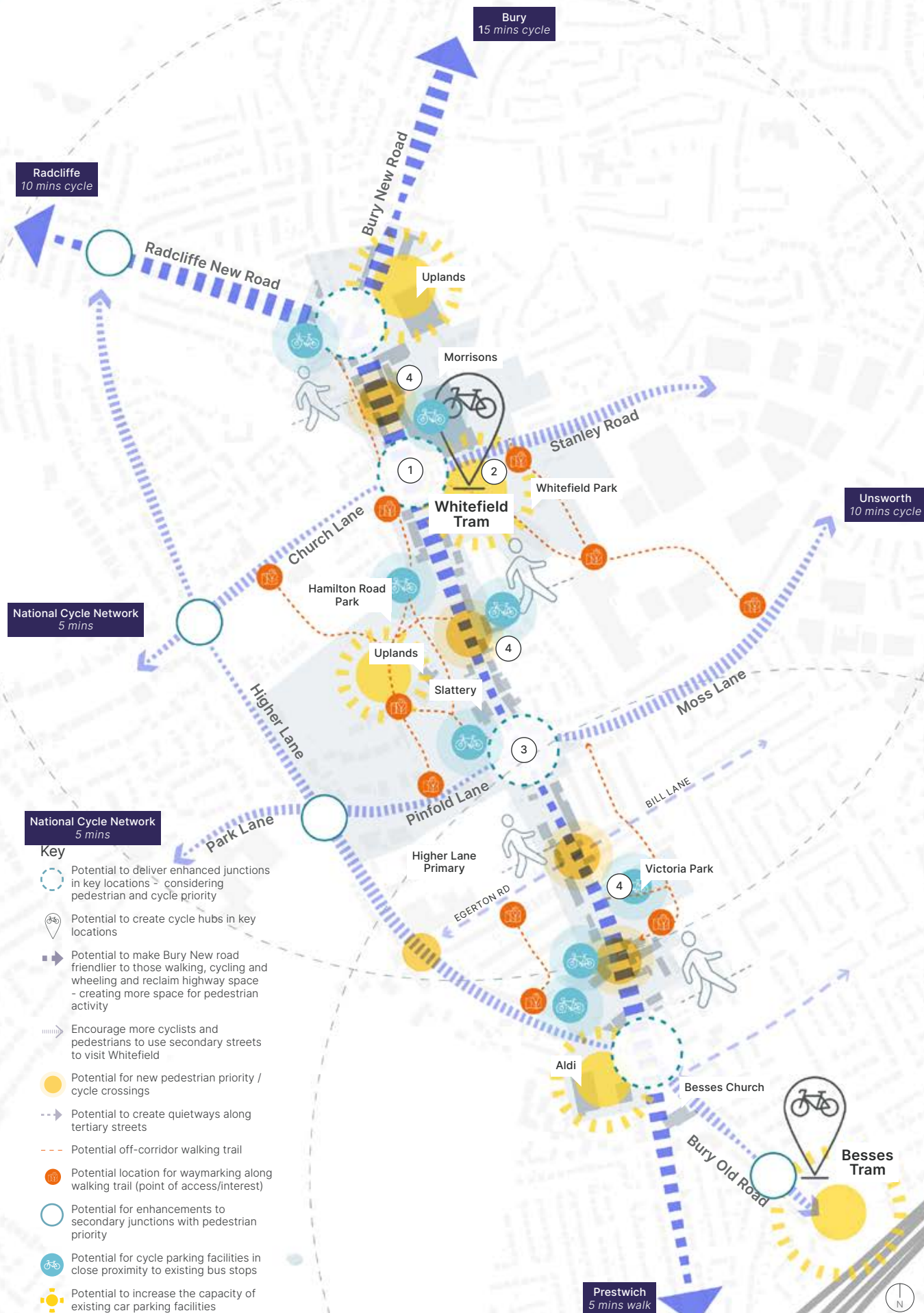


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Make it easier to walk, wheel, cycle and use public transport in Whitefield.

Delivery of the Strategy

The table below summarises the projects and initiatives identified as priorities in order to fulfil the vision objectives and strategic design principles.

Key
 High Priority Project

Project ID	Project Name	Description	Lead Organisation
WC&PT1	Audit Whitefield's roads	Assess suitability of Whitefield's roads for improvements relating to walking wheeling and cycling and public transportation. This will include: <ul style="list-style-type: none"> Vehicle count data and traffic modelling Audit of suitability of Whitefield's roads for cycling infrastructure and/ or enhanced public transportation infrastructure (factors to include, road width, vehicle number count, review of impact on car parking) Audit of Whitefield's roads against Transport for Greater Manchester's Streets for All guidance Audit of car parking spaces within the town centre and within a 5-minute walk of the boundary Audit number and use of bicycle parking spaces 	Bury Council
WC&PT2.1	Improve Whitefield's junctions for those walking, wheeling, and cycling	Ensure all junctions on Bury New Road and Higher Lane within the town centre plan area have pedestrian crossings with push buttons.	Bury Council
WC&PT2.2	Improve Whitefield's junctions for those walking, wheeling, and cycling	Redesign the priority junctions for redevelopment: Higher Lane/ Pinfold Lane/ Park Lane; and Bury New Road/ Pinfold Lane/ Moss Lane. As far as possible, we will prioritise a visually pleasing design for junction upgrades, especially near conservation areas or historic buildings.	Bury Council
WC&PT2.3	Improve Whitefield's junctions for those walking, wheeling, and cycling	When the opportunities arise, redesign all junctions on Bury New Road and Higher Lane to be friendlier to those walking, wheeling, and cycling. As far as possible, we will prioritise a visually pleasing design for junction upgrades, especially near conservation areas or historic buildings.	Bury Council
WC&PT3	Make Whitefield's roads safer	Carry out traffic calming measures including installing road humps and introducing a 20-mph zone (or zones) on appropriate side streets.	Bury Council
WC&PT4.1	Improve Bury New Road and Higher Lane for those walking, wheeling, and cycling	Work with relevant stakeholders to locate and log obstructions (such as inappropriate drop kerbs, damaged pavers, poorly placed street furniture, and signage) along Bury New Road and Higher Lane	Bury Council
WC&PT4.2	Improve Bury New Road and Higher Lane for those walking, wheeling, and cycling	Subject to funding, act upon the recommendations from WC&PT4.1	Bury Council

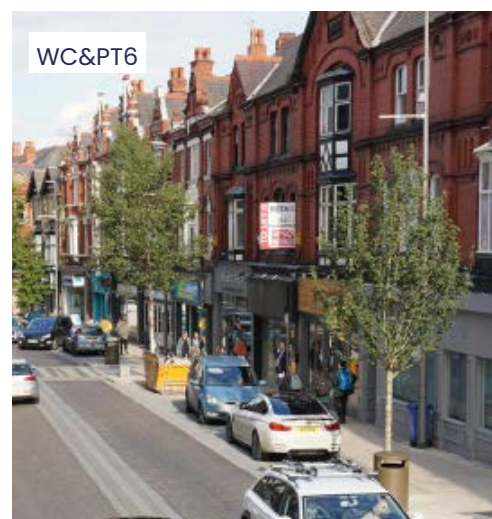
Timescales	Ward (Besses, Pilkington Park, Unsworth)
Quick Win (under 12 months) – Medium Term (1–5 years)	All 3 wards
Medium Term (1–5 years) – Longer Term (5+ years)	All 3 wards
Medium Term (1–5 years)	Besses, Pilkington Park
Long term (5+ years)	All 3 wards
Medium Term (1–5 years) – Long term (5+ years)	All 3 wards
Quick Win (under 12 months)	All 3 wards
Medium Term (1–5 years)	All 3 wards



Granary Square, London



Coal drops yard, London

Stamford
New Road,
Altrincham

DRAFT

Project ID	Project Name	Description	Lead Organisation
WC&PT5.1	Improve walking/cycling routes away from Bury New Road and Higher Lane	Signage would be installed along the route to direct people to important local facilities such as All Saint's Church, Whitefield Bowling Club, and the Garrick Theatre. Sign a route from Hamilton Road Park to Grosvenor Road then down Church Lane and Bank Street to Radcliffe New Road. All work along Bank Street would be subject to landowner approval.	Bury Council
WC&PT5.2	Improve walking/cycling routes away from Bury New Road and Higher Lane	Find out landowner interest for creating a pedestrian/ cycling route from Stanley Road through Whitefield Park to Moss Lane	Bury Council
WC&PT5.3	Improve walking/cycling routes away from Bury New Road and Higher Lane	Undertake the above works if there is sufficient interest	Bury Council
WC&PT6	Car parking	Seek and support opportunities and ways to appropriately increase car parking in and around the town centre. An assessment of on-street parking is due with the forthcoming Bury car parking strategy.	Bury Council
WC&PT7	Bike Library	Find a suitable location for a bike library in Whitefield A bike library lends bicycles free of charge, similar to how a traditional library lends books. Users can borrow bikes for short periods, promoting affordable and sustainable transportation options in communities.	Bury Council
WC&PT8	E-cargo bikes	Building on the success of bordering authorities, Bury Council has ambitions to roll out cargo bike usage across all neighbourhoods, including Whitefield.	Bury Council
WC&PT9	Improve Whitefield Metrolink	Support Metrolink improvements at Besses and Whitefield stops. Although Transport for Greater Manchester (TfGM) will lead on improvements, Bury Council will lobby for the improvements outlined by Whitefield residents in the consultation events from 2023 - 2024 such as: - measures to improve security at the Metrolink - Install steps along the desire lines of an alternative route in and out of the stop - Create an at-grade crossing over the Metrolink line - Install secure cycle parking as part of a "cycle hub"	TfGM
WC&PT10	Improve Besses Metrolink	Support Metrolink improvements at Besses and Whitefield stops. Although Transport for Greater Manchester (TfGM) will lead on improvements, Bury Council will lobby for the improvements outlined by Whitefield residents in the consultation events from 2023 - 2024 such as: - measures to improve security at the Metrolink - improve lighting on the route into the stop - create alternative ramped access to the platforms	Bury Council
WC&PT11	Whitefield car club	Create a car club at Lily Hill Street car park Car clubs provide socially inclusive, low emission mobility which helps to break dependency on private car ownership. They provide self-service vehicle rental by the hour, day or overnight, which are accessible through a membership scheme. All they require is a location (i.e. parking spot/street) and will be operated by a third party. Bury Council is currently looking to procure a car club supplier so any suitable locations in Whitefield could be added to this arrangement.	Bury Council



Timescales	Ward (Besses, Pilkington Park, Unsworth)
Medium Term (1-5 years)	Pilkington Park
Quick Win (under 12 months)	All 3 wards
Medium Term (1-5 years) - Long term (5+ years)	All 3 wards
Ongoing	All 3 wards
Medium Term (1-5 years)	1 of the 3 wards
Quick Win (under 12 months) - Medium Term (1-5 years)	All 3 wards
Quick Win (under 12 months) - Long Term (5+ years)	Besses, Pilkington Park
Quick Win (under 12 months) - Long Term (5+ years)	Besses
Medium Term (1-5 years)	Pilkington Park



Well-integrated cycle parking, London



Whitefield Metrolink stop, Manchester



North New Zealand



**Celebrate
Whitefield's
history.**



Celebrate Whitefield's history.

Key Design Principles

Whilst elements of Whitefield's history remain in the built form of today, much of this historic character has been eroded through the processes of urban infill, and the transition of Bury New Road from high street, to highway.

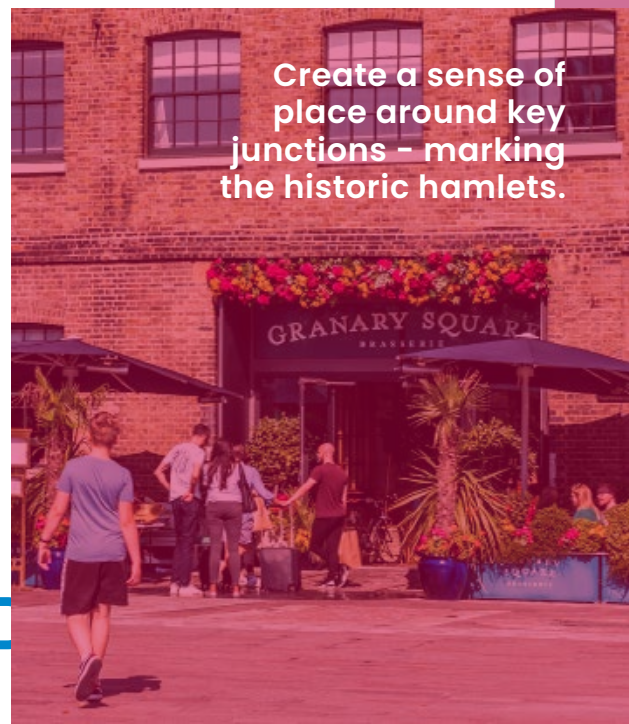
The historic landmarks that remain are isolated – disconnected by road infrastructure, boxed in by walls and fences, and surrounded by low-quality public realm. Furthermore, its historical focal points now function as busy road junctions, with no notable sense of place.

The Town Centre Plan aims to reverse this trend, promoting interventions that celebrate Whitefield's heritage, and tell its story – creating a new found sense of place along the high street.

Empower community groups and businesses to help shape how Whitefield's history should be celebrated

Enhance the environment around historic buildings and local assets.

Create a sense of place around key junctions – marking the historic hamlets.





Develop a strong brand identity for Whitefield.



Bring vacant buildings back to life and activate historic building frontages.



Topics and Themes

The 'Celebrate Whitefield' vision objective covers a range of urban design topics and themes, notably:

- Legibility
- Heritage
- Brand and Identity

DRAFT



Celebrate Whitefield's history.

Spatial Strategy

The spatial strategy is underpinned by the thorough local analysis presented on earlier pages. It shows locations where interventions and public space enhancements would have the greatest impact to improve the town centre.



Whitfield Gardens, London



Sugar House
Island
London

Potential Locations for Interventions

1. The junction of Church Lane and Bury New Road is a key arrival point into the town centre. The space could be transformed to become an attractive arrival space.
2. The main gateways are poorly defined and addressed by surface car parking. Installations and public realm improvements at the junctions could create an improved sense of arrival to the town.
3. The area surrounding Slattery and the Uplands Medical Centre was regularly flagged as the 'heart of Whitefield' by the community. Enhancements could be delivered to celebrate these key assets.
4. There is scope to enhance the value and setting of the currently vacant historic buildings; considering new active frontages and enhanced surroundings.










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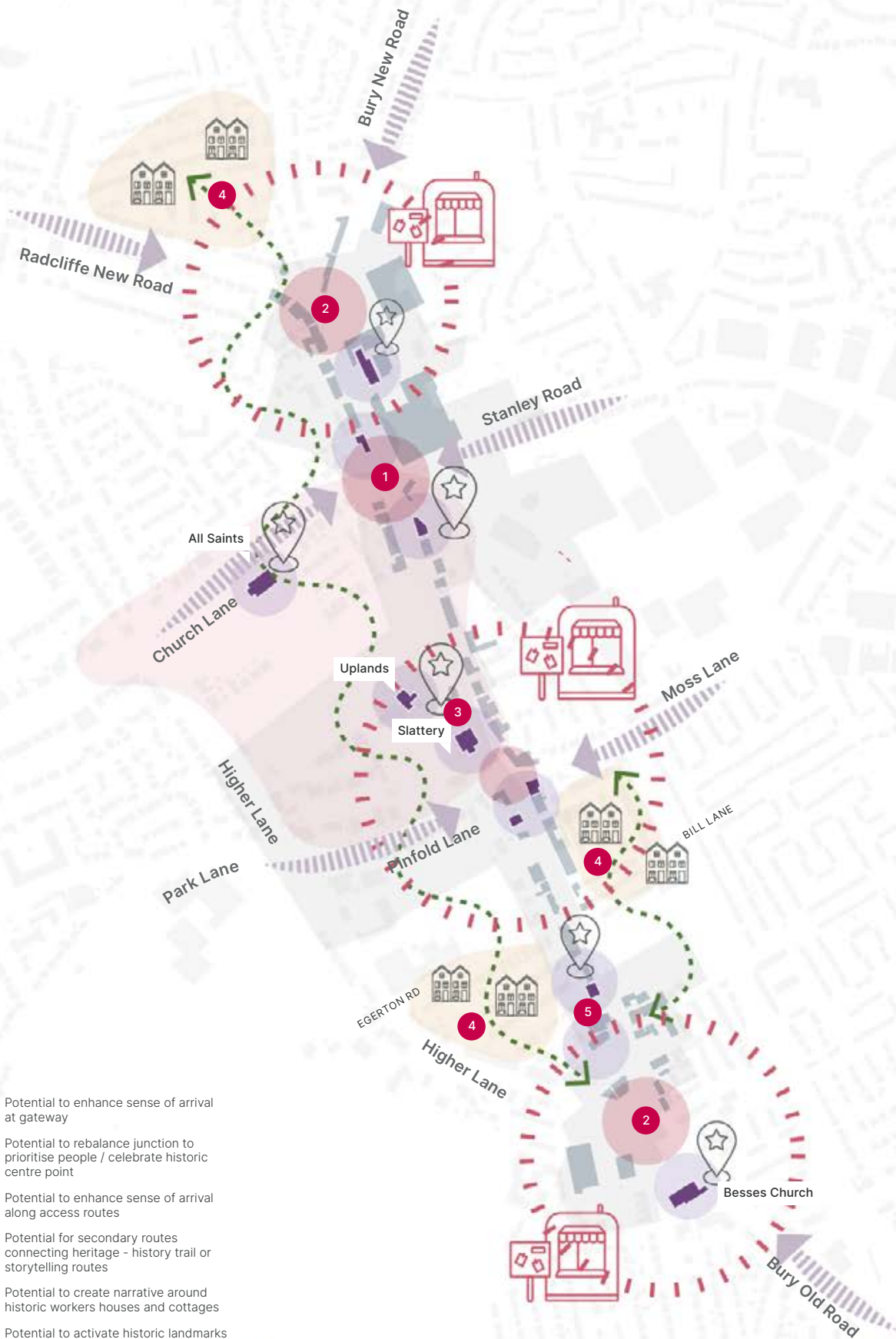
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Key

-  Potential to enhance sense of arrival at gateway
-  Potential to rebalance junction to prioritise people / celebrate historic centre point
-  Potential to enhance sense of arrival along access routes
-  Potential for secondary routes connecting heritage - history trail or storytelling routes
-  Potential to create narrative around historic workers houses and cottages
-  Potential to activate historic landmarks and the setting of historic landmarks
-  All Saint's Conservation Area





Celebrate Whitefield's history.

Delivery of the Strategy

Key

 High Priority Project

Project ID	Project Name	Description	Lead Organisation	Timescales	Ward (Besses, Pilkington Park, Unsworth)
HIST1	All Saints Conservation Area design guide	In conjunction with the emerging Bury Local Plan, the creation of Supplementary Planning Documentation to act as a design guide for the All Saints Conservation Area, focussing on shop fronts, design principles for other planning applications, and appropriate street furniture.	Bury Council	Medium Term (1-5 years)	Pilkington Park, Besses
HIST2	Improve street furniture in the All Saints Conservation Area	Create a catalogue of interventions relating to the design guide (for example replacing street furniture or paving within the All Saints Conservation Area with more appropriate items/ materials) for use when bidding to external bodies and funds for heritage related funding such as the national Lottery Heritage Fund, funds from Historic England, and Heritage Lottery Fund.	Bury Council	Medium Term (1-5 years)	Pilkington Park, Besses
HIST3	Highlight Whitefield's historic buildings	Work with landowners to provide lighting (such as uplighters) to highlight Whitefield's historic buildings.	Local businesses & Bury Council	Medium Term (1-5 years)	All 3 wards
HIST4	Shop front improvements	Shop front improvement grants to be made available for Whitefield businesses (eligibility to be announced at a later date).	Local businesses & Bury Council	Medium Term (1-5 years)	All 3 wards
HIST5	Murals	Progress with mural grant fund. This would only be awarded selectively, and any murals would have to be completed in a sensitive manner taking into account to their surroundings. Opportunities would be sought on appropriate gable ends and on existing roller shutters.	Local businesses & Bury Council	Medium Term (1-5 years)	All 3 wards
HIST6	Heritage/ Literature/ Town Centre Trail	Work with community groups and businesses to create a trail to help tie Whitefield together as a coherent place. Improved signage and new artwork to help direct people around the town would be included.	Community groups, businesses & Bury Council	Quick Win (under 12 months) – medium Term (1-5 years)	All 3 wards



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← The table summarises the projects and initiatives identified as priorities by the community. These projects will be taken forward under the plan, contributing to fulfilling the vision objectives and strategic design principles.



Rambla de Sants, Spain



Elephant Park, London



Sadler's Yard, Manchester



Olympic Park, London



**Create new town
centre 'hearts'.**



Create new town centre 'hearts'.

Key Design Principles

Whitefield town centre doesn't currently have a clear heart – a single busy central space where the community can come together. While the area has many important facilities spread across it, there isn't one main place that acts as the natural centre of Whitefield.

Whilst presenting a clear problem, it does also present a chance for positive change. With good planning and the right improvements, we can create welcoming spaces that bring people together and give Whitefield town centre a stronger identity. The projects in this section aim to turn unused spaces into lively community hubs, make existing public spaces better, and help community facilities work together more effectively to create a more connected and vibrant town centre.

Create Focal Points for Community Life by transforming key public spaces into active community gathering places.



Make sure that community assets are better used and more coordinated.



**Support diversity.
Diversity = resilience.**



Topics and Themes

The 'Unite the Whitefield Community' vision objective covers a range of topics and themes, notably:

- Brand and Identity
- Community activation
- Community spaces and events

**Turn key public
spaces into active
community gathering
places and create
comfortable places
for people to sit, meet,
and spend time.**



**Improve gateways
and entrances into
Whitefield and
create memorable
landmarks and public
art that reinforce
local identity.**





Create new town centre 'hearts'.

Spatial Strategy

The spatial strategy identifies locations in Whitefield with the potential for positive change, with opportunities to deliver a wider network of improved public spaces and public facilities for the community to enjoy.



North East Community Assembly, Sheffield

Potential locations for intervention

1. A cluster of sites with potential for future enhancements – including the old town hall site, the former town hall gardens, the Uplands Medical Centre site, the former Library and Pinfold Centre.
2. The space opposite from the Metrolink tram stop has potential to be utilised for community activation events.
3. A small cluster of Victorian warehouses and cottages, surrounding an old workers yard. Potential to encourage development to help create more of a town centre around Victoria Square.



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Create new town centre 'hearts'.

Delivery of the Strategy

Key

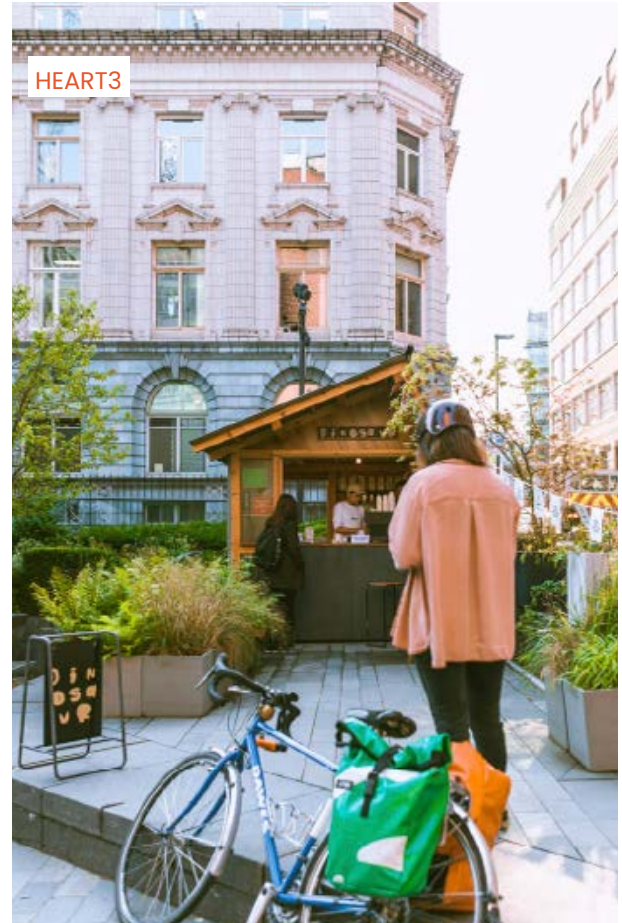
High Priority Project

Project ID	Project Name	Description	Lead Organisation	Timescales	Ward (Besses, Pilkington Park, Unsworth)
HEART1	Community space	To better co-ordinate space, produce an audit of premises which could be used by the community or to host events across Whitefield Town Centre, to better coordinate space	Bury Council	Medium Term (1-5 years)	Pilkington Park, Besses, Unsworth
HEART2	Improve partnership working	Improve partnership working with organisations and locations which have large facilities, which could be used as community space, such as the Oasis Centre at Whitefield Methodist Church. Should the funding landscape change – review deeper partnership working options	Bury Council	Medium Term (1-5 years)	Pilkington Park, Besses, Unsworth
HEART3	Improve the outdoor public space on the corner of Church Lane and Bury New Road	Obtain funding to equip the outdoor public space on the corner of Church Lane and Bury New Road for use by pop up markets and shops. Turn this area into a centre for Whitefield by rebranding this space, giving it a name and including a marketable piece of artwork.	Bury Council	Quick Win (under 12 months)	Pilkington Park
HEART4	Development at Stone Pale	Work with landowners to promote inclusive growth at this site, which could include residential, workshop, and/ or office units	Local business	Medium Term (1-5 years)	Besses
HEART5	Place branding	Develop a place brand and place marketing materials with members of Whitefield's business community; Target initial improvements relating to place branding at the gateways into Whitefield town centre (from north to south): <ul style="list-style-type: none"> The junction of Radcliffe New Road and Bury New Road and Whitefield metrolink stop Victoria Square and the junction between Higher Lane, Bury New Road and Bury Old Road Besses Metrolink stop 	Local business	Medium Term (1-5 years)	All 3 wards
HEART6	Victoria Lane garages	Develop the derelict garages on Victoria Lane into new homes	Bury Council	Medium Term (1-5 years)	Besses

← The table summarises the potential projects and initiatives to be taken forward under the Whitefield Town Centre Plan.



All Saint's Park, Manchester



Sadler's Yard, Manchester



Old Bank Residency, NOMA, Manchester



**Create more things
to do in Whitefield.**



Create more things to do in Whitefield.

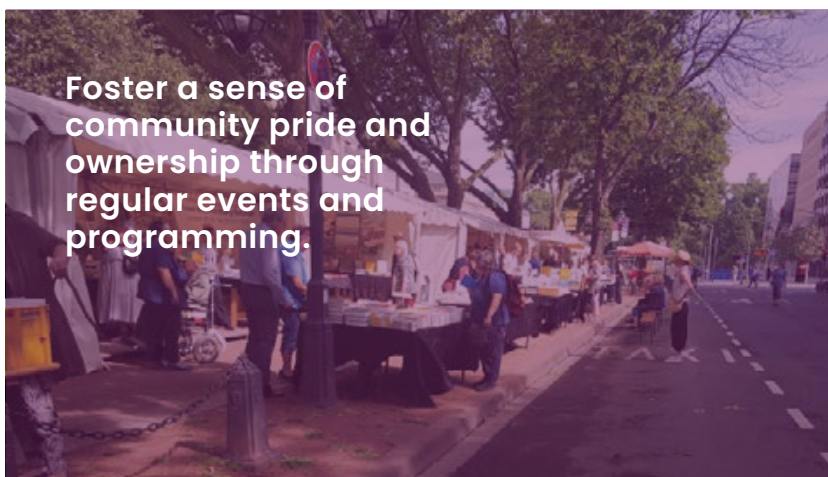
Key Design Principles

The findings of the Plan suggests that there is lack of things to do in Whitefield town centre. This includes in part land uses and extends to park areas too (considered in the create a greener Whitefield section). By introducing a dedicated events coordinator and establishing a regular calendar of community events, we can bring more life and energy to the heart of Whitefield.

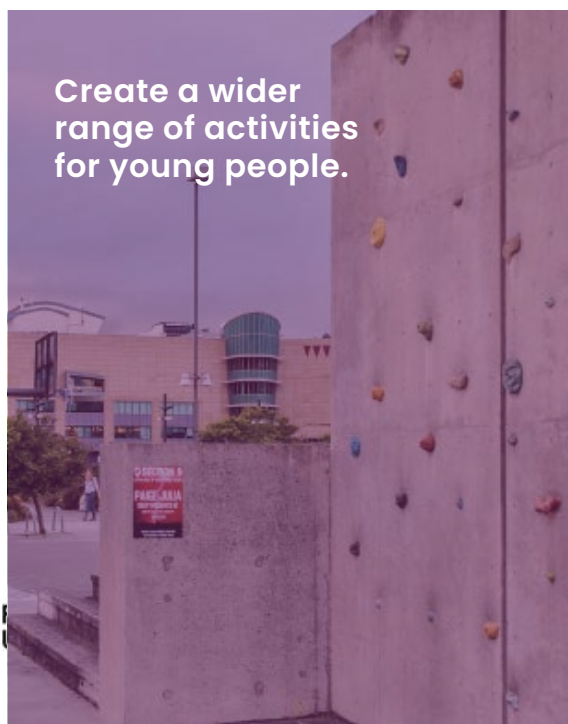
Topics and Themes

The vision objective covers a range of urban design topics and themes, notably:

- Land Use
- Temporary Urbanism
- Events
- Children's Play
- Facilities for young people



Foster a sense of community pride and ownership through regular events and programming.



Create a wider range of activities for young people.

Potential locations for interventions

1. Selected streets could be used for street greening and painting projects, as well as mural paintings.
2. Spaces around Victoria Lane, Victoria Park and Stone Pale could be used as temporary market and events space.
3. A range of activities could be integrated at the identified focus area and surrounding parkland to create an off-corridor hub of activity.





Create more things to do in Whitefield.

Delivery of the Strategy

The table below summarises the potential projects and initiatives to be taken forward under the Whitefield Town Centre Plan.

Key

High Priority Project

Project ID	Project Name	Description	Lead Organisation	Timescales	Ward (Besses, Pilkington Park, Unsworth)
TODO1	Events co-ordinator	Obtain funding for a Whitefield events coordinator to help co-organise and manage town centre events.	Bury Council	Medium Term (1-5 years)	All 3 wards
TODO2	Events in Whitefield	Using support from the Whitefield events coordinator, set up a calendar of events in Whitefield	Bury Council	Medium Term (1-5 years)	All 3 wards
TODO3	Run a Teenage Market Event	Using support from the Whitefield events coordinator, run a Teenage Market at unnamed area of land opposite Morrisons.	Local schools & Bury Council	Medium Term (1-5 years)	Pilkington Park



Sadler's Yard, Manchester



TODO1

Whitefield Company of Society Event, Whitefield (May 2023)



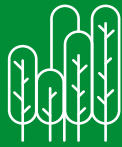
TODO3

Coal Drops Yard, London



TODO2

Mayfield, Manchester



**Create a greener
Whitefield.**

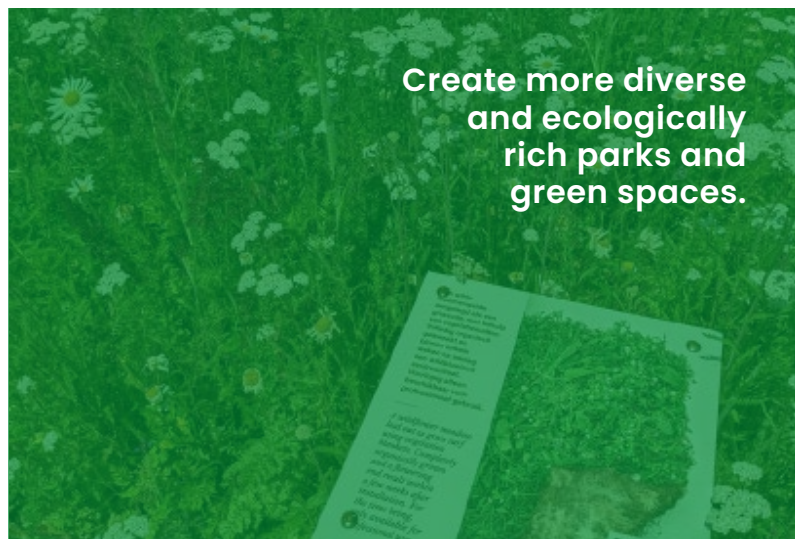


Create a greener Whitefield.

Key Design Principles

Whitefield has an opportunity to become a greener, more sustainable community that prioritises natural spaces, biodiversity, and environmentally-friendly practices. By investing in ecological enhancements, forging partnerships, and empowering the community, Whitefield can transform itself into a greener and cleaner place.

While previous vision objectives and related interventions have outlined ideas for building social capital and community capacity in Whitefield, this section explains the role of art and nature in creating a physical environment which inspires activity and interaction with place.





Improve space for community food growing and gardening projects.



Activate and animate building frontages and façades.



Draw the surrounding green character onto Bury New Road.

Topics and Themes

The vision objective covers a range of topics and themes, notably:

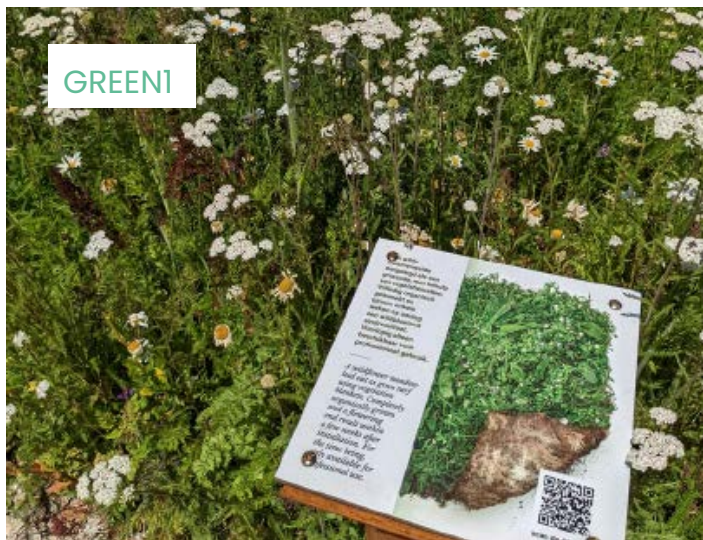
- Green and blue infrastructure
- Urban greening
- Building frontages
- Art



Create a greener Whitefield.

Spatial Strategy

The spatial strategy is underpinned by the thorough local analysis presented on earlier pages. It shows locations where interventions and public space enhancements would have the greatest impact to improve the town centre.



Floriade Expo, Almere, Holland

Potential locations for intervention

1. An active new community heart to Whitefield – could play host to community growing space and new pockets of biodiversity.
2. There are opportunities to enhance amenity green space adjacent to and around Besses church
3. Much of Hamilton Road Park comprises hardstanding surfaces. There is scope to soften the park and create a more varied and complex landscape framework.
4. Street trees and SuDS features have a key role to play in the long-term transformation of Bury New Road, and could be used to create a green buffer between businesses and the highway.



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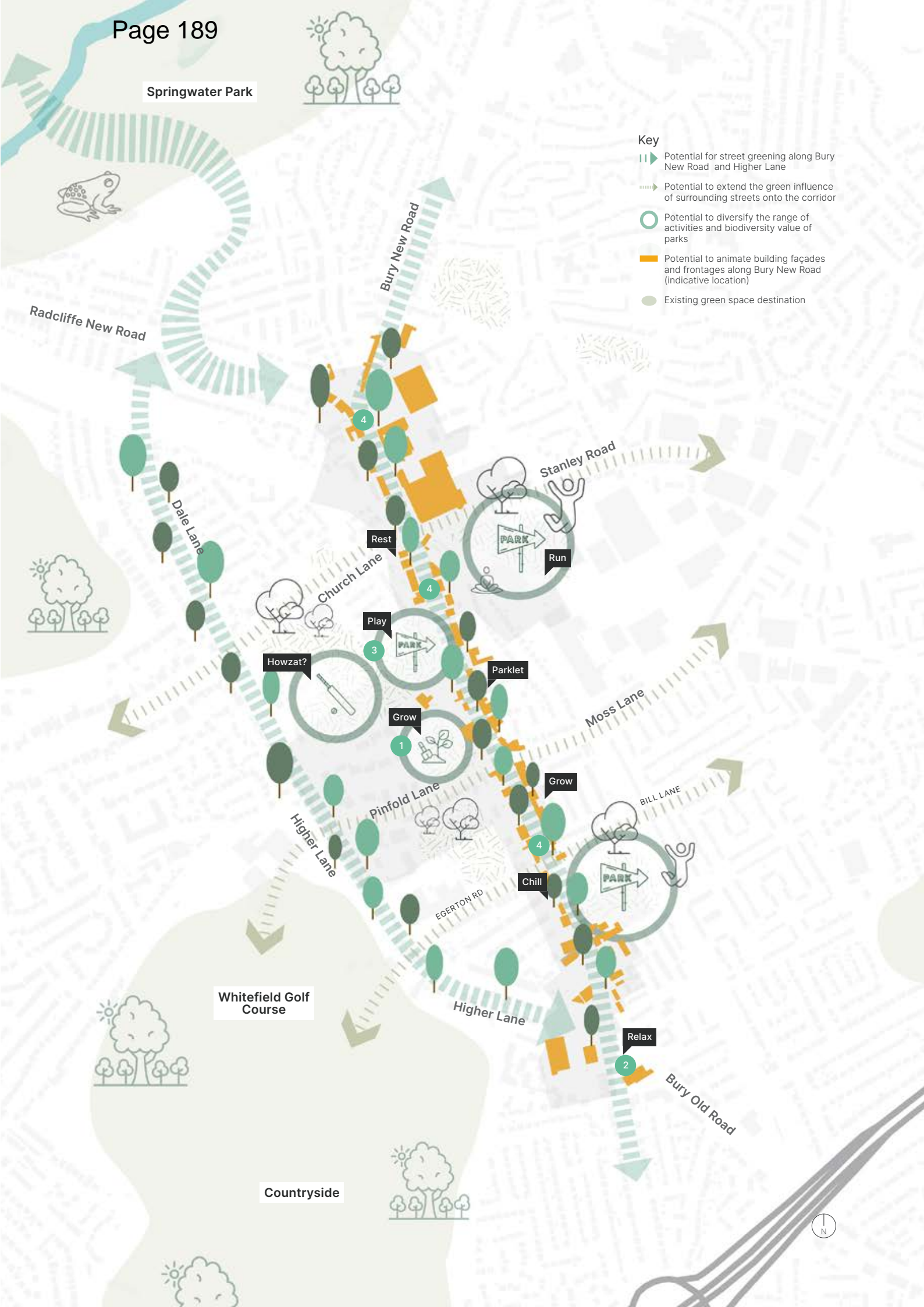
DRA

Springwater Park



Key

- Potential for street greening along Bury New Road and Higher Lane
- Potential to extend the green influence of surrounding streets onto the corridor
- Potential to diversify the range of activities and biodiversity value of parks
- Potential to animate building façades and frontages along Bury New Road (indicative location)
- Existing green space destination





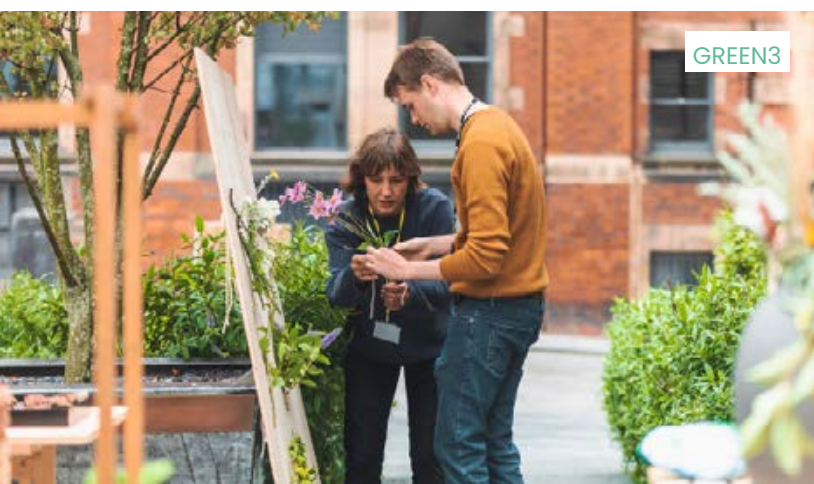
Create a greener Whitefield.

Delivery of the Strategy

The table below summarises the potential projects and initiatives to be taken forward under the Whitefield Town Centre Plan.

Key
 High Priority Project

Project ID	Project Name	Description	Lead Organisation	Timescales	Ward
GREEN1	Planting in Whitefield	Obtain funding for the planting and maintenance to ecologically enrich Whitefield's amenity green spaces and areas of park lands by adding, for example, bee friendly planting areas	Community groups & Bury Council	Medium Term (1-5 years) w	All 3 wards
GREEN2	Continue work with partnership Organisations	Such as City of Trees and Lancs. Wildlife Trust to ensure development is ecologically appropriate. Explore joint projects with such organisations.	Partnership organisations & Bury Council	Ongoing	All 3 wards
GREEN3	Community management	Trial extending community self-management of green spaces. If this proves successful, gradually roll out the trial across areas of amenity green space.	Community groups & Bury Council	Quick Win (under 12 months)	All 3 wards
GREEN4	Adopt a spot - businesses	Allow businesses to adopt areas of green space, planters, and litter bins or install new planters or litter bins. In exchange for appropriate (and permissible from a planning perspective) advertising on the space/ item	Community groups, local business, residents & Bury Council	Quick Win (under 12 months)	All 3 wards
GREEN5	Greener car parking spaces	Install planters, greenery, electric vehicle chargers, and install SuDS and permeable paving where possible and appropriate in new and existing car parking areas developed by Bury Council	Bury Council	Ongoing	All 3 wards



Sadler's Yard Summer Jam taster / Occupier event
(Run by PLANT Noma)



Khore Gardens, Manchester



Urban Community Allotments, Bath

8 Summary



The Town Centre Plan outlines a vision for the future of Whitefield Town Centre, informed by extensive engagement with the local community, a range of council stakeholders, and detailed analysis of the town centre.

Whilst this vision provides a start in re-imagining the town centre, it is only a start. Future partnership working between Bury Council, Whitefield's businesses, Transport for Greater Manchester and the local community is key to delivering both the short and longer term projects outlined within the plan.

The Vision Objectives

The vision objectives have been created to steer future initiatives and potential development within Whitefield, providing high-level aspirations for the type of place the community want Whitefield to become.

The Future Projects

The projects outlined in Section 7 have been identified as being the most important to the community in Whitefield consulted through the development of the plan. These initiatives will be taken forward, acting as a natural next step towards the delivery of the vision for the town centre.

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Equality Impact Analysis

This equality impact analysis establishes the likely effects both positive and negative and potential unintended consequences that decisions, policies, projects and practices can have on people at risk of discrimination, harassment and victimisation. The analysis considers documentary evidence, data and information from stakeholder engagement/consultation to manage risk and to understand the actual or potential effect of activity, including both positive and adverse impacts, on those affected by the activity being considered.

To support completion of this analysis tool, please refer to the equality impact analysis guidance.

Section 1 – Analysis Details (Page 5 of the guidance document)

Name of Policy/Project/Decision	Whitefield Town Centre Plan
Lead Officer (SRO or Assistant Director/Director)	Sarah Porru
Department/Team	Economic Development and Projects – BGI
Proposed Implementation Date	Proposed for adoption at Cabinet on 4 th December
Author of the EqlA	Jack Livingstone
Date of the EqlA	11/11/24

1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?
<p>Purpose</p> <ul style="list-style-type: none"> The Plan's purpose is to improve Whitefield town centre for businesses, communities, and the environment over the next 10 years. It does this through proposing various projects which have been developed through multiple consultation sessions with relevant stakeholders

Outcomes

- Development at Uplands and Pinfold Lane
- Interventions on Whitefield's roads to make them easy to walk, wheel, and cycle around. Also, improvements related to infrastructure related to public transport.
- Improvements to Whitefield's townscape and heritage assets
- Creating more things to do in Whitefield
- Improve partnership relating to community space/ community assets
- Work with stakeholders to improve green spaces in Whitefield

Section 2 – Impact Assessment (Pages 6 to 10 of the guidance document)

2.1 Who could the proposed policy/project/decision likely have an impact on?

Employees: **Yes/No** (state reasons for answering 'no')

Community/Residents: **Yes/No** (state reasons for answering 'no')

Third parties such as suppliers, providers and voluntary organisations: **Yes/No** (state reasons for answering 'no')

If the answer to all three questions is 'no' there is no need to continue with this analysis.

2.2 Evidence to support the analysis. Include documentary evidence, data and stakeholder information/consultation

Documentary Evidence:

Baseline data/ data already in Council possession

- Nomis data on ethnicity, language, religion, age and sex:-

[Whitefield-Neighbourhood-Profile.pdf \(theburydirectory.co.uk\)](#)

Ethnicity

Ward name	Asian, Asian British or Asian Welsh	Black, Black British, Black Welsh, Caribbean or African	Mixed or Multiple ethnic groups	Other ethnic group	White: English, Welsh, Scottish, Northern Irish or British	White: Other White
Besses	6.7%	4.4%	4.0%	2.1%	76.5%	4.6%
Pilkington Park	7.7%	0.9%	3.0%	3.9%	77.7%	4.9%
Unsworth	8.5%	1.1%	2.3%	0.7%	83.0%	2.7%

Main language

Ward name	All adults in household have English as a main language	At least one but not all adults in household have English as a main language	No adults in household, but at least one person aged 3 to 15 years, has English as a main language	No people in household have English as a main language
Besses	92.1%	3.0%	1.3%	3.7%
Pilkington Park	94.2%	3.0%	0.7%	2.2%
Unsworth	95.5%	2.4%	0.5%	1.6%

Religion

Ward name	Buddhist	Christian	Hindu	Jewish	Muslim	Sikh	Other religion	No religion	Not answered
Besses	0.3%	51.5%	0.5%	2.6%	5.4%	0.4%	0.2%	34.6%	4.6%
Pilkington Park	0.1%	40.4%	1.2%	22.2%	6.2%	0.8%	0.2%	23.6%	5.2%
Unsworth	0.3%	54.5%	0.7%	5.7%	7.2%	0.3%	0.2%	25.8%	5.2%

Population by age band

Ward name	Aged 4 years and under	Aged 5 to 9 years	Aged 10 to 15 years	Aged 16 to 19 years	Aged 20 to 24 years	Aged 25 to 34 years	Aged 35 to 49 years	Aged 50 to 64 years	Aged 65 to 74 years	Aged 75 to 84 years	Aged 85 years and over
Besses	6.0%	6.6%	9.0%	4.9%	5.4%	14.3%	21.0%	18.2%	7.6%	5.4%	1.8%
Pilkington Park	5.1%	5.6%	6.7%	3.6%	3.9%	11.3%	19.7%	20.0%	12.4%	8.3%	3.5%
Unsworth	4.3%	5.7%	7.7%	4.3%	4.7%	10.9%	19.3%	21.6%	11.1%	7.8%	2.6%

Population by sex

Ward name	Female	Male
Besses	52.4%	47.6%
Pilkington Park	50.4%	49.6%
Unsworth	50.9%	49.1%

- Whitefield land use classes, transportation infrastructure, community sites
- Data from Mapping GM – culture, heritage, transportation, environment and ecology and People and Communities
- Cost of living and anti-poverty analysis, Integrated neighbourhood team strategies, information on which groups have received National Lottery Funding:



Bury Community
Champions Slide De



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d_InFocus.pdf



Placemat_Besses
_v2.docx



Placemat_Pilkingto
n Park_v2.docx



Placemat_Unsworth
_v2.docx



Cost of living and
anti poverty strateg

Data:

Stakeholder information/consultation:

Consultation periods

1. Period 1 ran in June – July 2023. Questionnaire was online. Event held in a public space on a Saturday. The team worked with Whitefield Hebrew Congregation and other Jewish groups to ensure that Jewish people were not under-represented
2. Period 2 22nd January 2024 to 25th March 2024, with a final session in October 2024.
3. Efforts were made to maximise engagement with local stakeholders, including:
 - a) Dedicated Whitefield Town Centre Plan pages were created on the Council’s websites, which contained the full draft Plan, the executive summary, an abridged “about” page, which concisely outlined the information from the plan, and a link to a survey hosted on MS forms;
 - b) Pop-up consultation sessions hosted on Friday 2nd February and on Saturday 3rd February in the foyer of Morrisons, Whitefield;
 - c) Meeting with Bury Blind Society members on Wednesday 7th February;
 - d) Meeting with members of Philips High School’s pupil leadership team on Tuesday 12th March;
 - e) Leafleting of local businesses with flyers containing QR codes;
 - f) Press releases;
 - g) Social media;
 - h) Distribution of weblinks to community and business contacts/ stakeholders; and
 - i) Community Hub updates via the weekly Whitefield newsletter.

j) Meeting with the Whitefield Business Group

Impact on protected characteristics

- Proposals were amended when salient points raised from consultation were found

2.3 Consider the following questions in terms of who the policy/project/decision could potentially have an impact on. Detail these in the impact assessment table (2.4) and the potential impact this could have.

- Could the proposal prevent the promotion of equality of opportunity or good relations between different equality groups?
- Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic?
- Could the proposal affect the usage or experience of a service because of a protected characteristic?
- Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal?
- Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation?
- Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)?

- Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council?

2.4 Characteristic	Potential Impacts	Evidence (from 2.2) to demonstrate this impact	Mitigations to reduce negative impact	Impact level with mitigations Positive, Neutral, Negative
Age	Improvements to junctions, traffic calming, improvements to paths -> Likely to make roads and town centre more friendly to children and older people		<p>Concern in consultation that</p> <ol style="list-style-type: none"> 1. Cyclops junctions could make road crossing harder for older people. Mitigation – involve older people in the design and consultation of these junctions 2. Paths may be dark and dangerous. Mitigation ensure paths are designed to be 	Neutral

			well overlooked and safe for all	
Disability	Improvements to junctions, support for more car parking spaces (when placed appropriately) -> easier for disabled people to get to Whitefield and to get around once in the town		<p>Concern in consultation that</p> <ol style="list-style-type: none"> 1. Cyclops junctions could make road crossing harder for disabled people (particularly members of blind community and those using wheelchairs). Mitigation – involve groups of above in the design and consultation of these junctions 2. Disabled people may not be able to use the new or improved paths. Mitigation - involve groups of above in the 	Neutral

			design and consultation of these & ensure that making footpaths easier to traverse does not mean that disabled people who rely on using a car are excluded	
Gender Reassignment	Proposal to better coordinate all community space in Whitefield -> easier to find space to book and more awareness of when e.g., support classes would run		n/a	Positive
Marriage and Civil Partnership	No impact expected		n/a	Neutral

Pregnancy and Maternity	Proposal to better coordinate all community space in Whitefield -> easier to find space to book and more awareness of when e.g., support classes would run		n/a	Positive
Race	No impact expected		n/a	n/a
Religion and Belief	Improvements to junctions, support for more car parking spaces (when placed appropriately) - > Places of worship should become easier to access		Access and egress to places of worship may be affected planned works. Should this happen the Council will work with contractors to ensure that a safe number of fully accessible access and egress points to	Positive

			the places of worship will remain available.	
Sex	Proposal to better coordinate all community space in Whitefield -> easier to find space to book and more awareness of when e.g., support classes would run		n/a	Positive
Sexual Orientation	Proposal to better coordinate all community space in Whitefield -> easier to find space to book and more awareness of when e.g.,		n/a	Positive

	support classes would run			
Carers	No impact expected		n/a	Neutral
Looked After Children and Care Leavers	No impact expected		n/a	Neutral
Socio-economically vulnerable	No impact expected		n/a	Neutral
Veterans	No impact expected		n/a	n/a
All characteristics	No displacement (temporary or permanent) is expected of any groups representing the above characteristics			

2.5 Does the activity present an opportunity to improve inclusion or promote council services relating to any protected characteristic

Some – the proposal to coordinate community space could aid in these ends

Actions required to mitigate/reduce/eliminate negative impacts or to complete the analysis

2.6 Characteristics	Action	Action Owner	Completion Date
n/a	n/a	n/a	n/a

Section 3 - Impact Risk (Pages 10 to 12 of the guidance document)

Establish the level of risk to people and organisations arising from identified impacts, with additional actions completed to mitigate/reduce/eliminate negative impacts.

3.1 Level of impact x Likelihood	Unlikely (U) x 1	Possible (P) x 2	Likely (L) x 3	Very Likely (V) x 4
Very High Impact (VH) x 4	4	8	12	16
High Impact (H) x 3	3	6	9	12
Medium Impact (M) x 2	2	4	6	8
Low Impact (L) x 1	1	2	3	4
Positive or No Impact (N) x 0	0	0	0	0
Risk Level	No Risk = 0	Low Risk = 1 - 4	Medium Risk = 5 – 7	High Risk = 8 - 16

3.2 Level of risk identified	0
3.3 Reasons for risk level calculation	

Section 4 - Analysis Decision (Page 11 of the guidance document)

4.1 Analysis Decision	X	Reasons for This Decision
There is no negative impact therefore the activity will proceed	x	outlined in 2.4
There are low impacts or risks identified which can be mitigated or managed to reduce the risks and activity will proceed		

There are medium to high risks identified which cannot be mitigated following careful and thorough consideration. The activity will proceed with caution and this risk recorded on the risk register, ensuring continual review		
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Section 5 – Sign Off and Revisions (Page 11 of the guidance document)

5.1 Sign Off	Name	Date	Comments
Lead Officer/SRO/Project Manager	Jack Livingstone	11/11/24	
Responsible Director/ Asst. Director			
EDI	Lee Cawley	11/11/24	QA complete, impacts identified with mitigations in place to neutralise negative impact or have a positive impact

EqlA Revision Log

5.2 Revision Date	Revision By	Revision Details
December 2023	Jack Livingstone	EQIA updated and added onto new form
11th November 2024	Jack Livingstone	EQIA updated in line with the new proposals – notably, the proposal for a Family Hub has been removed and the proposals to increase footpath width on Bury New Road have been altered to be conditional upon the results of various road audits to be undertaken

EqlA Action Log

5.3 Date	Action
11th November 2024	Consult with Bury Blind Society and Older People's Groups in the design phase of the forthcoming junction refurbishments. Active Travel Team would be the responsible stakeholders for arranging this.



Classification: Open	Decision Type: Key
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Report to:	Cabinet	Date: 04 December 2024
Subject:	Part A Approval to award Milltown Street Bridge Contract	
Report of	Cabinet Member for Environment, Climate Change and Operations	

1.0 Summary

- 1.1 The purpose of this report is to seek formal approval of a contract award for the replacement of Milltown Street Bridge in Radcliffe following a tendering process which was compliant with Contract Procedure Rules and Financial Regulations and was tendered via The Chest procurement portal.
- 1.2 The bridge and Public Right of Way have been closed since the floods caused by Storm Eva in December 2015. The scheme is a key element of the Greater Manchester ambition to deliver the UK's largest cycling and walking network, the Bee Active Network.
- 1.3 The bridge scheme is fully funded by the Greater Manchester Combined Authority (GMCA) with Department for Transport Funding (DfT) awarded to the GM Mayor through the City Region Sustainable Transport Settlement (CRSTS).
- 1.4 The bridge replacement scheme has a Full Business Case (FBC) that has been approved by Transport for Greater Manchester (TfGM) under the agreed governance process for transport funding awarded to the GM Mayor by Central Government through the City Region Sustainable Transport Settlement (CRSTS).
- 1.5 The Greater Manchester Bee Network Committee has the authority to release CRSTS funds and approved the release of £2.549m for Bury Council to design and deliver the scheme in July 2023 and will consider whether to release a further £650,000 on 28th November 2024, giving total funding of £3,199,015. A Delivery Agreement is already in place between Bury Council and TfGM for £2.549m dated 25 September 2023. Subject to the agreement of the Bee Network Committee a Deed of Variation will be signed by both parties to include the additional £650,000, giving a maximum commitment of £3,199,015. The funding spend deadline is March 2027.
- 1.6 The Milltown Street Bridge scheme is a key priority for Bury Council, TfGM and GMCA. It is a key element of the Greater Manchester Bee Active Network and is identified in the Radcliffe Transport Strategy (WSP September 2021) as a key element of the Radcliffe active travel network. It is also identified as a key commitment in the Bury Local Transport Strategy (October 2023).

- 1.7 If agreed at the Bee Network Committee, Construction will commence in Spring 2025 and will be managed by Engineering & Streetscene's Major Projects Team within Operations.

2.0 Recommendation(s)

- 2.1 Subject to the funding decision of the Bee Network Committee on 28th November:
- 2.2 That Cabinet approve the appointment of the winning bidder which has been procured via an open tender exercise under an NEC4 contract to deliver the replacement Milltown Street Bridge scheme and to delegate negotiation and finalisation of contracts to the Director of Operations in consultation with the Director of Law and Governance.
- 2.3 That the finalisation and sealing of the NEC4 contract together with any related documents, including the variation of the grant funding agreement from City Region Sustainable Transport Settlement (CRSTS), be delegated to the Director of Law and Democratic Services in consultation with the Executive Director of Operations and the Cabinet Member for Environment, Climate Change and Operations

3.0 Reasons for recommendation(s)

- 3.1 The Milltown Street Bridge scheme is a key priority for Bury Council, TfGM and GMCA. It is a key element of the Greater Manchester Bee Active Network in Radcliffe and will complement the proposed CRSTS investment in cycling and walking infrastructure elsewhere in Radcliffe. It will provide improved connectivity for deprived communities and will form part of a wider programme to improve journey quality, reduce travel times, and improve health and wellbeing.
- 3.2 An open tender exercise was carried out by Bury Council under an NEC4 contract via The Chest in accordance with Contract Procurement Rules. The scheme is fully funded by GMCA with Department for Transport Funding (DfT) awarded to the GM Mayor through the City Region Sustainable Transport Settlement.
- 3.3 The scheme has progressed to Full Business Case approval through the GMCA agreed governance process and is ready to be delivered. A delay in appointing a contractor could result in the loss of funding to replace the bridge and the risk of clawback of funding spent to date on design and development, as well as reputational risk to the Council. It could also impact on the Council's ability to secure future transport funding from GMCA and the DfT.

4.0 Alternative options considered and rejected

- 4.1 An alternative option would be to delay appointing a contractor and not to replace the bridge. This option has been discounted as it could result in the cost of replacing the bridge increasing and would risk non-completion within the funding timeframes.

Report Author and Contact Details:

Name: Peter Stokes

Position: Head of Engineering & Streetscene

Department: Operations

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

Background

1. Bury Council has secured £3.199m of transport funding allocated to the Greater Manchester Mayor through the City Region Sustainable Transport Fund for a replacement pedestrian and cycle bridge over the River Irwell linking Rectory Lane and Milltown Street in Radcliffe. The original footbridge was lost due to flooding in 2015. The Environment Agency require the bridge to be replaced and to be higher than the original for flood defence reasons.
2. The Milltown Street Bridge replacement scheme is a key priority for Bury Council, TfGM and GMCA. It is a key element of the Greater Manchester Bee Active Network and is identified in the Radcliffe Transport Strategy (WSP September 2021) as a key element of the Radcliffe active travel network. It is also identified as a key commitment in the Bury Local Transport Strategy, which states that *'Improving pedestrian links to the River Irwell, for example, would allow the Borough to reclaim an attractive natural feature and provide health and wellbeing benefits. A proposed new Milltown Street Bridge to replace the original bridge that was badly damaged by flooding in December 2015, will provide improved cycle links in Radcliffe and significantly improve connectivity in the area in general'*.
3. The bridge replacement scheme has a Full Business Case (FBC) that has been approved by Transport for Greater Manchester under the agreed governance process for transport funding awarded to the GM Mayor by Central Government through the City Region Sustainable Transport Settlement (CRSTS). It will complement the proposed CRSTS investment in cycling and walking infrastructure elsewhere in Radcliffe.
4. The Greater Manchester Bee Network Committee approved the release of £2.549m for Bury Council to design and deliver the scheme in July 2023 and is expected to release a further £650,000 on 28th November 2024, giving total funding of £3,199,015. A Delivery Agreement is already in place between Bury Council and TfGM for £2.549m. A Deed of Variation will be signed by both parties following GM Bee Network Committee on 28th November to include the additional £650,000, giving a maximum commitment of £3,199,015. The funding spend deadline is March 2027.

5. The new bridge will provide high quality active travel infrastructure, re-connecting an existing public right of way across the River Irwell and providing a north-south cycle link through the east of the town.
6. The north bank of the River Irwell is the subject of a large housing-led regeneration scheme to create up to 400 homes on East Lancashire Paper Mill development site, and the bridge offers a route from the south bank to Radcliffe Metrolink Stop and new High School, via a proposed new crossing on Church Street West and a new Metrolink ramp, both of which have secured funding from Active Travel England. It will complement the CRSTS investment on Spring Lane with CRSTS funding having been secured for a new CYCLOPS junction and active travel links to the new DfE-funded secondary school.
7. The bridge scheme also links to earlier Cycle City Ambition Grant 2 (CCAG2) investment in Radcliffe providing better local connectivity and a continuous route to Bury town centre via the NCN Route 6 and proposed MCF Elton scheme (as yet unfunded).
8. The new bridge will provide improved access to retail and employment opportunities in Radcliffe town centre and to the Metrolink stop, and across the region via access to public transport nodes to benefit the local and regional economy. It will connect housing and businesses south of the river with existing and proposed housing, as well as schools and businesses north of the river, supporting economic regeneration.
9. Governance structures, a risk register with mitigations identified, and tendered scheme costs are in place.
10. The scheme delivery schedule is based on previous experience of delivering bridge structures in Bury and the scheme will be delivered within the CRSTS funding timescales.

Social value considerations

11. The winning bidder's tender submission outlined a number of social value initiatives they plan to deliver as part of the project, details of which are set out in Part B.
12. In line with this Council's social value policy, the bridge will be manufactured in the UK.

Links with the Corporate Priorities:

2. The Let's Do It Strategy sets out the Council's corporate priorities. This contract will support delivery in four key areas:
 - a. **Improved quality of life** – the Milltown Street Bridge is a key part of the Radcliffe active travel network and will provide improved access to the town including Metrolink, the new STAR Academy and the East Lancashire Paper Mill Housing Development.

- b. Improved educational attainment** – the replacement bridge will connect housing and businesses south of the river with existing and proposed housing, as well as schools and businesses north of the river. The scheme will provide an additional route to the STAR Academy secondary school which is being delivered on Spring Lane.
 - c. Inclusive economic growth** – there are several commercial units along Milltown Street, creating an employment hub south of the River Irwell. The scheme will provide improved access to retail and employment opportunities in Radcliffe town centre, and across the region via access to public transport nodes, to benefit the local and regional economy. It will also improve access to and within the town centre, complementing the Radcliffe Strategic Regeneration Framework (2021) which sets out the town's priorities to enhance growth and productivity.
 - d. Carbon neutrality by 2038** – the scheme forms part of a wider programme of interventions that together will contribute to reducing carbon emissions by providing a high-quality active travel network that supports interchange with public transport nodes. It will also provide an additional route to the new STAR Academy secondary school, offering low-carbon route options for existing and future students who may otherwise have taken a private car.
-

Equality Impact and Considerations:

- 3. The award of contract does not bring about any changes that would impact on one protected characteristic over and above another, it does not result in increased/decrease access to services or provision for any group of the population or cause any disadvantage to a community of interest.
- 4. The bridge scheme has been designed in accordance with regional and national design standards for cycling and walking infrastructure which focus on inclusive design and universal accessibility and has been through TfGM's Design Assurance Process to assess compliance with these standards.

Environmental Impact and Considerations:

- 5. Carbon emissions: It will form part of a wider programme of interventions that together will contribute to reducing carbon emissions by providing a high-quality active travel network that supports interchange with public transport nodes.
 - 6. Biodiversity: The Irwell is the Borough's main wildlife corridor, which the proposed bridge crosses. Although the proposed new bridge will be higher than the one it replaces, it uses the original abutments and pier so will have a neutral impact on biodiversity in the wildlife corridor.
-

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
That the tender period expires without being awarded. A delay in appointing a contractor could result in the loss of funding to replace the bridge and the risk of clawback of funding spent to date on design and development, as well as reputational risk to the Council. It could also impact on the Council's ability to secure future transport funding from GMCA and the DfT. A delay could also result in the cost of replacing the bridge increasing and would risk non-completion within the funding timeframes.	December 2024 Cabinet approval will enable the council to award the bridge replacement contract before it expires.

Legal Implications:

7. The procurement has been carried in compliance with the Public Contracts Regulations 2015 by way of an open tender procedure under NEC 4. The successful tenderer had the highest overall score of the three substantive bids received.
8. The scheme is fully funded via grant funding from the City Region Sustainable Transport Settlement (CRSTS). A grant agreement is in place and will require a deed of variation to be entered into in order to provide for the additional funding mentioned above. The grant funding terms must be complied with to avoid any forfeiture of the grant, and in particular any deadlines or other conditions regarding the use of the funding. In receiving this further funding the Council should consider whether it complies with the Subsidy Control Act 2022.
9. It is also noted that a delivery agreement exists with TfGM. Consideration should be given to whether this agreement contains any terms, such as commencement and completion dates which must be coordinated with the timescales set out in the grant funding agreement, to ensure that any failure under the delivery agreement will not place the Council in breach of the grant funding agreement.

Financial Implications:

10. The Capital Programme includes £2.549m (£100k in 2024/25 and £2.449m in 2025/26), the additional £650k will be incepted into the capital programme once confirmation is received from TfGM and will then be included in the Budget Council papers in February 2025.

Appendices:

None.

Background papers:

None.

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

Term	Meaning
CRSTS	City Region Sustainable Transport Settlement
DfE	Department for Education
DfT	Department for Transport
FBC	Full Business Case
GMCA	Greater Manchester Combined Authority
MCF	Mayor's Cycling and Walking Challenge Fund
NCN	National Cycle Network

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Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 04 December 2024
Subject:	Review of The Council's Senior Leadership Structure	
Report of	Leader of the Council	

Summary

The Council is managing a challenging financial situation, with a circa. £19.5m budget gap currently being forecast for 2025/26. Savings must be identified to mitigate this gap and one of the options which must be continually explored is back-office costs and, specifically, management efficiency. Any opportunity for efficiencies here must however be balanced against the need to ensure sufficient capability and capacity to deliver on the Council's corporate plan objectives and drive forward LET'S Do It.

In November, Cabinet agreed to a number of voluntary exit proposals from senior managers which delivered over £200k in savings to support the organisation's budget position. In considering that report Members asked for further assurance around organisational capacity to deliver.

This report sets out a series of proposed changes to the Council's leadership arrangements and senior accountabilities which seek to achieve further efficiencies whilst assuring capacity and alignment to deliver. It responds to a further Chief Officer departure supported through the Council's Voluntary Exits Policy and supports the Council's commitment to recognising and developing internal talent.

The proposed changes seek to move the Council from a position of five substantive departments to four through the integration of place delivery activity with place development in the current Business, Growth and infrastructure Department and regulatory services with emergency response and resilience as part of the corporate core.

The proposal will deliver a total of £93,000 in recurrent savings to contribute towards reducing the Council's budget gap.

Recommendation(s)

Cabinet is asked to:

1. Approve the following structural changes as a basis for Consultation with affected staff:

- A) The deletion of the post of Executive Director (Operations) upon the departure of the current postholder on 6 April 2025
 - B) The establishment of a new post of Director (Place Operations) at Chief Officer Band D (£85,962-£93,267) reporting to the Executive Director (Place) with leadership accountability for the StreetScene and Engineers, Waste and Transport and Commercial Services functions with the Heads of Service for these functions reporting directly to the new Director.
 - C) The transfer of the posts of Head of Wellness and their areas of responsibility to the leadership of the Director of Public Health in the Health and Care Department.
 - D) The transfer of the posts of Head of Facilities Management and their areas of responsibility to the leadership of the Director of Regeneration and Project Delivery within the Business, Growth and Infrastructure Department.
 - E) The redesignation of the post of Assistant Director (Operations Strategy) to Assistant Director (Public Protection & Community Safety) and transfer of this post to the Corporate Core under the direct leadership of the Executive Director (Strategy & Transformation). As well as their existing leadership accountability for Public Protection the Operations Safety & Resilience Manager and Operations & Emergency Response Managers will move to report to this post.
- 2. Delegate authority to the Chief Executive and Leader of the Council in consultation with the Cabinet Members for HR and Corporate Affairs, Director of People and Inclusion and Monitoring Officer to consider responses received from the consultation and produce a final version of the structure for implementation.
 - 3. Ask that, subject to consultation and implementation, the Monitoring Officer progresses any necessary changes to delegations within the Council's constitution.
 - 4. Agree that, subject to consultation and implementation of the above proposals, the Executive Director (Operations) will continue to report directly to the Chief Executive and provide specialist support to the development of proposed new operating arrangements and key corporate projects until their Departure on 6 April 2025.
 - 5. Agree that, subject to consultation and implementation of the above proposals, the Assistant Director (Operations) will be assimilated into the post of Director of Operations, reporting to the Executive Director (Place), to oversee the StreetScene and Engineers, Waste and Transport and Commercial Services functions as well as providing transition support to their other areas of responsibility.

6. Note the positive outcomes of the LGA Corporate Peer Challenge re-visit in October and the progress made on the Council's response to the original Peer Challenge.
7. Agree that, to take account of the proposed changes, the current Business Growth and Infrastructure Department be renamed as the Place Department to take account of the revised accountability.

Reasons for recommendation(s)

To support delivery of the Corporate Plan and LET'S Do It, it is crucial that the Council has an organisational delivery model which effectively aligns resources to its priorities and support joined-up working between Departments and across the Council as a whole. In the challenging budget context, the Council must seek to take all opportunities to realise savings through the rationalisation of leadership posts by reviewing and revising portfolios whilst also ensuring sufficient capacity to deliver.

Alternative options considered and rejected

Maintaining the current structural arrangements. This is not viable in the current financial context and would not present the best future delivery model for the Council.

Report Author and Contact Details:

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 & Place Based Lead
 E-mail: l.ridsdale@bury.gov.uk

Name: Sam McVaigh
 Position: Director of People and Inclusion
 Department: Corporate Core
 E-mail: s.mcvaigh@bury.gov.uk

1. Overview

- 1.1 The Council is managing a challenging financial situation, with a circa. £19.5m budget gap currently being forecast for 2025/26. Savings must be identified to reduce this gap and enable a budget to be set, and one of the options is to continually explore ways of reducing back office costs and, specifically, management efficiency.
- 1.2 Independent analysis of senior management capacity was commissioned in 2022 as part of the council's transformation strategy. Advice at the time was that the council could go further in establishing a "6x6" organisation design (i.e. a maximum of six tiers of staff with minimum management spans of control of six direct reports and a maximum of ten). Progress has been made in aligning structures against this design, including through
 - A series of restructures in the Children and Young People's department
 - The corporate core and finance departments, which have been merged under a single Executive Director

- Recent promotion of the Council's Voluntary Exits policy, which was particularly focussed on senior managers and enabled approval of over £200K in savings at the Cabinet meeting in November 2024.

1.3 Further to the report to Cabinet in November, a severance request has been received and accepted from the Executive Director (Operations). This report sets out proposals for the restructure of the Executive Team to enable additional savings of £93,000 to be made by reducing the Council structure to four substantive, integrated Departments.

1.4 Members asked that the organisational impact of reductions in leadership capacity was kept under careful review. As such a Local Government Association Peer review was undertaken in 2023, from which a comprehensive report was published and the council responded with an action plan. A Progress Review was conducted in October 2024 to review progress against each of the recommendations, made under the following theme headings:

- Narrative and focus
- Financial planning
- management and delivery
- One Council
- Inclusive growth

The Peer Team noted significant progress against each of their recommendations made and commented that the Council had demonstrated a "sharpened focus." The LGA letter following their visit is attached at Appendix A; the comments within it may assure Members that, despite reductions in senior capacity, there is evidence of ongoing effectiveness through prioritisation and the clarity and confidence of the leadership team.

2. Efficiencies within the Operations Department

2.1 The Council has now accepted severance requests from both the Executive Director and Assistant Director of Operations. In addition, the department is supported by a secondee at Director level who has led on transformation activity across the Department, principally in relation to culture and wellness, over recent years; this arrangement is due to conclude in March 2025. These departures require a fundamental review of management arrangements of operational services, to ensure that the financial imperative to reduce management costs does not result in any loss of focus on vital frontline services.

2.2 The management of operational services through a standalone department is a relatively new arrangement in Bury; historically, these services were aligned with other adult and universal services. The Council has benefited from dedicated and expert leadership since 2018, including:

- Throughout the pandemic with the provision of humanitarian aid
- The modernisation of waste services

- The establishment of a Wellness strategy and model, in partnership with Public Health, including attracting partnership funding for the health trainers; the continual expansion of the number of Green Flag parks and development of an emerging strategy for the council's leisure centres
 - Securing significant external funding including MEND funding for the art gallery; Sport England investment in the wellness model and investment in a number of 3G football pitches.
- 2.3 Cabinet is asked to extend its gratitude to the leadership team, particularly the Executive Director, for these achievements. With the benefit of this strategic bedrock and in the context of the council's significant financial challenges, the proposal is now to return to a distributed leadership model of operational services across other council departments.

3. Proposed changes to the Executive Team

- 3.1 The post of Executive Director (Operations) will be disestablished upon the postholder's Departure in April 2025. It is proposed, as a basis for consultation, that the present Operations departmental portfolio is distributed between relevant other departments.
- 3.2 A new post of Director (Place Operations) will be established at Chief Officer Band D (£85,962-£93,267), reporting to the Executive Director (Place) to provide senior leadership accountability for the **StreetScene and Engineers, Waste and Transport and Commercial Services** functions. This change integrates all-aspects of Place into a single portfolio, including alignment of the management of Bury Market with the wider regeneration and development of the town centre. To reflect this broader remit the current Department of Business, Growth & Infrastructure will be re-named as the Place Department.
- 3.3 To reflect the importance of wellness and culture as key determinants of health and the fact that the Wellness service is already integrated between the Operations and public health services, it is proposed that the current **Wellness** function, including sport and leisure, libraries, parks and the operation of Bury Art Museum will move to the Health and Care Department under the leadership of the Director of Public health. Leadership of the broader culture offer will be supported by the Head of Commercial Services, who will take responsibility for delivery of the current culture strategy and its development beyond 2030.
- 3.4 To improve grip and control in management of the Council's whole estate it is proposed to move the **Facilities Management** function to the Place Department, to work alongside the Land and Property team, under the leadership of the Director of Regeneration and Project Delivery.
- 3.5 The role of Assistant Director (Operations Strategy) will be redesignated as Assistant Director (Public Protection and Community Safety) and move to the

Corporate Core under the direct leadership of the Executive Director (Strategy and Transformation). As well as leadership of the **Public Protection** function, the Council's **Emergency Response and Resilience** teams will move to report through this post. The two teams have worked well together previously and formalising this through the management structure will support ongoing strengthening of leadership around anti social behaviour and operational partnership working with the Police.

- 3.5 Current and a proposed future senior leadership structure chart are attached at Appendix B.

4. Consultation and implementation

- 4.1 On the basis that only a small number of postholders are directly impacted by these changes there is a requirement for a 30 day consultation period. However, owing to the Christmas period and to ensure sufficient time for meaningful dialogue with consultees and engagement with the wider workforce, the proposal is to extend this slightly to 40 days (5 December to 13 January).
- 4.2 Subject to the outcome of consultation the revised structure will be implemented early in the new year. At the point of implementation, the Assistant Director (Operations) will be assimilated to the Director of Operations post to oversee the StreetScene and Engineers, Waste and Transport and Commercial Services functions, as well transition support to their other areas of responsibility which are moving under the leadership of other departments.
- 4.3 The Executive Director (Operations) will continue to report directly to the Chief Executive and provide specialist support to the development of proposed new operating arrangements and key corporate projects until their Departure on 6 April 2025.

Links with the Corporate Priorities:

These proposals seek to support the Council in ensuring it has the right structure and capacity in place to deliver against the Corporate Plan and LET'S Do It Strategy going forwards,

Equality Impact and Considerations:

The proposals do not affect Council policy and are delivered within the scope of the agreed organisational policy framework which has been subject to a full Equality Impact Assessment.

Environmental Impact and Considerations:

No negative impacts identified

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation
The proposed changes remove capacity and experience necessary to organisational delivery	The proposed departure dates and suggested structural arrangements have been designed to mitigate this risk.
Leaders have insufficient capacity to take on new responsibilities	Staff will have the opportunity to provide feedback through the consultation process. Development and support will also be considered as part of the consultation process
There is a lack of clarity around leadership of operational matters across Bury's towns	The establishment of the proposed Assistant Director (Place Operations) will provide this dedicated leadership capacity and focus.

Legal Implications:

It is proposed that consultation with staff members would commence following Cabinet approval (5th December – 13th January) consultation will be carried out in accordance with the Council's policies and procedures. Implementation will follow consideration of the consultation outcomes.

Financial Implications:

The proposals will generate a net recurrent budget saving of c£93k from 2026/27.

Appendices:

Report to Cabinet 6th November 2024: Review of the Council's Delivery Model and Voluntary Exits Approvals

Background papers:

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

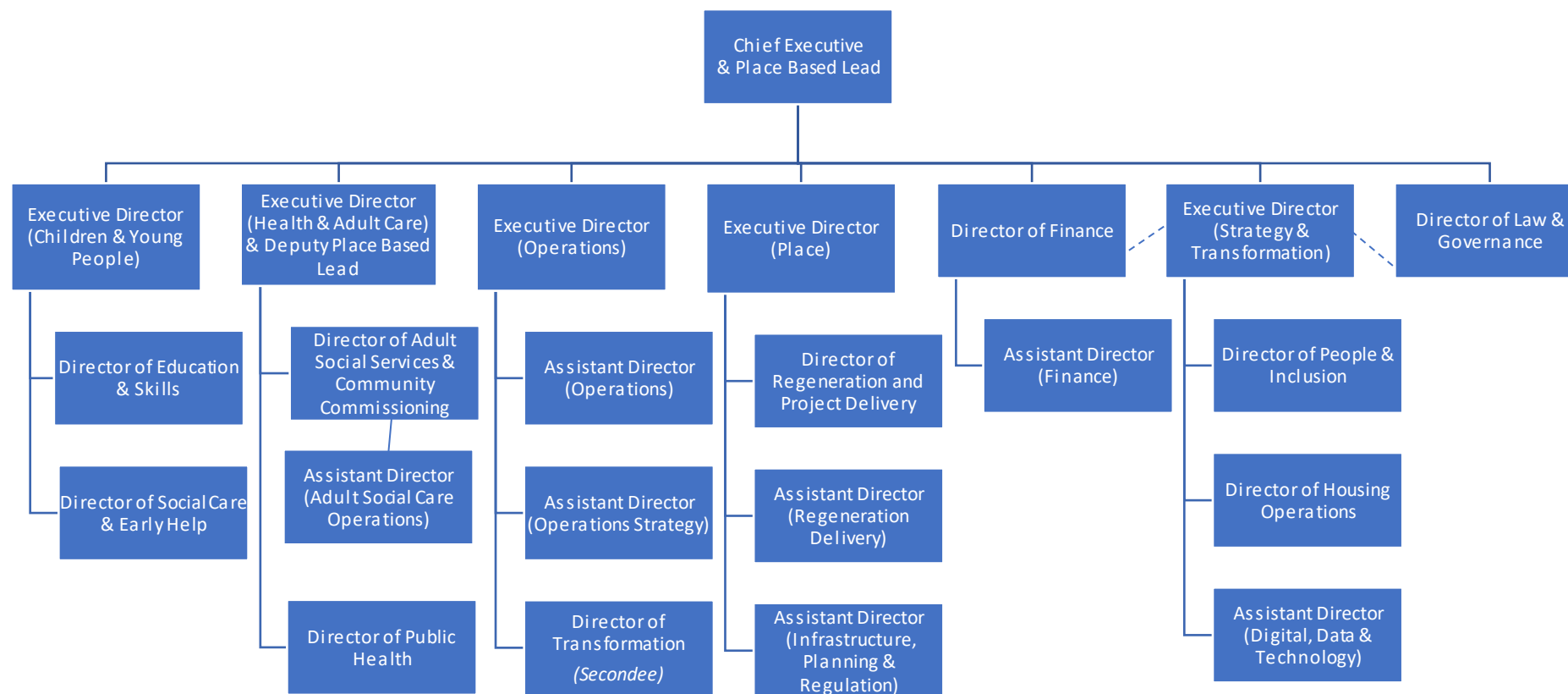
Term	Meaning
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BGI	Business, Growth and Infrastructure Department
LGA	Local Government Association

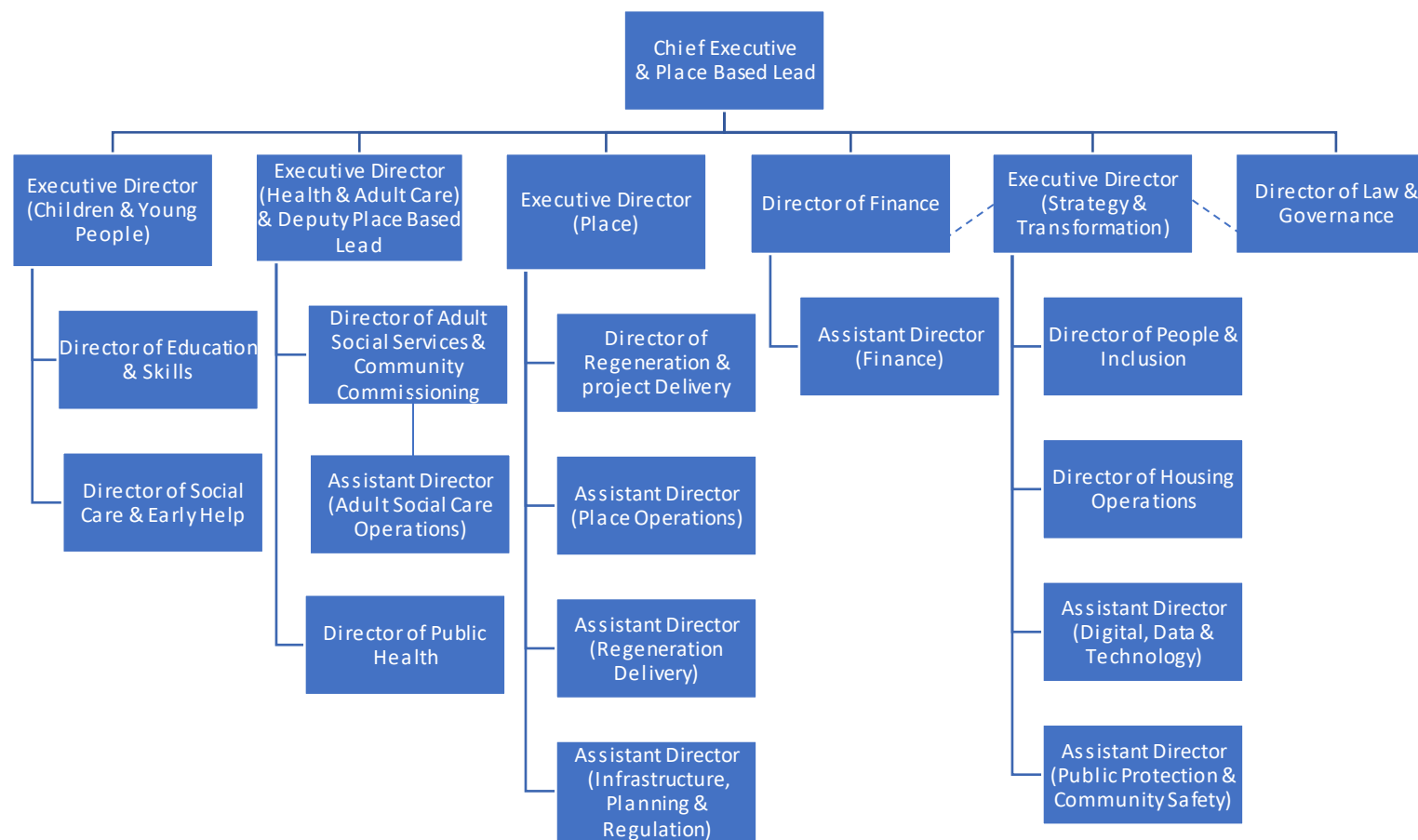
Appendix A: LGA Peer review Re-Visit Letter

Appendix B: Current and Proposed Senior Leadership Structures

Current



Proposed





LGA Corporate Peer Challenge – Progress Review

Bury Council

2nd October 2024

Feedback

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Corporate Peer Challenge

Contents

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- 2. Summary of the approach 3
- 3. Progress Review - Feedback 4
- 4. Final thoughts and next steps 12

1. Introduction

The council undertook a LGA Corporate Peer Challenge (CPC) between 28th November and 1st December 2023 and promptly published the full report with an action plan. A copy of the original report, can be found on the council's website, via the following link:

<https://www.bury.gov.uk/in-focus/local-government-association-corporate-peer-challenge>

The CPC Progress Review is an integral part of the CPC process. Taking place approximately ten months after the CPC, it is designed to provide space for the council's senior leadership to:

- Receive feedback from peers on the early progress made by the council against the CPC recommendations and the council's RAG rated CPC Action Plan.
- Consider the reflections of peers on any new opportunities or challenges that may have arisen since the peer team were 'on-site' including any further support needs.
- Discuss any early impact or learning from the progress made to date.

2. Summary of the approach

The Progress Review focussed on each of the recommendations from the Corporate Peer Challenge, under the following theme headings:

- Narrative and focus
- Financial planning, management and delivery
- One Council
- Inclusive growth

For this Progress Review, the following members of the original CPC team were

3

18 Smith Square, London, SW1P 3HZ www.local.gov.uk Telephone 020 7664 3000 Email info@local.gov.uk

Local Government Association company number 11177145 Improvement and Development Agency for Local Government company number 03675577

Chair: Councillor Louise Gittins

Chief Executive: Joanna Killian

President: Baroness Grey-Thompson

involved:

- Lead Peer - Paul Hanson (Chief Executive – North Tyneside Council)
- Lead Member Peer - Cllr Peter Marland (Leader – Milton Keynes Council)
- Garry Cummings (Deputy Chief Executive and Director of Finance, Transformation & Performance – Stockton on Tees Borough Council)
- Dan Archer (Senior Regional Adviser Local Government Association).

3. Progress Review - Feedback

In reflecting on the progress made against the thirteen recommendations from the original CPC, the council's action plan update grades one of the recommendations as 'complete', five as 'green', six as 'amber' and one as 'red'.

The peer team commend the council for potentially making more progress against these recommendations, than it has perhaps given itself credit for.

It is clear to the peer team that the council has both listened to and acted on the feedback given. There are examples throughout this report where this is demonstrated.

In how the council has approached the recommendations, a 'sharpened focus' has been demonstrated, with particular attention being given in recent months to steadying the ship, before starting to move attention to the other areas from the recommendations. This sharpened focus in itself, is a reflection of how the council has listened to the feedback given previously and is an essentially important approach to hold on to.

The challenges around improving the performance of children's social care remain, following the previous 'Inadequate' Ofsted ILACS inspection. This has been added to with the need to respond as a partnership to a challenging SEND Area Inspection in February, which required the local area partnership to produce a priority action plan.

Whilst the financial position remains challenging, an increased clarity and confidence is now starting to emerge at the council in its understanding of its financial standing.

This better positions the Council to develop and implement the actions needed to address the challenge that remains, to avoid the position worsening into a more urgent situation. To support this, the council's transformation programme must become closely aligned to the Medium-Term Financial Plan – *indeed becoming the mechanism by which it is delivered* - demonstrating, how the council will deliver on a sustainable basis without a continuous reliance on reserves.

Meeting this challenge, will help ensure the borough is then able to fully capitalise on all of the opportunities available to it locally and progress against the three key priorities the council has now identified. Doing further work to resource the inclusive growth programme is a key aspect of this. Approaching this from the perspective of resourcing this to meet the council's three key priorities, working across the outcomes they represent and supporting the medium-term financial position.

The Cabinet have an essential role, to lead this journey. Building from the increased support now available to the Cabinet, this is a journey of continuous development, that Cabinet will need to own and lead, drawing on the support of others as required.

Narrative and focus

This theme bears particular reference to the following recommendations:

- Refresh your 2030 strategy, using this to tell the story as a positive vision, based on the strengths and assets that now exist locally.
- Sharpen up the priorities for the council and use them to shape decision making processes and resource allocation consistently.

Following the CPC, the council established a 2024/25 Corporate Plan, shaped around three priorities of tackling inequality, inclusive economic growth and improving children's services. Members and officers the team spoke with clearly recognise these sharpened priorities, and the focus around them was communicated to the peer team. The council has also recently appointed an independent partner to co-produce a refresh of the council's strategic narrative.

To progress further from this position:

- We encourage the council to move beyond identifying how projects and programmes align to these priorities, and begin to articulate the difference they will make, in terms of the change in outcomes the council seeks for Bury.

Doing this can help to further galvanise efforts across the council – as ‘One Council’. Focussing energy around a clear, common cause. It can also then help in identifying the specific standards and expectations required for this.

Having this can help the council to then develop a clear and compelling strategic narrative – the story the council wants and needs to tell, as well as the milestones of change to come.

There will be a requirement for the Leader and Cabinet to develop the necessary policy positions for this. Equally there will then be a need for the senior officer cohort to engage with this in developing the tactical delivery infrastructure required. Including what this may mean specifically, how this can be delivered as well as the decisions and trade-offs this presents.

Financial planning, management and delivery

This theme bears particular reference to the following recommendations:

- Develop a single, clear and robust MTFP for the council. Ensure everyone understands this and what it means.
- Establish a corporate transformation plan, approach, resource and culture to support delivery of your MTFP.
- Work with the finance team to further develop a capable team into a stable and supported finance function – including moving quickly to appoint permanent leadership to work with the interim CFO.
- Further develop finance, HR and IT – including their role and the relationships they require. These services are key to enabling the delivery of the council’s transformation needs.
- Support the further development of risk and audit within the council. This includes the use of the Corporate Risk Register, the role of Internal Audit and the development of the Audit Committee – building on the points raised in this report.

Following the CPC, the council approved a new Medium-Term Financial Plan (MTFP) earlier this year. The council at the time of the progress review, forecasted a gap of approximately £30m for 2025/26, with £10m in savings from this already agreed, leaving a gap of around £20m, which would be phased over the next three years. The council is now able to demonstrate a clearer, more focused and more confident understanding of its financial position and gap. Moving from this, and developing an equal level of confidence in the plans to meet this challenge is the next, crucial step:

- This includes having the conditions in place to ensure that the £10m of savings agreed already for 2024/25 are delivered in full, whilst also developing the transformation initiatives required to meet the remaining budget gap (as well as any other future gaps that may materialise).

Following the original CPC, the council revisited its Transformation Strategy although there is more work to do here, given how crucial this work is, in delivering the savings the council needs. The council has identified the transformational potential from the upgrade to the existing Enterprise Resource Planning (ERP) system, and the benefits this may bring to ways of working at the council. Beyond this work, the transformation programme will also need to take a further, broader look at what services the council will deliver. This is work that will need to now happen at pace, in light of the budget challenge faced.

To better enable the delivery of the council's transformation programme, the council were also recommended to further develop finance, HR and ICT services. Following this, the council has taken a step to integrate finance within the Corporate Core, under a single Executive Director. The council has appointed a new, permanent chief finance officer who has landed well in the organisation in these early months. A department plan has been produced for the Corporate Core, and the Corporate Core Engagement Strategy has been refreshed, with a revised approach to the use of the Core Wider Leadership Team also implemented. There is more to do, to further develop the structures required for more fully implementing the council's wider transformation requirements, which can be progressed further in the context of the opportunities and requirements linked to the implementation of a new ERP system.

Further into this report, there is feedback on the steps the council has taken to ‘safely land’ the management and maintenance of the local social housing stock within the council. The significance of this, has required the focus of the Corporate Core over this period which has had an effect on the pace the council has been able to give to its work on transformation. The council is now out to recruit to the dedicated capacity required for housing operations, which once in place, can help to release other capacity from the Corporate Core for this.

To meet the scale of the financial gap that remains over this three-year period:

- Further work will be required to shape the focus of a transformation programme which is closely aligned to the MTFP, whilst remaining true to the priorities now set out for the council as well as the ‘LET’S’ principles. This will require ensuring the right capacity and resource is in place to develop and deliver this programme, as well as creating spaces so that this can be considered in the round as ‘one council’.

The above also includes the new opportunities that may present themselves – for example, opportunities from bringing the management and maintenance of the council’s social housing stock in house, which includes the use of capacity as well as the potential of the Housing Revenue Account. All of this can help to build the level of confidence in dealing with the financial challenge, whilst retaining a sharpened focus on the key priorities for the council.

Following from the above, one of the benefits of a high performing approach to assurance, risk and audit is that it can support the council in being increasingly confident in the delivery of its plans to meet its financial challenge. Following the feedback from the CPC, the council have delivered refresher training to Senior Leaders on risk in April 2024. The work programme of the internal audit function has also been refreshed against the new Corporate Plan and an internal governance group has been established to provide oversight of governance and assurance mechanisms.

Over the course of this progress review, the team are not able to assess the impact this has had more specifically on the management of risks and issues at the council. Continuously evaluating the level of assurance these mechanisms are able to

provide will inevitably remain important as the council seeks to progress against its transformation strategy. Whilst there are dedicated functions this is a shared responsibility across the council, which the newly developed internal governance group can support.

‘One Council’

This theme bears particular reference to the following recommendations:

- Establish a ‘One Council’ culture and ways of working to better position the council in dealing with its challenges and achieving its priorities across the short, medium and longer term.
- Build the resilience of the Children’s Leadership Team – including appointing to the vacant senior officer posts.
- Take steps to help further support and develop the Cabinet team, using the examples given in this report.

As part of this progress review, the peer team were able to observe how the will to move further towards a ‘One Council’ approach is moving into place. For example, the team heard from a number of people corporately and within children’s services how the improvement of children’s services is being increasingly seen as a shared endeavour across the council, compared to the same point last year. Equally, at the previous CPC, the team heard from a number of people a perception that the council’s financial position would be fine, *“if Children’s Social Care wasn’t so high spending”*. The feedback given at the CPC, served to highlight that, whilst the council was overspending against budget, it had been lower spending than its most similar councils. The council agreed the budget for 2024/25 following this analysis, which increased the base budget for children’s social care, compared to the previous year. Beyond this, there has been a recognition from a number of colleagues across the council that these perceptions had moved on and that the financial challenge facing the council is not solely due to the level of spend within children’s services, but is a challenge for the council, with colleagues within children’s social care also reflecting this different perspective and the support of this.

In terms of building the resilience of the leadership team within children's services, a restructure of the management team has taken place with a Director of Social Care and Early Help appointed. In addition to this, the Director of Education post has been filled with a long-term secondment, with the children's commissioning function now also moved under the Director of Children's Services.

In regards to support for the Cabinet, additional business and policy support has been put in place following the CPC and a member development plan has been agreed. Members of the Cabinet recognise the increased level of support that is now available to them. A new portfolio holder for finance and transformation has been appointed to the Cabinet and has both taken steps to develop his relationships with relevant officers, whilst also beginning to tap into the external support and networks available.

Building from the support that is now available to the Cabinet and the positive steps taken:

- The Cabinet are encouraged to continuously develop in regards to how they bring their leadership to the council. Noting the different, informal roles required of each other to both support and challenge each other as well as the skills to craft and communicate, in different ways, the strategic narrative as it develops and evolves.

Inclusive Growth

This theme bears particular reference to the following recommendations:

- Ensure the council's inclusive growth ambitions are suitably resourced to see them realised.
- Start to prepare a new Local Plan to complement the Greater Manchester Places for Everyone Plan.
- Plan for the risks and opportunities around Six Town Housing in realising the changes the council seeks from this move.

'Inclusive economic growth' is one of the council's top three priorities in the Corporate Plan. A significant element of the previous CPC recognised the high level of ambition

for inclusive growth, the opportunities that exist and the potential benefits this can bring. The refreshed business plan for the service is currently reported as 'on track', however:

- Further work is required, to ensure the council has in place the resource it needs, to be confident it can realise the delivery of all of the major projects and schemes it has in play.

The council established a working group to begin to prepare a new Local Plan, that complements the Greater Manchester Places for Everyone Plan, following the previous CPC. Work is ongoing to develop masterplans for three strategic sites allocated as part of the Greater Manchester Places for Everyone Plan, although work to update the Local Plan has been paused in light of the updated National Planning Policy Framework guidance, which would significantly increase the housing target for Bury.

The council clearly listened to the feedback from the previous CPC, to create a safe landing zone for the housing Arm's Length Management Organisation (ALMO), in returning back into the council. Subsequent due-diligence exercises were completed to support this transition, finding a number of other gaps within the fundamental operating structure, which has required further focus. It was reported to the peer team that all improvement work following this transfer is on track, relative to the plan. The work around this has required significantly enhanced property compliance safety checks, advanced stock condition surveys and a new tenant engagement strategy. A strategic change partner has been engaged to work collaboratively with members, officers and tenants to further support the integration of housing over the next 6-12 months. The council is now out to recruit for a permanent Director of Housing Operations, to help lead and deliver on this next stage of this particular journey.

This can help to release existing capacity for transformation, whilst also providing additional, specialist expertise. Having this in position, will help the council to identify and deliver on work to realise the benefits this reintegration can bring, in meeting the sharpened priorities the council now has in place, the outcomes those priorities represent, within a framework which supports financial sustainability.

4. Final thoughts and next steps

We appreciate that senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

Under the umbrella of LGA sector-led improvement, there is an on-going relationship with the support offer to councils. The LGA is well placed to provide additional support, advice and guidance on a number of the areas identified for development and improvement and we would be happy to discuss this.

Claire Hogan (Principal Adviser) is the main point of contact between the authority and the Local Government Association (LGA) and her e-mail address is

Claire.hogan@local.gov.uk



Classification: Open	Decision Type: Non-Key
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Report to:	Cabinet	Date: 05 December 2024
Subject:	Proposal for Bury Council's to sign up to the Care Leaver Covenant	
Report of	Deputy Leader and Cabinet Member for Children and Young People	

Summary

1. The report seeks approval for Bury Council to sign up to the Care Leaver Covenant (CLC). CLC work with more than 500 organisations to connect young people with care experience to exclusive opportunities. By becoming a partner of the CLC, Bury Council will join 92 other unitary local authorities in demonstrating their commitment to care experienced young people.

Recommendation(s)

2. Cabinet to endorse and note Bury's Council's partnership with the Care Leaver Covenant, placing it alongside strategic partners within the sector, such as the Local Government Association and SOLACE, as well as leading councils, such as Leeds City Council, and signifying Bury's support for a 'whole council' approach to supporting our care experienced young people.

Reasons for recommendation(s)

Signing up to the Care Leaver Covenant will reinforce Bury Council's commitment to supporting young people with care experience by providing them with valuable opportunities for their future. The Care Leaver Covenant provides a framework for councils to support young people with care experience by connecting them to exclusive opportunities. By becoming a partner of the CLC, Bury Council will join 92 other unitary local authorities who have adopted the 'Whole Council Approach'. The key benefits include:

- **Opportunity Take-Up:** Encouraging care leavers and support workers to register with the 'Connects' app, enabling offers and opportunities to be shared with them. Internal council opportunities will be promoted through the 'Care Leaver Friendly Employers Charter.' The 'Inclusive Employers Toolkit' can also be shared with external employers.
- **Awareness Raising:** Promoting the Care Leaver Covenant within the council's supply chains, procurement, and commissioning services. The council can invite the CLC to speak at events or meetings with businesses and partners, enhancing social value requirements to include outcomes for care leavers. The Social Value Toolkit can be used to strengthen these outcomes.

- Policy Collaboration: Forming a council-wide representative working group to demonstrate partnership working and support the Covenant's initiatives. The economic development and procurement teams can offer proactive support.
- Care Leaver Covenant Ambassador: Appointing an ambassador who will work with the CLC engagement team and be kept informed about ongoing efforts and opportunities – an officer has already been identified for this role.
- Working in collaboration with the CLC, Councils bring together care leaver champions from across their authority with a view to unlocking opportunities from both internal and external partners. The Covenant's engagement team collaborate with business and community partners, linked to the Council's economic development team, to develop a localised network of Covenant signatories.
- As an employer, leading by example, Bury Council will also create protected employment opportunities for their care leavers alongside a supportive pre/post-employment pathway defined by the principles of the CLC's 'Care Leaver Friendly Employer's Charter.'

Alternative options considered and rejected

The main alternative option would be not to sign up and to seek to develop our own support networks and arrangements. However, it costs nothing to sign up to the covenant and the Care Leavers Covenant has widespread sector credibility and profile. Signing up to the Covenant signals the council's commitment to care experienced young people, while also providing a framework to develop that commitment further and to support improved outcomes for our care experienced young people.

Report Author and Contact Details:

Name: Jeanette Richards

Position: Executive Director of Children & Young People

Department: Children's Services

E-mail: J.Richards@bury.gov.uk

Background

In July 2016, the Government published a major policy document 'Keep on Caring' to support young people from care to independence.

A key policy commitment in the paper is a strategic pledge to introduce a Care Leaver Covenant. The Covenant is a promise made by the private, public, and voluntary sectors to provide support for care leavers aged 16-25 to help them to live independently.

The aim of the Care Leaver Covenant, to which organisations commit, is to provide additional support for those leaving care; making available a different type of support and expertise from that statutorily provided by local authorities

The CLC have previously supported a Bury Council event aimed at engaging external businesses – Bury Works Together for Care Leavers. This event helped bring

businesses that are in the locality to participate and show support for our care experienced young people, with the CLC inputting into this event and bringing along some employers they are already in contact with in the local area. It is hoped that by encouraging local businesses to sign up to the CLC that this will improve opportunities for our young people whilst also providing opportunities, work experience and support events aimed at our young people such as the 'Meet the Manager' event held during Care Leaver Week.

Links with the Corporate Priorities:

The proposal aligns tightly with the Let's Do It Strategy, focusing on delivering more support and better outcomes for local young people for whom Bury Council has been the corporate parent during their childhood.

The clear intention of signing up to the Covenant is to combine local business and enterprise together with the council to enhance the support and opportunities available to Care Experienced young people, building on the strengths that those young people possess and further developing the local community capacity to support the group of local residents who have faced the greatest challenges growing up and moving on into the adult world.

Equality Impact and Considerations:

A full EIA has been completed with only positive impacts identified. No further actions or mitigations are required – see appendix for link.

Environmental Impact and Considerations:

*Please provide an explanation of the Environmental impact of this decision. Please include the impact on both **Carbon emissions** (contact climate@bury.gov.uk for advice) and **Biodiversity** (contact c.m.wilkinson@bury.gov.uk for advice)*

Signing up to the Covenant has no Environmental Impact

Assessment and Mitigation of Risk:

Risk / opportunity	Mitigation

Legal Implications:

The proposals align with the Council's corporate parenting principles set out in the Children and Social Work Act 2017 and to leaving care duties under the Children

(Leaving Care) Act 2000.

Financial Implications:

Signing up to the Covenant incurs no cost for the council

Appendices:

Completed EqIA: [241219_EQIA_Care Leaver Covenant_signed off.docx](#)

Background papers:

Care Leaver Covenant background: [CLC-Intro-Leaflet-Branded-With-Sign-up-Steps-Oct-2023.pdf](#)

Care Leaver Covenant – Local Authorities: [Local Authorities Engagement - Care Leaver Covenant](#)

Becoming a partner (signatory) to the Care Leavers Covenant: [Becoming a Partner - Care Leaver Covenant](#)

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

Term	Meaning

Equality Impact Analysis

This equality impact analysis establishes the likely effects both positive and negative and potential unintended consequences that decisions, policies, projects and practices can have on people at risk of discrimination, harassment and victimisation. The analysis considers documentary evidence, data and information from stakeholder engagement/consultation to manage risk and to understand the actual or potential effect of activity, including both positive and adverse impacts, on those affected by the activity being considered.

To support completion of this analysis tool, please refer to the equality impact analysis guidance.

Section 1 – Analysis Details (Page 5 of the guidance document)

Name of Policy/Project/Decision	Bury Council Signing up to the Care Leaver Covenant
Lead Officer (SRO or Assistant Director/Director)	Jeanette Richards
Department/Team	Children's Services
Proposed Implementation Date	4/12/24
Author of the EqlA	Robert Arrowsmith
Date of the EqlA	19/11/24

1.1 What is the main purpose of the proposed policy/project/decision and intended outcomes?
<p>Proposal for Bury Council to sign up to the Care Leaver Covenant (CLC).</p> <p>CLC work with more than 500 organisations to connect young people with care experience to exclusive opportunities. Their signatory network is continually developing with offers relating to employment, education, wellbeing, finances, and a young person's home.</p> <p>Signing up to the Covenant serves three purposes: firstly, it reaffirms and further develops Bury's commitment to supporting its care experienced young people. Secondly, it links Bury Council into a wider national network of councils, companies and strategic partners who are also signed up to the Covenant and committed to improving the support available to and the outcomes achieved by care experienced young people. Thirdly, it provides access to enhanced support for individual care experienced young people over and above that provided statutorily by the council.</p>

Section 2 – Impact Assessment (Pages 6 to 10 of the guidance document)

2.1 Who could the proposed policy/project/decision likely have an impact on?
<p>Employees: No – the CLC is clearly aimed at supporting a clearly defined group of Bury residents</p> <p>Community/Residents: Yes – through enhanced support for care experienced residents.</p> <p>Third parties such as suppliers, providers and voluntary organisations: No - the CLC is clearly aimed at supporting a clearly defined group of Bury residents</p> <p>If the answer to all three questions is 'no' there is no need to continue with this analysis.</p>
2.2 Evidence to support the analysis. Include documentary evidence, data and stakeholder information/consultation
<p>Documentary Evidence:</p> <p>About the CLC - Care Leaver Covenant</p> <p>The-independent-review-of-childrens-social-care-Final-report.pdf</p> <p>Children's social care stable homes built on love consultation</p> <p>Children's Social Care: Stable Homes, Built on Love consultation response</p>
<p>Data: Care leavers face 'acute challenges' in transition to adulthood - News and events, University of York</p> <p>The-lifelong-health-and-well-being-of-care-leavers.-Nuffield-Foundation-and-UCL-policy-briefing.-Oct-2021.pdf</p> <p>'Ready or not': care leavers' views of preparing to leave care - GOV.UK</p> <p>Children-of-care-leavers-research-report.pdf</p> <p>No-Place-Like-Home-Parliamentary-Briefing.pdf</p> <p>Care-Leaver-Outcomes-Policy-Brief.pdf</p>
<p>Stakeholder information/consultation: N/A</p>
2.3 Consider the following questions in terms of who the policy/project/decision could potentially have an impact on. Detail these in the impact assessment table (2.4) and the potential impact this could have.

- Could the proposal prevent the promotion of equality of opportunity or good relations between different equality groups?
- Could the proposal create barriers to accessing a service or obtaining employment because of a protected characteristic?
- Could the proposal affect the usage or experience of a service because of a protected characteristic?
- Could a protected characteristic be disproportionately advantaged or disadvantaged by the proposal?
- Could the proposal make it more or less likely that a protected characteristic will be at risk of harassment or victimisation?
- Could the proposal affect public attitudes towards a protected characteristic (e.g. by increasing or reducing their presence in the community)?
- Could the proposal prevent or limit a protected characteristic contributing to the democratic running of the council?

2.4 Characteristic	Potential Impacts	Evidence (from 2.2) to demonstrate this impact	Mitigations to reduce negative impact	Impact level with mitigations Positive, Neutral, Negative
Age				
Disability				
Gender Reassignment				
Marriage and Civil Partnership				
Pregnancy and Maternity				
Race				
Religion and Belief				
Sex				
Sexual Orientation				
Carers				
Looked After Children and Care Leavers	Additional support and opportunities available to Care Experienced Young people	All analysis of outcomes for care experienced young people listed above shows that on average their outcomes in adult life are worse than their age peers. Furthermore, all	N/A	Positive

		guidance stresses the need for the group to receive proactive support from public bodies and other agencies to compensate for the intrinsic challenges of being care experienced.		
Socio-economically vulnerable				
Veterans				

Actions required to mitigate/reduce/eliminate negative impacts or to complete the analysis

2.5 Characteristics	Action	Action Owner	Completion Date

Section 3 - Impact Risk

Establish the level of risk to people and organisations arising from identified impacts, with additional actions completed to mitigate/reduce/eliminate negative impacts.

3.1 Identifying risk level (Pages 10 - 12 of the guidance document)

	Likelihood
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Impact x Likelihood = Score			1	2	3	4
			Unlikely	Possible	Likely	Very likely
Impact	4	Very High	4	8	12	16
	3	High	3	6	9	12
	2	Medium	2	4	6	8
	1	Low	1	2	3	4
	0	Positive / No impact	0	0	0	0

Risk Level	No Risk = 0	Low Risk = 1 - 4	Medium Risk = 5 – 7	High Risk = 8 - 16
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3.2 Level of risk identified	0
3.3 Reasons for risk level calculation	The proposal is to provide further support for a vulnerable group of young people already recognised by Bury council as having a protected characteristic. The proposal reinforces the council's commitment to supporting the journey of care experienced young people into adult life in the best way possible to overcome the challenges they face.

Section 4 - Analysis Decision (Page 11 of the guidance document)

4.1 Analysis Decision	X	Reasons for This Decision
There is no negative impact therefore the activity will proceed	X	The impact of the decision to sign up to the Care Leaver Covenant is on Care Experienced young people alone and it is positive.

There are low impacts or risks identified which can be mitigated or managed to reduce the risks and activity will proceed		
There are medium to high risks identified which cannot be mitigated following careful and thorough consideration. The activity will proceed with caution and this risk recorded on the risk register, ensuring continual review		

Section 5 – Sign Off and Revisions (Page 11 of the guidance document)

5.1 Sign Off	Name	Date	Comments
Lead Officer/SRO/Project Manager			
Responsible Asst. Director/Director			
EDI	Lee Cawley	19/11/24	QA Complete. Only positive impacts identified

EqIA Revision Log

5.2 Revision Date	Revision By	Revision Details

**MINUTES OF THE MEETING OF THE GREATER MANCHESTER COMBINED
AUTHORITY HELD ON FRIDAY 25TH OCTOBER 2024 AT BURY TOWN HALL**

PRESENT

Mayor of Greater Manchester	Andy Burnham (in the Chair)
Deputy Mayor (Police, Crime & Fire)	Kate Green
Bolton	Councillor Susan Haworth
Bury	Councillor Eamonn O'Brien
Manchester	Councillor Joanna Midgley
Oldham	Councillor Arooj Shah
Rochdale	Councillor Neil Emmott
Salford	City Mayor Paul Dennett
Stockport	Councillor Mark Roberts
Tameside	Councillor Eleanor Wills
Trafford	Councillor Tom Ross
Wigan	Councillor David Molyneux

ALSO IN ATTENDANCE:

Local Nature Partnership	Anne Selby
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OFFICERS IN ATTENDANCE:

Group Chief Executive Officer, GMCA, GMFRS & TfGM	Caroline Simpson
Group Deputy Chief Executive	Andrew Lightfoot
Group Monitoring Officer	Gillian Duckworth
Group Treasurer	Steve Wilson
GMCA Director of Governance & Scrutiny	Julie Connor
Bolton	Sue Johnson
Bury	Lynne Ridsdale
Manchester	Becca Heron
Oldham	Harry Catherall
Rochdale	Julie Murphy

Salford	Tom Stannard
Stockport	Michael Cullen
Tameside	Steph Butterworth
Tameside	Julian Jackson
Trafford	Sara Todd
Wigan	Aidan Thatcher
Office of the GM Mayor	Kevin Lee
TfGM	Martin Lax
TfGM	Steve Warrener
GMCA	Sylvia Welsh
GMCA	Lee Teasdale

GMCA 145/24 APOLOGIES

That apologies be received from Councillor Nicholas Peel (Bolton), Councillor Bev Craig (Manchester) & Councillor Mark Hunter (Stockport).

GMCA 146/24 CHAIRS ANNOUNCEMENTS AND URGENT BUSINESS

Andy Burnham, Mayor of Greater Manchester, opened the meeting by welcoming Councillor Eleanor Wills to the meeting following her appointment as the Leader of Tameside Council and to the GMCA. The Mayor also expressed the thanks of the GMCA to Councillor Gerald Cooney for his valuable contributions to the housing portfolio during his tenure as the member of the GMCA.

The Mayor highlighted the continuing concerning performance of Northern Rail, with the current level of service unacceptable for a city region of Greater Manchester's size. He advised that an emergency meeting of the Rail North Committee had been arranged to discuss these concerns as a matter of urgency.

Ahead of the Autumn Budget/Spending Review, the Mayor confirmed that direct representations were being made to Whitehall on easing the financial burdens and pressures currently placed upon Local Government. The case for a full integrated London style public transport system continued to be made, and an offer of 75,000

new homes in the region had been made to support the new Government's housebuilding ambitions.

RESOLVED /-

1. That the appointment of Councillor Eleanor Wills (Tameside) as a member of the GMCA be noted.
2. That Councillor Gerald Cooney be thanked for his service as the previous Tameside member of the GMCA.
3. That it be noted that Mayor Andy Burnham has called for an urgent meeting of the Rail North Committee to discuss the ongoing concerns about the performance of Northern Rail.
4. That the Mayor will continue to make direct representations to government ahead of the Autumn Budget.

GMCA 147/24 DECLARATIONS OF INTEREST

RESOLVED /-

There were none.

**GMCA 148/24 MINUTES OF THE GMCA MEETING HELD ON 27 SEPTEMBER
2024**

RESOLVED /-

That the minutes of the GMCA meeting held on 27th September 2024 be approved as a correct record.

**GMCA 149/24 GMCA OVERVIEW & SCRUTINY COMMITTEE MINUTES – 25TH
SEPTEMBER 2024**

RESOLVED /-

That the minutes of the GMCA Overview & Scrutiny Committee held on 25th September 2024 be noted.

**GMCA 150/24 GM BEE NETWORK COMMITTEE MINUTES – 26TH
SEPTEMBER 2024**

RESOLVED /-

That the minutes of the GM Bee Network Committee meetings held on 26th September 2024 be noted.

**GMCA 151/24 GMCA AIR QUALITY ADMINISTRATION COMMITTEE
MINUTES – 1ST OCTOBER 2024**

Councillor Eamonn O'Brien, Portfolio Lead for Clean Air, introduced a report which provided the GMCA with an update on the current work of the Committee. Good progress had been made on the adoption of the Air Quality Action Plan with the submission of the non-charging investment led approach. It had been evidenced that this the quickest, cheapest and the fairest way of compliance. The Plan could be looked at in three parts, firstly to support the Bee Network in provision of a cleaner bus fleet; secondly a fund for cleaner taxis which met a common set of principles; and thirdly a smaller pot for specific junction interventions at air quality hotspots.

RESOLVED /-

1. That the minutes of the GMCA Air Quality Administration Committee held on 1st October 2024 be noted.

2. That update received from the Chair of the GM Air Quality Administration Committee be noted.

**GMCA 152/24 GMCA WASTE & RECYCLING COMMITTEE MINUTES – 16TH
OCTOBER 2024**

RESOLVED /-

That the minutes of the GMCA Waste & Recycling Committee held on 16th October 2024 be noted.

GMCA 153/24 GREATER MANCHESTER APPOINTMENTS

Gillian Duckworth, GMCA Solicitor & Monitoring Officer, presented a report setting out appointments to various Committees and other bodies within Greater Manchester.

RESOLVED /-

1. That the appointment of Councillor Basat Sheikh (MCC) as a substitute member of the GMCA Overview & Scrutiny Committee for 2024/25 be approved.
2. That the appointment of Councillor Anthony McCaul (MCC) as a substitute member of the GM Clean Air Committee for 2024/25 be noted.
3. That the appointment of Councillor Anthony McCaul (MCC) as a substitute member of the Air Quality Administration Committee for 2024/25 be noted.

GMCA 154/24 EQUALITY PANELS – ANNUAL REPORTS

Councillor Arooj Shah, Portfolio Lead for Equalities & Communities, presented a report summarising the activity and impact of the Greater Manchester Equality Panels through their individual Annual Reports 2023-24.

Councillor Shah praised the individual volunteers who give up so much of their time and put so much work into making each of these individual panels a resounding success and forming key stepping stones towards ensuring resilience in all of GM's communities.

RESOLVED /-

1. That the Annual Reports provided by the Disabled People's Panel, Youth Combined Authority, Women and Girls Equality Panel, Race Equality Panel, Faith and Belief Panel Advisory Panel, Older Peoples Equality Panel and LGBTQ+ Equality Panel be noted.
2. That the commitment of all Portfolios to proactively engage with Equality Panels (individually or collectively) on issues that impact communities-of-identity be endorsed.
3. That the GMC be requested to seek to further communicate the brilliant work of community volunteers in fostering community cohesion and equalities throughout the region.

**GMCA 155/24 GREATER MANCHESTER LOCAL NATURE RECOVERY
STRATEGY – DRAFT FOR CONSULTATION**

Councillor Tom Ross, Portfolio Lead for Green City Region, provided a report that presented Greater Manchester's Local Nature Recovery Strategy (draft for consultation). The strategy had been developed over the last 18 month with Local Authorities and wider stakeholders and was ready to progress to public consultation.

This strategy was part of a new system of spatial biodiversity strategies required by law under the Environment Act 2021. The purpose was to set out the actions required to over the forthcoming years to appropriately respond to the ongoing biodiversity emergency. The Strategy would provide a roadmap for how and where people could work together to help nature heal across the city region. Work had taken place with all Greater Manchester Local Authorities and relevant partners to fully develop the draft,

together with consultation with experts before now going on to a public consultation process to ensure the most comprehensive strategy possible.

Anne Selby, Chair of the Local Nature Partnership, was invited to address the GMCA. She stated that the current year had been disastrous for pollinators, with a wet spring causing significant difficulties, and this was compounded by an estimated 90-95% loss of insects over the past century. As well as painful environmental consequences, based on current projections the loss of biodiversity could have a 12% financial impact on GDP by 2050 as well. The Strategy was welcomed as it set out the first steps required in order to halt these declines.

RESOLVED /-

MAYORAL APPROVAL

1. That the Greater Manchester Local Nature Recovery Strategy (draft for consultation) to proceed to public consultation and that the authority be delegated to Councillor Tom Ross, Portfolio Lead for Green City Region to approve any minor changes to be made to the Greater Manchester Local Nature Recovery Strategy (draft-for-consultation) prior to the public consultation.

GMCA APPROVALS

2. That the Greater Manchester Local Nature Recovery Strategy (draft-for-consultation) be endorsed for public consultation.
3. That the contents, including the vision, aims, targets, priorities and actions to help respond locally to the biodiversity emergency, be noted.
4. That it be noted that the sustainability assessment of these proposals was positive.
5. That the points highlighted by Anne Selby, Chair of the Local Nature Partnership, be noted.

6. That it be noted that the consultation process will take place from November 15th to January 31st 2025 and that GM Local Authorities be requested to disseminate the consultation through their communications channels.

**GMCA 156/24 GREATER MANCHESTER ONE NETWORK CONNECTIVITY
PARTNER PROCURMENT**

Councillor Susan Haworth, of behalf of Councillor Nicholas Peel, Portfolio Lead for Digital City Region, presented a report setting out the progress made on Greater Manchester One Network implementation and summarising the outcome of a tender process to extend One Network to include connectivity for sites that are not served by the Greater Manchester Local Full Fibre Network.

Greater Manchester One Network was needed as Greater Manchester local full fibre network had digital legacy issues that needed solving. The spending of £2m to address this was cost effective, as it avoided up to £6.6m of alternative option costs over 10 years, with £3.7m of social value gained as referenced within the report.

RESOLVED /-

1. That the completion of the migration of c 1200 sites from legacy networks to the GM One Network across six organisations and the efforts of officers and commercial partners in its delivery, be noted.
2. That the potential to leverage GM One Network to improve services and reduce costs across Greater Manchester's public sector including for connectivity, internet access, and other cloud services, and cyber security, be noted.
3. That approval be given for the GMCA to enter into the contract with Vodafone for GM One Network Connectivity Partner services, valued at up to £2m, to enable connectivity to more sites, creating an agreement that can be drawn on for the benefit of partners in GM One Network (at their cost); noting that orders under the contract will be subject to the governance, as set out in the report and decisions in accordance with the Constitution.

GMCA 157/24 GM INVESTMENT FRAMEWORK – CONDITIONAL PROJECT APPROVAL

Councillor David Molyneux, Portfolio Lead for Resources & Investment, presented a report seeking approval for a loan to Sustainable Ventures (North) Ltd. A loan which would be made from recycled funds.

RESOLVED /-

1. That approval be given for a loan of £500k to Sustainable Ventures (North) Ltd
2. That authority be delegated to the Combined Authority Treasurer and Combined Authority Monitoring Officer to review the due diligence information in respect of the above loans, and, subject to their satisfactory review and agreement of the due diligence information and the overall detailed commercial terms of the investments, to sign off any outstanding conditions, issue final approvals and complete any necessary related documentation in respect of the investments and loans noted above.

GMCA 158/24 DRAFT SCHOOL STRATEGY – OUR VISION FOR SCHOOL TRAVEL IN MANCHESTER

Andy Burnham, Mayor of Greater Manchester, presented a report asking members to note and comment on the draft School Travel Strategy, a sub-strategy of the 2040 Transport Strategy.

It was stated that the introduction of yellow school buses in the region in the mid-2000s had been a necessity at that time as the bus network in its deregulated form was reducing services and leaving many schools without any form of dedicated service. This system had now been in place for close to 20 years and the introduction of the franchised Bee Network allowed for the opportunity to undertake a review and introduce a more integrated and sustainable alternative.

Nearly half a million students travelled to Greater Manchester's schools and education establishments every single day, and these students needed to be able to travel in a

safe and an affordable way. In terms of safety, the Vision Zero Strategy and Schools Streets Strategies would continue to be developed to support children who were able to walk and cycle to school, and work would continue to be undertaken with GMP and TfGM on the TravelSafe Partnership for those who travel via public transport.

Network reviews were now beginning to take shape in individual Local Authorities, with a strong focus on links to the network of vital infrastructure such as hospitals and educational establishments. Where network coverage was not feasible, specialist services would continue to be provided.

Some concern was expressed by members about the impact of any changes to services, highlighting infrastructural capacity issues and parents perception of the safety of their children, which could result in an uptick in parents driving children to school. Reassurance was sought that route changes would only be implemented if clearly fully supported through the public consultation process. The Mayor advised that these concerns were fully understood and requested TfGM officers develop transparent criteria, that clearly defined where levels of coverage would support any proposals for bus route changes.

RESOLVED /-

1. That the draft School Travel Strategy be approved for consultation.
2. That approval be given to the launch of public engagement on the strategy, comprising a ten-week online consultation and meetings with stakeholders affected by or involved in school travel.
3. That it be noted that the Mayor of Greater Manchester and the Greater Manchester Active Travel Commissioner have written to all Greater Manchester primary schools in the region seeking expressions of interest around integrating permanent Schools Streets schemes.
4. That the update on the Bee Network Committee's consideration of this item be received.

5. That transport for Greater Manchester officers be requested to develop transparent criteria, which clearly defines where levels of coverage supported proposals for bus route changes.
6. That it be noted that the consultation will commence from November 2024 for a period of ten weeks and that Local Authorities be requested to disseminate the consultation through their communications channels.
7. That the final strategy be submitted to the GMCA in spring 2025 for consideration.

GMCA 159/24 DELIVERING THE BEE NETWORK UPDATE

Andy Burnham, Mayor of Greater Manchester, presented a report advising on the progress of delivering the Bee Network, the region's plan for a high-quality, affordable and fully integrated public transport and active travel system for the people and businesses of Greater Manchester.

The GMCA was advised that the update had been considered by the GMCA Overview & Scrutiny Committee, and that the Committee had been encouraged by the data received in terms of the increased patronage and farebox seen in Tranches 1 & 2 and the success of the night bus pilot, but also addressed a number of issues such as continuing perceptions around safety that the TravelSafe Partnership needed to address and the need for more accessibility at stations.

The Mayor also highlighted the need for active promotion of the new Bee Network fare structures and the opportunities to fund passes through credit unions; the continuing work around rail integration into the Network; and the forthcoming introduction of multi-modal fares.

Members addressed issues faced with rail services within the region around Bolton. The Mayor confirmed that issues around Middlebrook were being alleviated with the introduction of the Bee Network's first new route, the 615 service.

RESOLVED /-

1. That the delivering the Bee Network update be noted
2. That the comments raised through the GM Overview & Scrutiny Committee be received.
3. That the update on the cost effectiveness of bus franchising to date be noted.
4. That the introduction of simpler flatter fares and that availability of credit unions for purchasing yearly passes be actively promoted.
5. That it be noted that the Mayor will continue to work with Transport for Greater Manchester to develop a plan for rail integration that was as robust and clear as the plan developed for bus franchising.
6. That the introduction of multi-modal fares with effect from 23rd March 2025 be noted and that the communications campaign proposals be submitted to the GMCA for consideration.
7. That the issues highlighted around Bolton South rail services be noted.
8. That the introduction of the Bee Network's first new bus service, the 615 from Wigan to Middlebrook, be welcomed.
9. That Leaders be requested to consider where they have land development ambitions in areas adjacent to the eight lines planned for GM rail integration

GMCA 160/24 BUS FRANCHISING FLEET

Andy Burnham, Mayor of Greater Manchester, presented a report that detailed a number of bus franchising fleet related proposals in preparation for the introduction of the third and final tranche of bus franchising on 5th January 2025; and to support bus services across the rest of the Bee Network.

RESOLVED /-

1. That the following bus fleet transactions be approved, and approval be given to borrowings of up to £71.2m to fund those transactions:
 - a. Purchase of 72 Euro VI diesel buses from Greater Manchester Buses South Limited (Stagecoach) to replace 'life expired' and other older vehicles and to strengthen services;
 - b. Purchase, and novation of up to 94 zero emission electric buses (ZEBs) from Stagecoach and Go North West in order to reduce operational costs in future years, via a reduction in the service fee payable to franchise operators;
 - c. Short term grant funding to Greater Manchester Buses South Limited (Stagecoach) for 'ZEBRA' ZEBs that were procured initially by Stagecoach prior to the award of contract for Tranche 3 for reallocation across franchises.
2. That the continued use the GMCA financial contribution from grant funding of up to £12.5m for the Volvo 'ZEBRA' fleet, to support the proposed revised allocation of the ZEBRA fleet be approved.
3. That the GMCA record its congratulations to Steve Warrener following his permanent appointment to the role of Managing Director of Transport for Greater Manchester, as agreed at the GM Resources Committee held earlier in the day.

GMCA 161/24 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 162/24 BUS FRANCHISING FLEET

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (GMCA 160/24)

RESOLVED /-

That the report be noted.

**GMCA 163/24 GREATER MANCHESTER INVESTMENT FRAMEWORK –
CONDITIONAL PROJECT APPROVAL**

Clerk's Note: This item was considered in support of the report considered in Part A of the agenda (GMCA 157/24).

RESOLVED /-

That the report be noted.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Regulation 21(1)(A) of the Local Authorities (Executive
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